



## ABOUT

### The BPESA Leadership Bootcamp

South Africa presents a competitive and compelling value proposition to source markets by offering capabilities that span across the entire customer journey. BPESA is dedicated to developing the human capital and leadership aspects of the industry, as well as the organizational capabilities, through up-skilling and continuous professional development of agents, specialist roles, team leaders, and management.

This commitment aims to make the South African BPO sector even more appealing to both local and international markets. To accomplish this goal, BPESA is offering a unique programme specifically designed for the BPO sector to support skills and knowledge development. The programme equips leaders with the business acumen, financial awareness, and leadership capabilities to enhance profitability for their business units and clients.

The BPESA Leadership Bootcamp is delivered as an integrated, SETA-accredited curriculum focused on developing the skills of management and leadership – different, but both essential for the success of any organisation.

Effective management is necessary to ensure that tasks are completed efficiently, and resources are allocated appropriately. At the same time, leadership skills are required to motivate and inspire employees to ensure that tasks are completed on time, within budget, and to the required standard. Effective leaders must also build a culture of trust, creativity, and collaboration that empowers employees to go beyond their individual roles and achieve greater collective success.

By combining both skills, organisations can create an environment of shared vision and purpose, while providing the structure and processes necessary to achieve it. m



## Our Partners

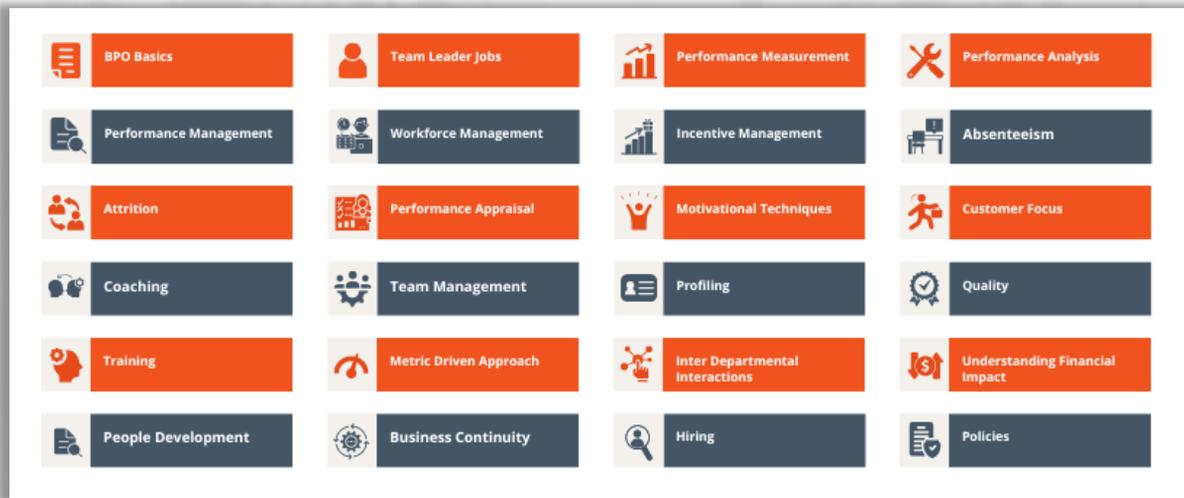
The BPESA Leadership Bootcamp has been created in partnership with TULA & ST-AND, two consultancies with exceptional experience within the BPO sector, including the successful trial of this programme with 40 team leaders and junior operations managers.

The programme focuses on improving operational leadership capability, operational efficiency and achieving specific business goals for the client. The program's success is measured by tracking key performance indicators (KPIs), such as productivity, quality, customer satisfaction, retention, and other relevant metrics. By using a metric-driven approach, the programme can provide real-time data and insights, allowing the client to make informed decisions and improvements to their operations immediately (NOW-measurement). Overall, this approach aims to enhance the client's operational efficiency, leading to better outcomes and ultimately improving their bottom line.



# MANAGEMENT

## The Skills



The management component is powered by **OnTrac™**, a globally recognised training and consulting system, created by experts from the industry, as the only metric-driven solution that comprehensively allows for effective NOW-measurement. To date, 65,000 team leaders have experienced the benefits of the **OnTrac™** methodology.

The 3 management phases are seamlessly integrated with the Leadership Development component of the programme.

**1** The first phase is an instructor led programme over one week. Here topics covered include an overview of BPO's and the various operational roles and responsibilities, performance management, absenteeism, attrition and understanding how metrics are ultimately linked to costs or revenue.

**2** In phase 2, the students have the opportunity to take learning into the workplace. Team Leaders implement their learnings and commit to improving a minimum of 1 metric with their manager. Every day, for 6 weeks, the Team Leaders are guided through the tasks they need to complete on a daily, weekly and monthly basis, so as to ensure an improvement in operational efficiency.

