

2nd Integral Africa Conference

4th5th6th October 2024

Ancient wisdom contained in Indigenous
Knowledge Systems-Integral to Organisation-
Renewal and -Resilience

Dr Louis van der Merwe

Centre for Innovative Leadership (Pty) Ltd (CIL)

All Ppt images and slides are available in the textbook for **Resilience Practitioners** cited below:

“Gauging the Resilience of City and Town Government: A manual for Strategists”

Author Louis van der Merwe PhD

- Note: Available locally from **TakeAlot** and internationally from **Amazon**
- TakeAlot:
 - <https://www.takealot.com/gauging-the-resilience-of-city-and-town-government/PLID72805605>
- Amazon:
 - https://www.amazon.com/s?k=Gauging+the+resilience&i=stripbooks-intl-ship&ref=nb_sb_noss

Why are resilient cities and towns important aka highest leverage for building national resilience?

- **Migration into Cities and Towns**-”*The defining dynamic of the 21st Century*”-Stuart Brand, Futurist (by 2040 53% urban population in Africa. Source: UN-JHB 13Mn Source: ISS)
- **Cities growing faster** than the national economies they are in. Source: Global Metro Monitor
- **First-line of defence against climate volatility and other disruptions**-Covid19 a dress rehearsal
- **We are in a global existential crisis!**

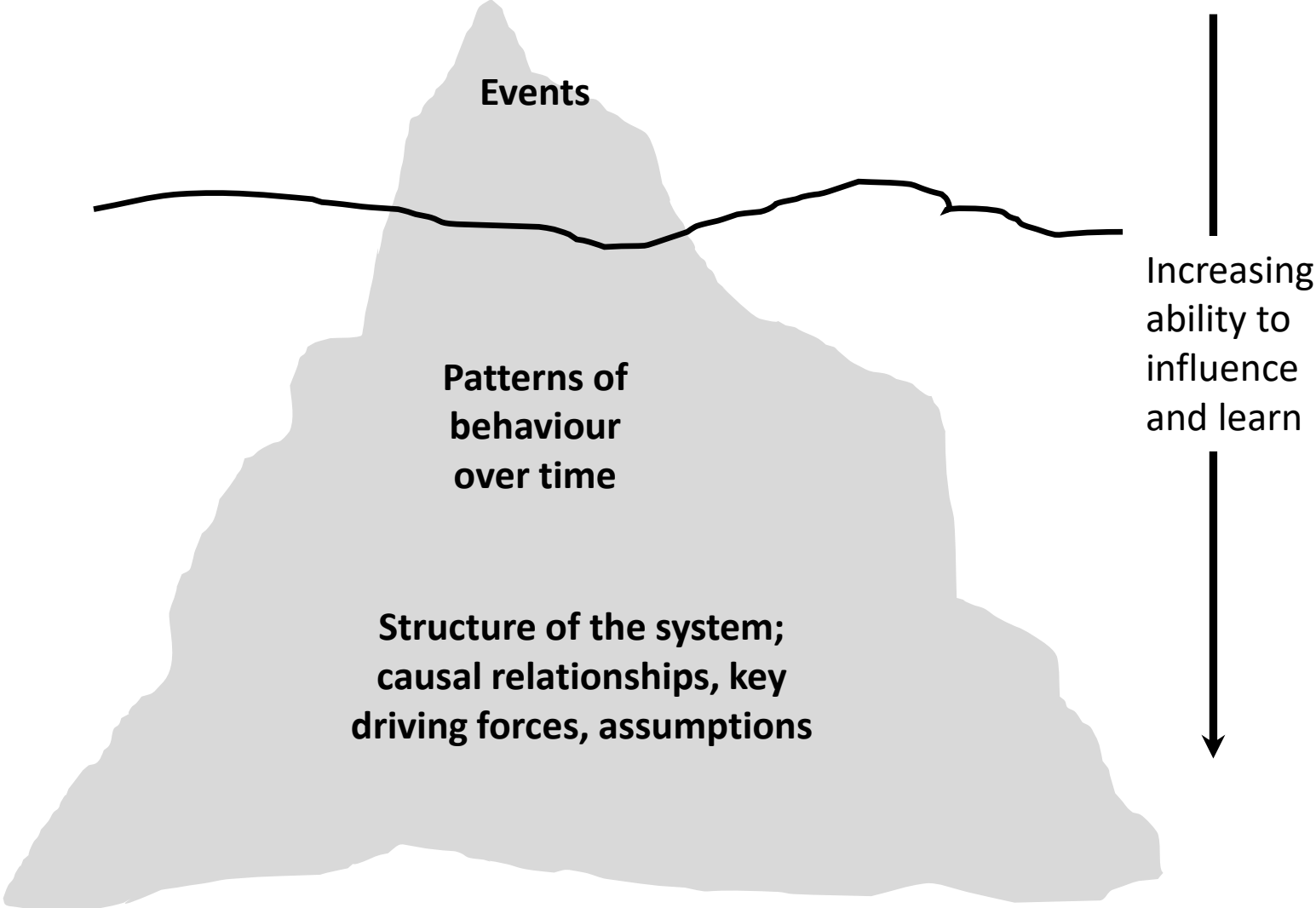
Recovering the 257 SA Cities and Towns. This textbook is aimed at Resilience Practitioners *inside* Municipalities, and organisations in general, which enable their resilience, which in turn is essential to national resilience

Sixty percent of efforts to change organisations fail (2 out of 3) Prof. John Kotter Harvard Business School

Successes (30%): Dr Louis van der Merwe, Centre for Innovative Leadership (Pty) Ltd (CIL)

- **Eskom 1984-1990.** Result: Credit Rating AAA+ in 1992 better than the sovereign at the time.
- **Shell Oil USA 1994-1997.** Result: “Best Companies to Work For”: No 2 to 60 to 32 Past President Phil Carroll (Boston, Massachusetts Institute of Technology (MIT)-SD Group
- **Shell International London, Shell Europe Oil Products (SEOP) 28 Countries** Result: Number 1 or 2 in the markets of choice. Past President Phil Turberville (Centre for Innovative Leadership BV. Amsterdam)
- **The Open University, Milton Keynes UK** Result: 80,000 hits per day on digital platform Past President and VC Prof Brenda Gourley

Using the Systems Iceberg as entry point to uncovering structure ensures greater success



Carl Gustav Jung as a resource and beacon

- CG Jung relationship with nature deeply explored in; “The Earth Has a Soul: CG Jung on Nature, Technology and Modern life”
- Nature a source of spiritual and psychological insight. He urged reconnecting with nature
- Indigenous cultures maintained a deep connection to their natural environment. A sense of kinship with their environment rather than a resource to be exploited.
- Ancient wisdom of Indigenous Knowledge Systems

Ancient wisdom question: Do the Xam/San aka Bushmen think systemically?

The first people, hunter-gatherer, resilient society we can learn from. Rock art usually dates from approximately 30K years ago.