**3** From the workplace to the boardroom. A 20-minute presentation by the Team Leader to senior management, to outline how the 2 metrics they have selected impact the operational effectiveness of the company and, more importantly, how the metrics can be improved to increase business profitability. The presentation is assessed by the senior leadership panel, and accounts for the remaining 20% of the total five star available.

The result is increased operational efficiency, evaluated against each client's particular business objectives. This enables real-time improvement of operational metrics such as productivity, quality, customer satisfaction, retention, and more.

Transfer of learning to the workplace is a fundamental principle of the **TULA** and **ST-AND** learning experience - built around the art and science of adult learning - that guarantees the learning of new knowledge, behaviours, skills, values, and attitudes through real-world experiences that relate to their company, their team, their role, and their own development needs.



# LEADERSHIP

## The Skills

**Insights Discovery**, the globally acclaimed learning and development system, is the driving force behind the Leadership component, combining psychological research with the latest thinking in leadership for the real world. The system is highly personalized, with insights and recommendations tailored to the context of the individual.

**Insights Discovery** provides the golden thread across the 6 leadership modules, building on learning at each stage of the programme.

## MODULE 1

### My Personal Leadership Brand

By first understanding ourselves, and the impact our behaviour has on others, we can understand our own strengths and weaknesses, and our opportunities for growth and development. Self-awareness is the foundation of exceptional leadership, where leaders are able to reflect on their own strengths and weaknesses, seek feedback from others, and adapt their leadership style to suit different situations and team dynamics. The journey of self awareness is continued through understanding – and clearly defining – personal purpose, vision, values, and the difference that you bring to leadership... of self and others.

It's not personal 'branding' – applying your brand on social media etc. – it's defining WHO you are, WHAT is important, and finding your WHY. The authentic YOU. The workshop concludes with **BrandConnect™**, an introduction to brand-specific transformational leadership, which focuses on aligning the actions and decisions of leaders with the brand of their organization – not just a set of values - to create a consistent and recognizable image external and internal brand image.

## MODULE 2

### Inspiration Leadership

Discovering Inspirational Leadership takes self-awareness, personal leadership brand, and self-leadership, into the leadership of others. It is aligned to Unit Standard 120300: Analyse leadership and related theories in a work context, from the National Certificate in General Management. These principles comprise the four pillars of Inspirational Leadership: Results, Visionary, Relationship, and Centred Leadership.

We explore the individual's unique leadership style and identify the value they bring to their organisation's leadership brand, and their development reconciled against a focus on tasks and people, and external and internal perspectives. And, by integrating your leadership competencies into these pillars, we can help you express your brand through your people and build the culture you desire.

The workshop explores trends and developments in leadership theory, including their advantages and disadvantages, together with topics such as accountability, responsibility, and ownership, as well as the importance of effective communication to ground a vision and build collaboration, and the role of trust and relationships in delivering results.

## MODULE 3

### Emotional & Social Intelligence

In today's workplace, IQ is no longer enough to guarantee success. While a certain level of cognitive ability is necessary to perform in a role, it is emotional and social intelligence (ESI) that separates the good from the great. Emotional and social intelligence is the ability to recognize and understand emotions in yourself and others, and to use that awareness to manage your behaviour and relationships. It's the difference between being able to get by and being able to thrive.

The workshop is built around the internationally acclaimed Goleman-Boyatzis ESI model, and incorporates the latest research in biology and neuroscience, in a motivating, approachable, and practical to apply way.

## MODULE 4

### Conflict Management

# ST-AND

Conflict in the workplace is inevitable when people collaborate, share resources, or work in the same space. However, not all conflicts are negative. The **ST-AND** conflict model is built as an extension to the Goleman/Goleman-Boyatzis ESI model. Conflict, if managed effectively, can act as a catalyst to stimulate innovative thinking, drive change, strengthen relationships, and encourage creativity and problem-solving.

It's unavoidable to have conflicts in the workplace when individuals cooperate, use shared resources, or work in close proximity. Nevertheless, not every conflict should be perceived as detrimental. As conflict is fuelled by emotion, the **ST-AND** conflict model has been developed as an expansion of the Goleman-Boyatzis ESI methodology, enable conflict to be resolved quickly and effectively, in a way that it could act as a catalyst to stimulate innovative thinking,

## MODULE 5

### Leader as Coach & Mentor



Coaching is the most effective method to develop individuals, with no other leadership behaviour having a greater impact on employee engagement and productivity than a leader's coaching effectiveness. In **LEADER AS COACH AND MENTOR** we explore a modern-day approach to coaching and mentoring in the workplace, with practical leadership tools that can be used everyday, emphasizing informal coaching opportunities, such as one-on-one meetings and daily interactions, where coaching can be most effective yet often missed.

The workshop covers a range of topics, including the identification of what it means to become an effective coach, and self-evaluation based on the **ST-AND** Coaching Competency model.

Coaching methodologies, such as the GROW model and the **Insights Discovery** GUIDE model, are also explored to help leaders build their confidence and competence in coaching conversation, to better supporting their employees' development and driving engagement and productivity

## MODULE 6

### Team Performance and Leadership Modelling

A focus on people continues into the theme of team performance, by exploring the dynamics of effective teamwork. A key aspect of good teamwork is building strong relationships among team members, where each person understands their role and contributions to the group and feels valued for their contribution to the team's success.

To help identify areas for improvement and highlight opportunities for success, the morning session introduces the Insights Team Effectiveness model. This tool enables participants to diagnose team problems and prioritize the most pressing issues for development.

The training programme concludes with a session called 'Leadership Modelling.' This interactive session provides a forward-looking perspective on participants' leadership journeys and helps them apply what they've learned in a practical way. By bringing everything together in a hands-on, minds-on approach, participants can develop actionable plans for ongoing leadership development and drive positive change in their teams.





# IN SUMMARY

## Why the BPESA Leadership Bootcamp

The BPESA Leadership Bootcamp has been designed to build the skills of management in a unique way, to enable the BPO Sector to achieve improved operational efficiency, build a positive brand-based organizational culture, and cultivate a productive and engaged workforce capable of delivering your operational and strategic objectives.

## Timescale for Delivery and Pricing

The two components are delivered over a 5-month period with approximately 3-4 weeks in face-to-face classroom learning. Depending on the size of the class both components together are priced at R50,000.

**For more information contact Shoana Padyachee at [Shoana@bpsa.org.za](mailto:Shoana@bpsa.org.za)**

# TESTIMONIALS

As we continue to grow our teams and to solidify our presence in the industry, the TULA programme played a huge role in not just helping the participants understand the importance of building winning teams, but how to build them as well. I can see a program like TULA becoming integral to growth in this industry in any geography.

*Pratap Rao - EXL Service Country Head*

We see such a positive shift in team and individual performance, purely because the learnings imparted during the leadership programme speak to the cornerstones that make up a successful contact centre, and in turn our people are able to positively influence the customer value proposition.

*Jacques Loubser – Capfin Business Operations Manager*

Not only does this program unleash the individual's leadership potential, it also works towards achieving your organisational goals by allowing employees to take control and influence the bottom-line through individual and group work.

*Ian Ohlson – Lufthansa InTouch Site Lead*



# MEET THE TEAM

## BPESA & Partners



### SHOANA PADYACHEE

What inspires Shoana is her passion for making a difference in the lives of those she serves. Understanding human behaviour is what drives her, be it clients or colleagues, and this forms the foundation of her work.

Driven by this passion, she has achieved tremendous success by implementing turnaround strategies focused on improving customer experience and productivity metrics for B2B and B2C companies. Throughout her career, she has sought to impart her knowledge and expertise to develop the people around her. She is a qualified Life Coach, Master NLP Practitioner, and Mindfulness practitioner- a testament to her relentless pursuit of personal development and improvement.



### MANDIA BALMER

Mandia has been working with TULA as accredited OnTrac™ Leadership facilitator, since 2015. She has extensive experience of the BPO sector, both captive and outsource.

As well as partnering with Steve for the 2019 pilot programme, she's an accredited facilitator for Clarity4D personality profiling and is more than familiar with Insights Discovery, and therefore able to continue the language of colour though the Management component of the programme.



### STEVE ANDREWS

Steve is the owner of ST-AND Brand & People Development, and has been bringing his practical approach to brand and people solutions for over 20 years.

Steve's a member of COMENSA (the professional body for coaching and mentoring in SA), an Insights Discovery Licensed Practitioner, registered assessor, moderator, accredited in the Goleman/Boyartzis Emotional & Social Competency Index (ESCI), LEGO® SERIOUS PLAY® facilitator, and 'dad' to YourBrand™, the brand-specific leadership programme



### GARETH PRITCHARD

Gareth is the founder and CEO of TULA, and has been involved in BPO since 1998 in Europe, India and South Africa. As Managing Director of Lufthansa Process Management GmbH, his company organised the transfer of travel related processes offshore, both to India and to South Africa.

He established a Lufthansa BPO operation in 1998 in Cape Town. The company was subsequently bought in 2007 by Teleperformance, the world's largest operator of call centres. As Managing Director of Teleperformance (South Africa) Gareth oversaw the expansion of the call centre to over 600 seats.