Origin of the Kgotla (Ref. Kuper, A. 1970.) The Community forum for goal-setting and review. Conversation-driven goalsetting and review aka management of accountability and performance (MAP)

- Example 1 Close to nature. Elephant footprints-notice absent elephant(s)
- Example 2 Educating the next generation. A young San girl-child can identify >200 species of edible plants and knows how to harvest them sustainably
- Example 3 Because of this knowledge the women decide when to move camp to a new venue. Role(s) of the male and female genders?

Very little science in “Management Science”

- **Puberty Rite of Passage as Indigenous Value Formation Process-Systemic structure?**

Development of the Eskom induction process- after Disney induction process

- **Elliott Jaques 2013.** Requisite Organisation, Cason Hall: **Time span of discretion. Requisite levels in an organisational hierarchy: seven (7)** The Basis of the Paterson System for Job Evaluation first used in the mining industry-Using Decision Complexity.

Planning time horizon for City Manager, Government Director General 20-25 Years

- **Locke and Latham 1984.** Goal-Setting: A Motivational Technique That Works. Prentice-Hall

(Taking a stand) Goal-setting AND review raises productivity by about 24% depending on the quality of conversation and level of leadership

- **Conversation Quality and Engagement.** Chapter 5 Introduction to Conscious Strategic Conversation.

CIL Instrument: Level I skill Transactional. Level II Meta skills.

(Van der Merwe, L. 2021. Ppg 270-277)

SYSTEMIC PROBLEMS FACING LOCAL GOVERNMENT IN South Africa

- **Political appointments**, which have undermined the morale of the public servants and citizens' lack of confidence in the state.
 - (Key indicator: Approx. 9 Mn Stay-away vote-This young constituency is now larger than the total ANC membership)
- **Lack of capacity and capability** which is caused by among others cadre deployment as well as many vacancies, “acting appointments” and inability to attract talent
- **Lack of accountability** because of lack of consequences for poor performance and lapses in leadership and governance

MODERN GOVERNMENT: BUILDING ORGANISATION CAPABILITY

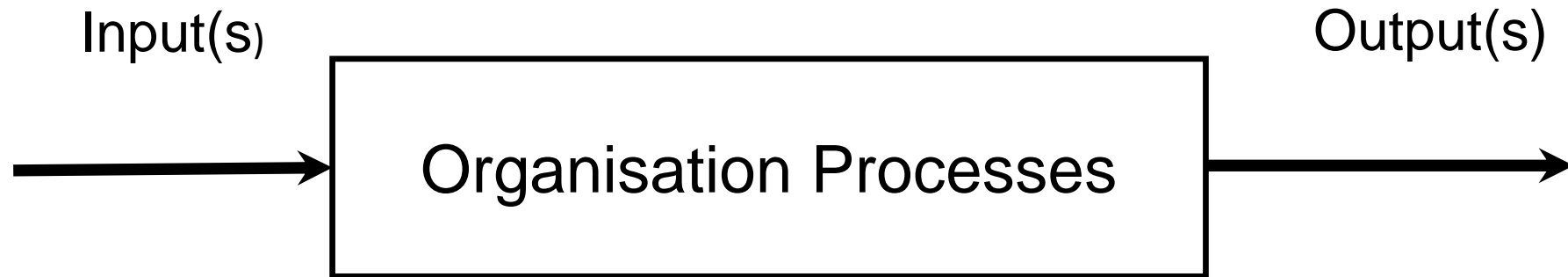
MODERN GOVERNMENT: Fukuyama

- Rule of Law
- Accountability and
- Capability

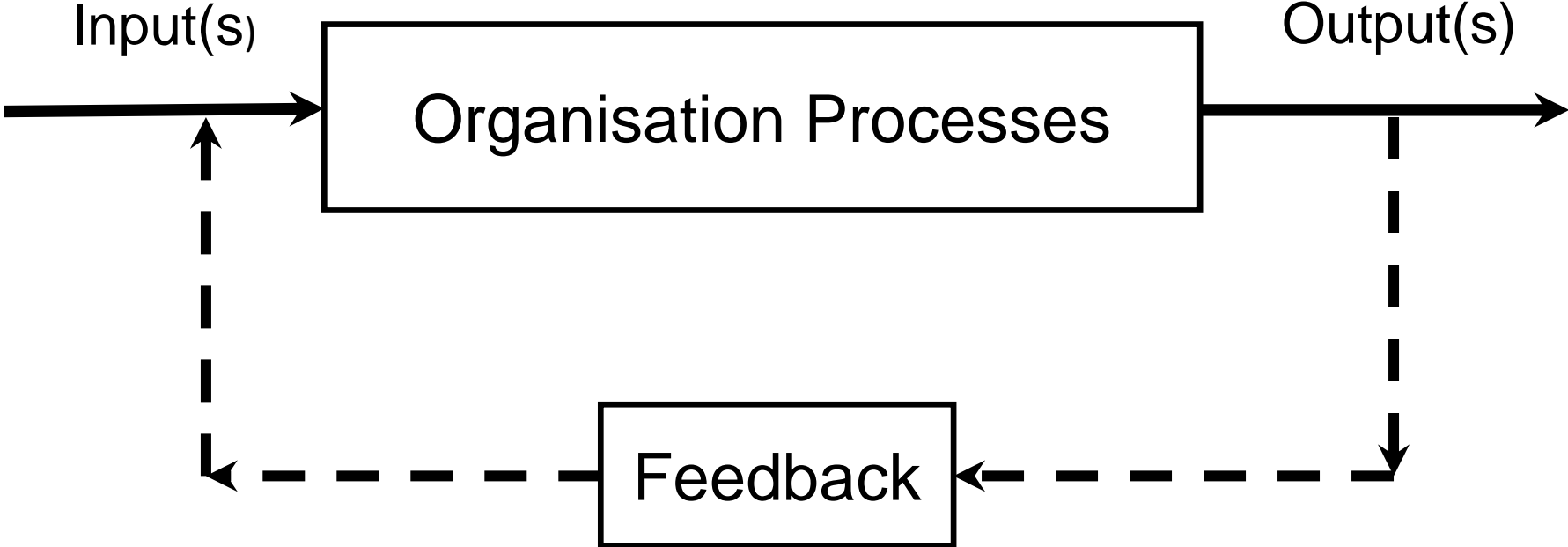
CAPABILITY: Australian Public Service Commission (APSC)

- Leadership
- Scenario-based Strategy
- Service Delivery

Closed System



Open System



Feedback Loops are important:

- Fundamental to the learning processes
- The most powerful process for management of organisational change
- Basis of Causal Loops and MIT Systems Dynamics (SD) Modelling
- NB Time delays=overshoot and undershoot!

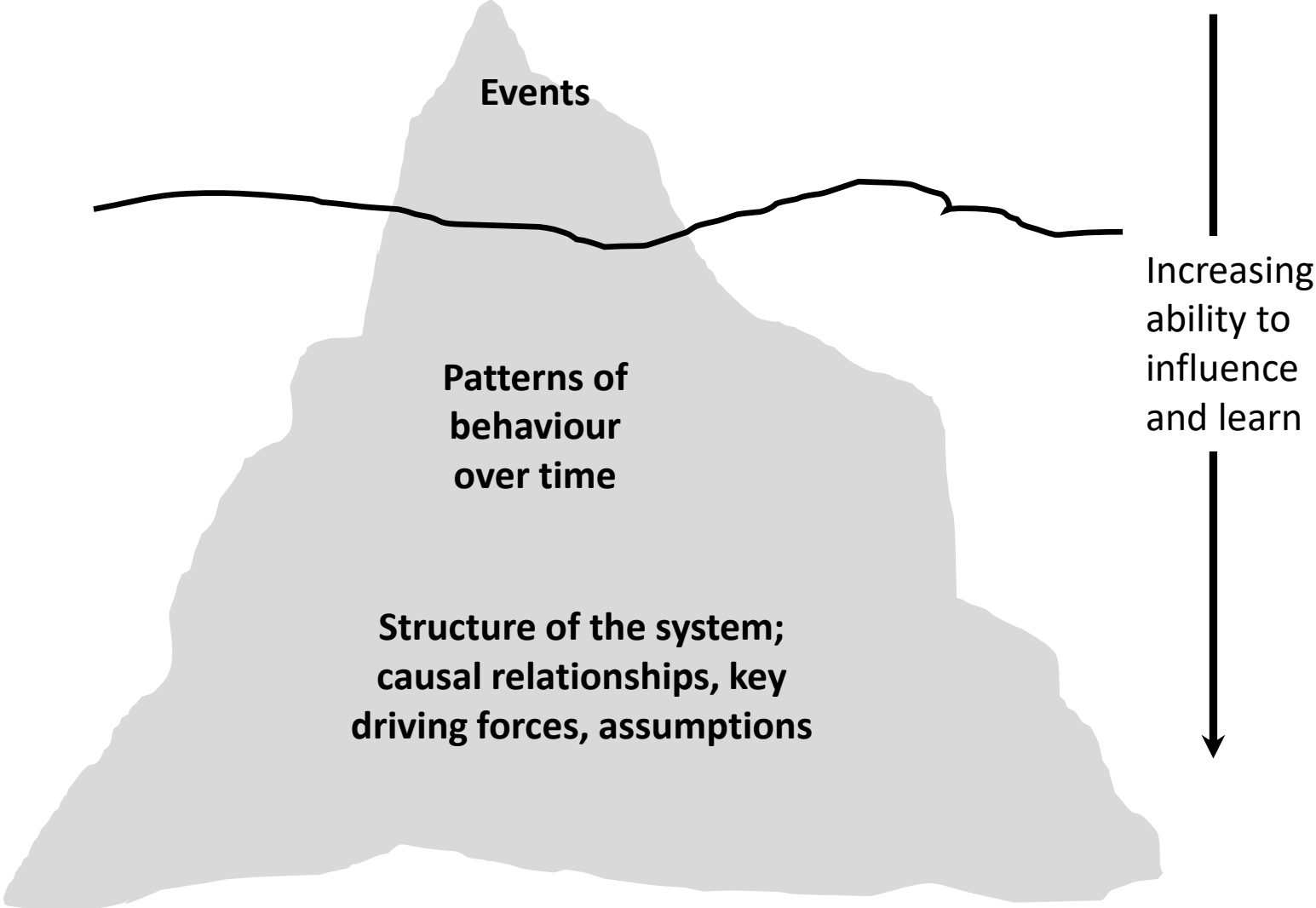
Jay Forrester MIT founder of Systems Dynamics (SD)

First generation systems dynamics expertise:

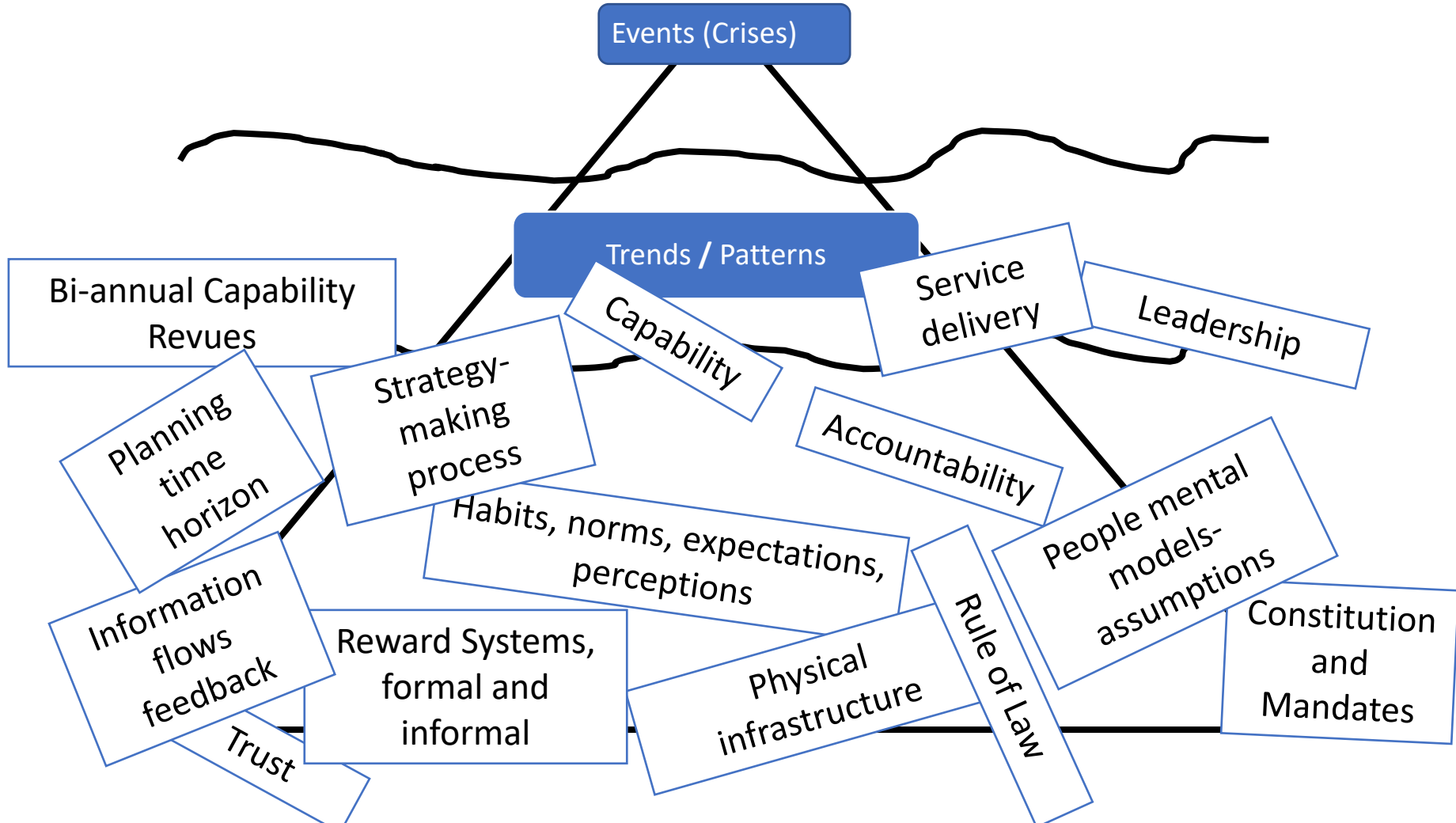
- **-John Sterman:** *Business Dynamics: Systems thinking and modelling for a complex world* (2000)
- **-Peter Senge:** *The Fifth Discipline* (1990), *Fifth Discipline Fieldbook* (1994) and *Dance of Change* (1999)
- **Donella Meadows:** *Limits to Growth* Club of Rome (1972, 1992, 2004) *Thinking in Systems* (2008)
- **-Dennis Meadows:** *Limits to Growth* 1972, *Beyond the Limits* (1993) 30 year review of “Limits”
- **Phyllis Fox and Alexander Pugh:** DYNAMO the early industry standard for SD modelling
- **Barry Richmond:** *Stella and iThink SD* (2012)
- **John Moorcroft:** *Strategic Modelling and Business Dynamics* (2015)
- **-Michael Goodman:** *Study Notes in Systems Dynamics* (1983)
- **-David Kreutzer:** *Executive Education in Systems Thinking and Systems Dynamics* (1992)
- **Ed Roberts:** First Commercially successful Personal Computer (1975)

Note: (-) prefix indicates CIL association

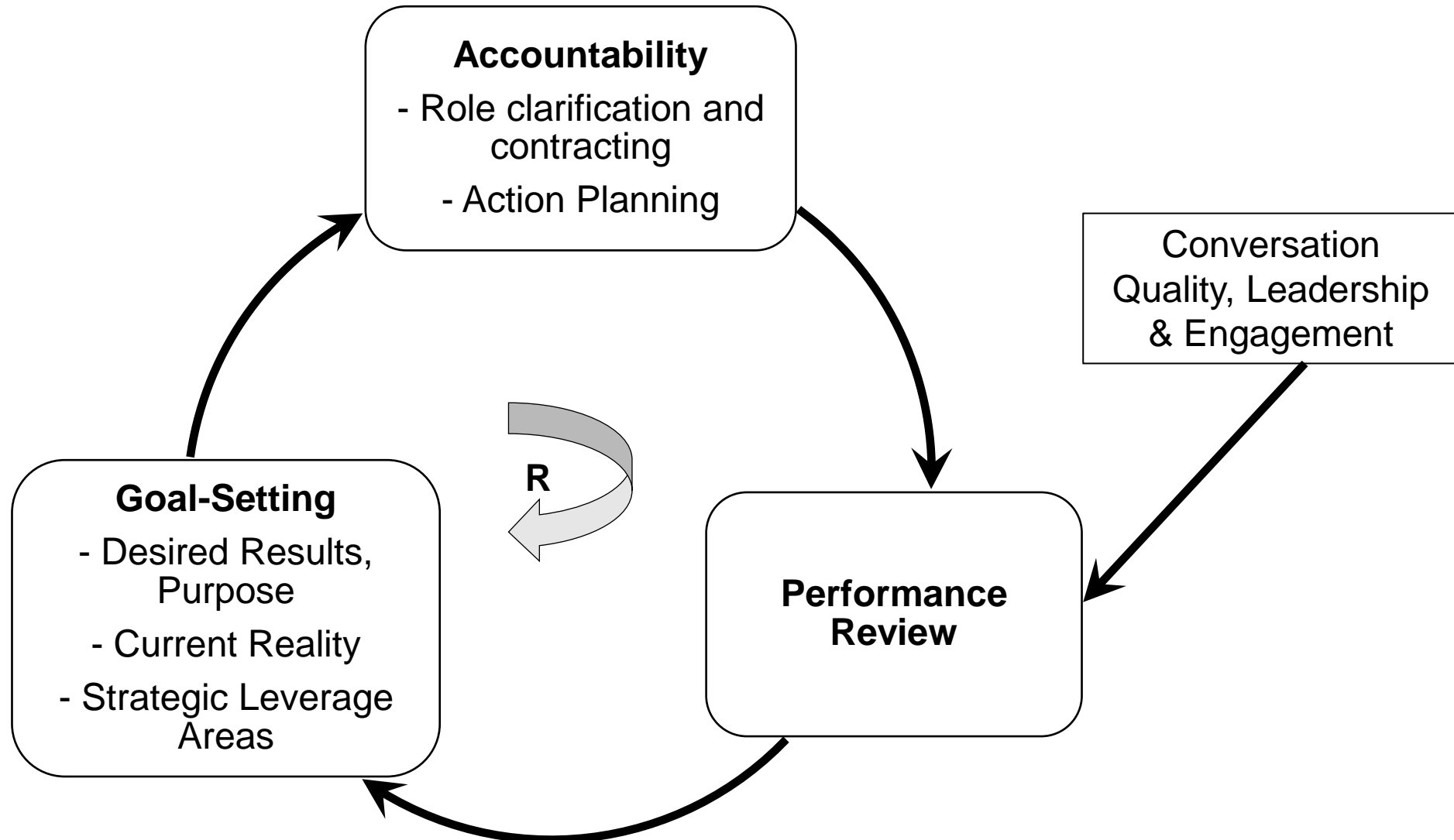
Using the Systems Iceberg as entry point to uncovering structure

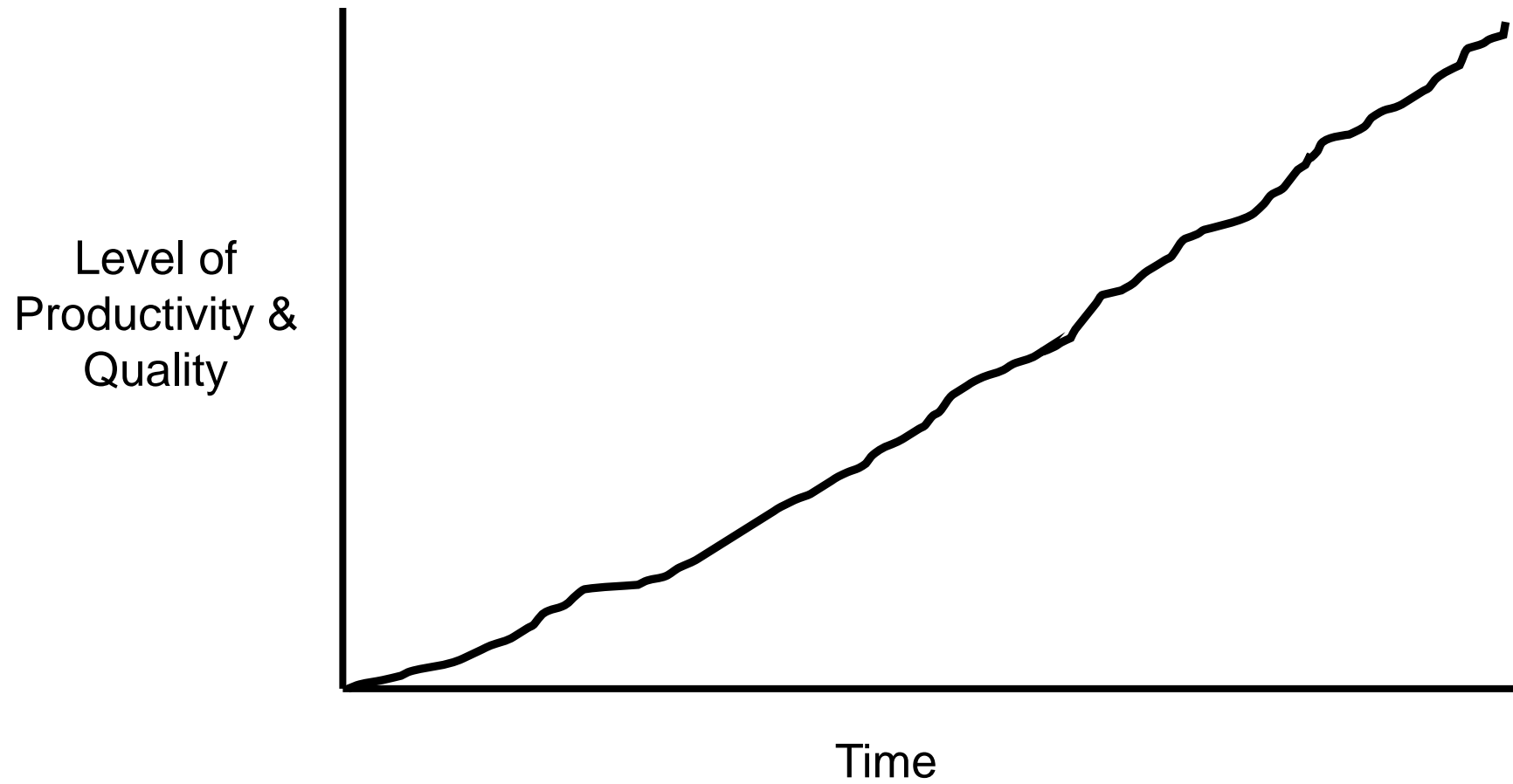


**Systemic structural enquiry into the structure of modern government-
Fukuyama and Australian Public Service Commission (APSC)**



Goal-setting and review



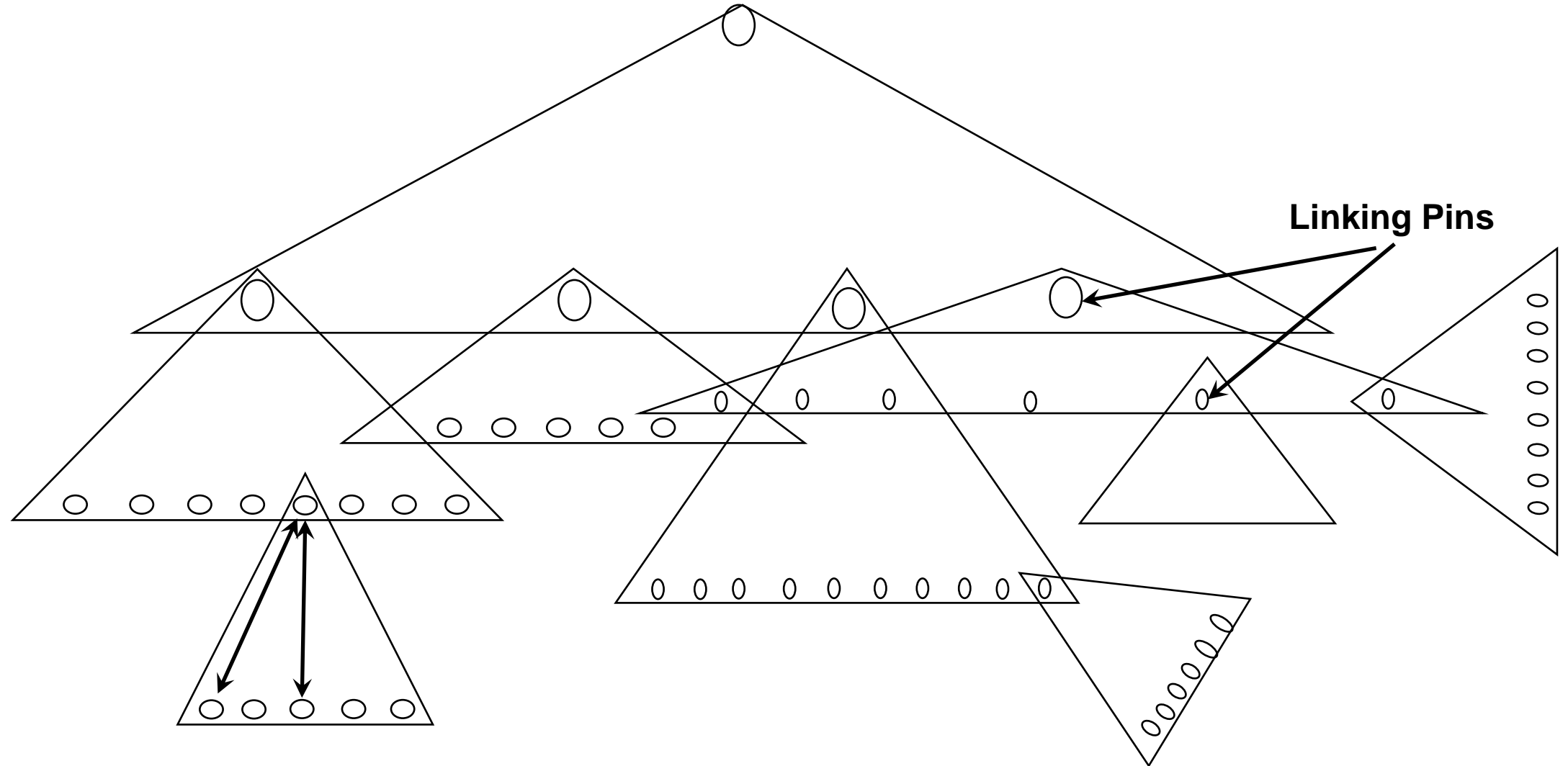


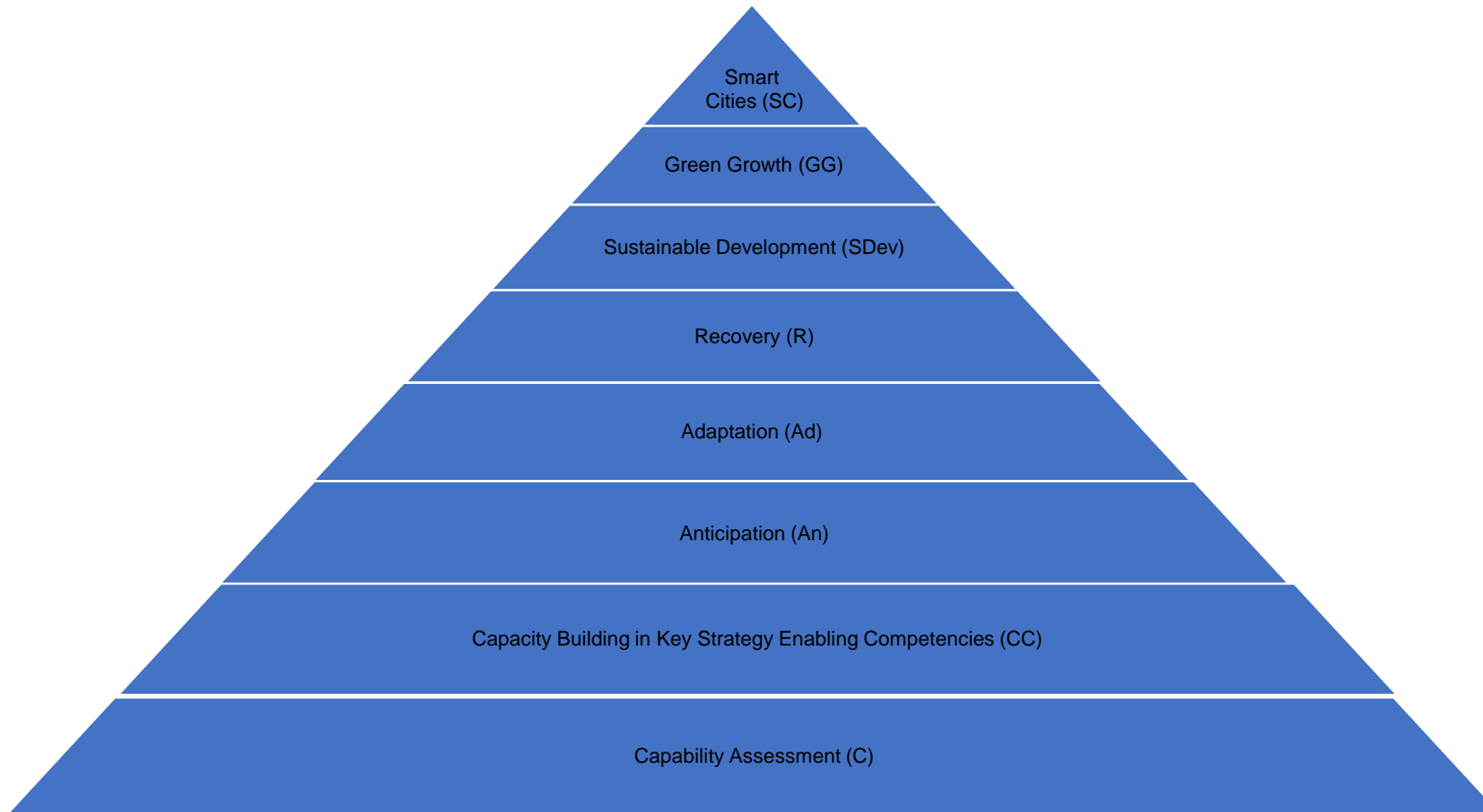
Managing Performance and Continuous Improvement of Total Productivity and Quality

- **Bad Performance + Good excuse/Apology \neq Good Performance**

“Good excuse/Apology”= Denial and lack of accountability!

**The organisation as interlocking self-organising teams building integration and accountability through the linking pins "Get the whole organisation in the room"
(Weisbord, M. R. 1992.)**



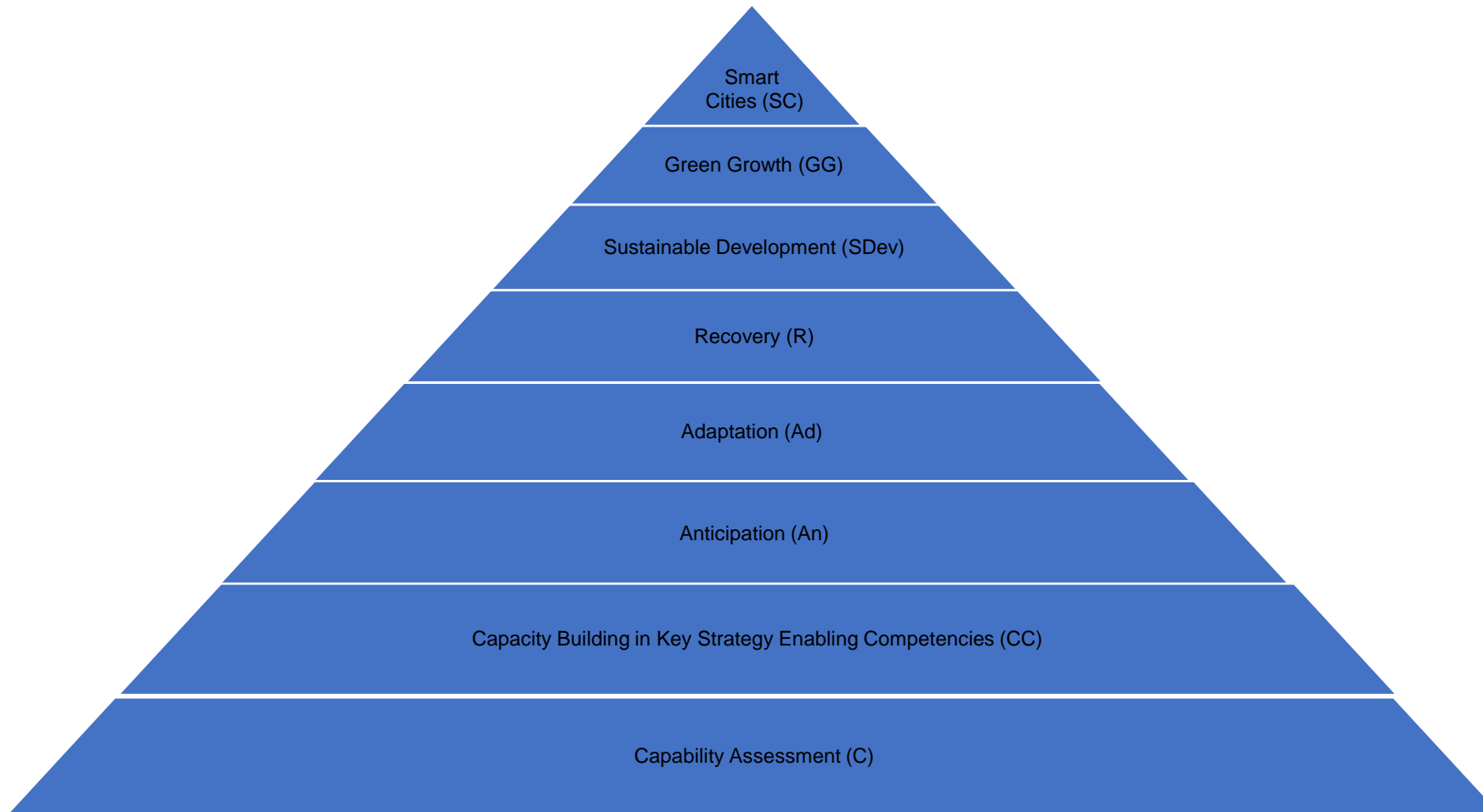


Centre for Innovative Leadership Ltd (CIL) RESILIENCE STRATEGY HIERARCHY(RSH)™

Source: van der Merwe L. 2021. Gauging the Resilience of City and Town Government: A Manual for Strategists. DUBLIN CIL

Gauging organisation resilience using The CIL Resilience Strategy Hierarchy (RSH)TM

- Smart Cities (SC)
- Green Growth (GG)
- Sustainable Development (Sdev)
- Recovery (R)
- Adaptation (Ad)
- Anticipation (An)
- Capacity building in Key Strategy Enabling Processes (CC)
- **Capability Assessment (C)←**



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CAPABILITY?

REVIEW PROCESS: SELF-ASSESSMENT (Questionnaire in Book)

- **Leadership** (Taking a stand)
- **Strategy** aka Scenario-based Strategy, Systems Dynamics (SD) Models (20 to 25 planning time horizon- Elliott Jaques), Artificial Intelligence (AI)
- **Service Delivery** (Modern models-market/evidence based)

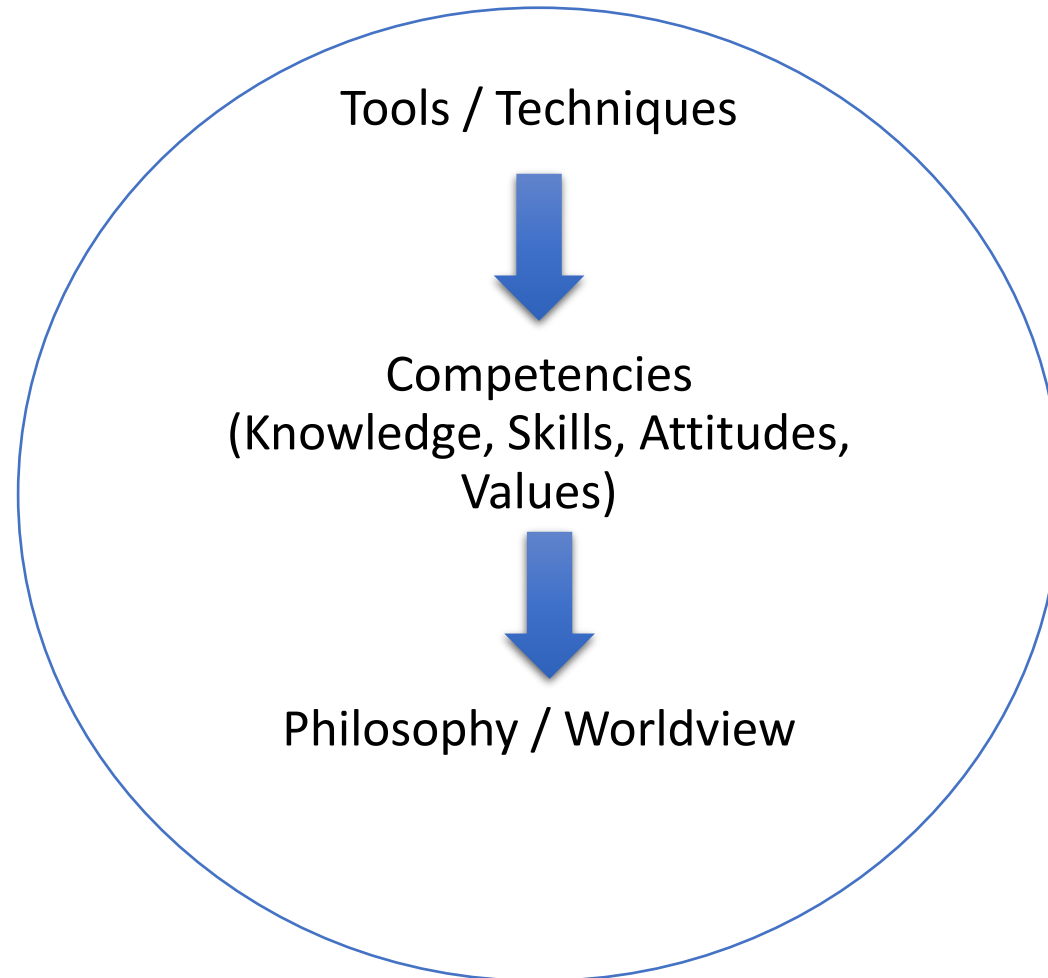
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Table 1.1: Self-assessment and learning priorities –CIL Capacity Building

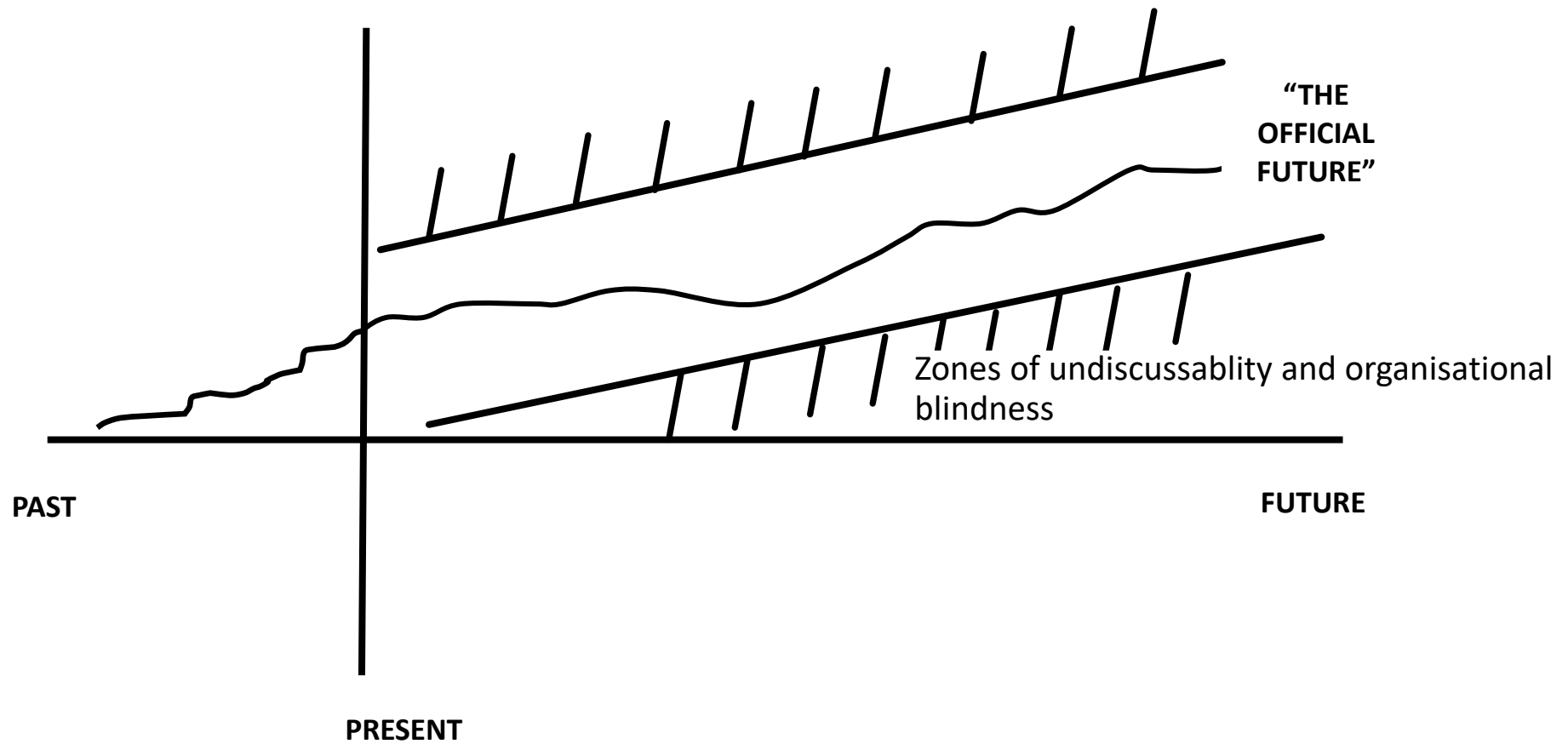
Key strategy enabling processes
Scenario-based Strategy (TAS)
Building Strategy and Alignment (BSA)
Business Model Knowledge (BMD)
Conversation Quality and Engagement (CQE)
Leadership for Results (LfR)
Managing Accountability and Performance (MAP)
Systems Thinking for Sustainable Leadership and Transformation (STSLT)
Organisational Change and Renewal (OCR)
Strategic Partnering (SP)
Building a service culture (BSC)
Continuous improvement of total productivity and quality (TPQ)

LEVELS OF LEARNING-SENSE



Gauging organisation resilience using The CIL Resilience Strategy Hierarchy (RSH)TM

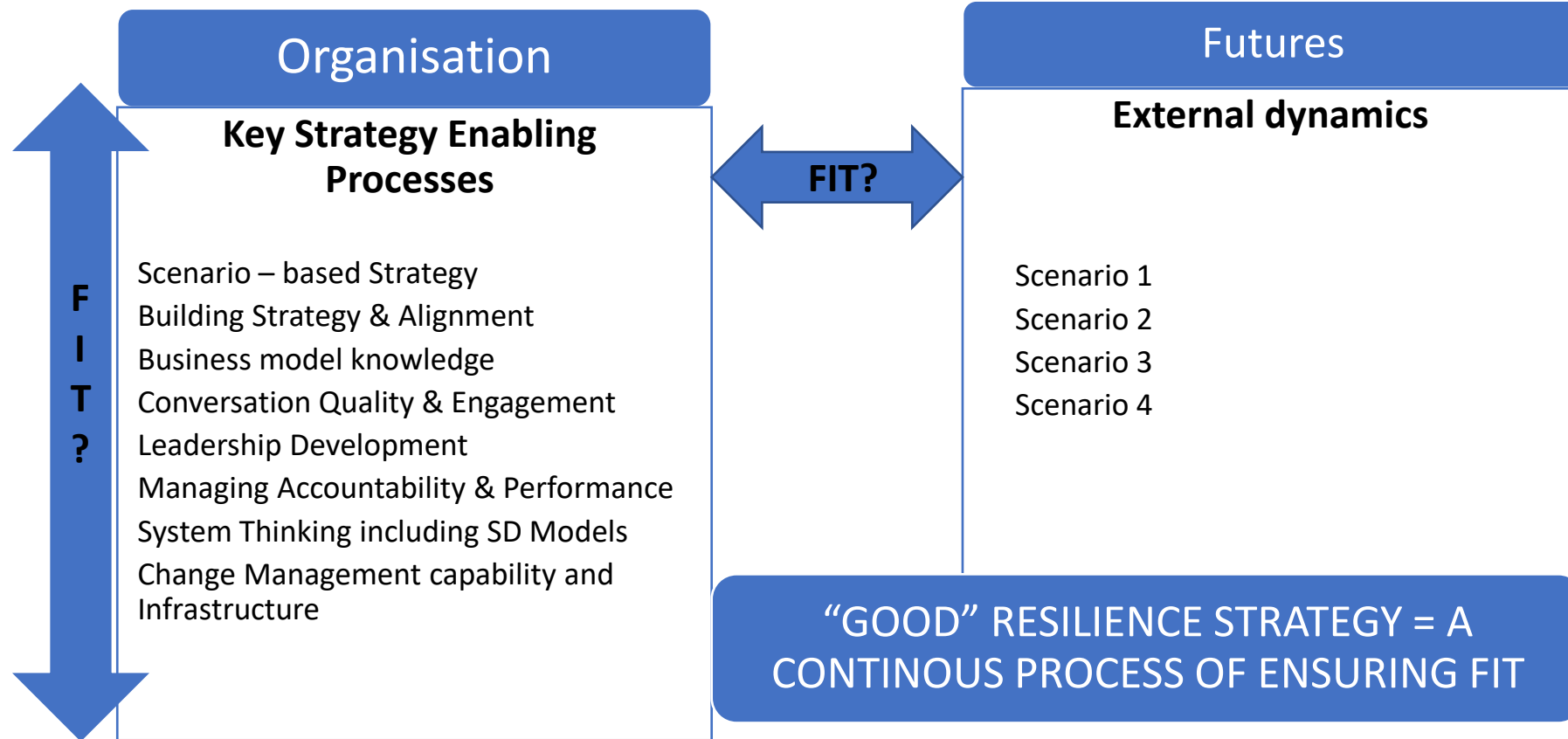
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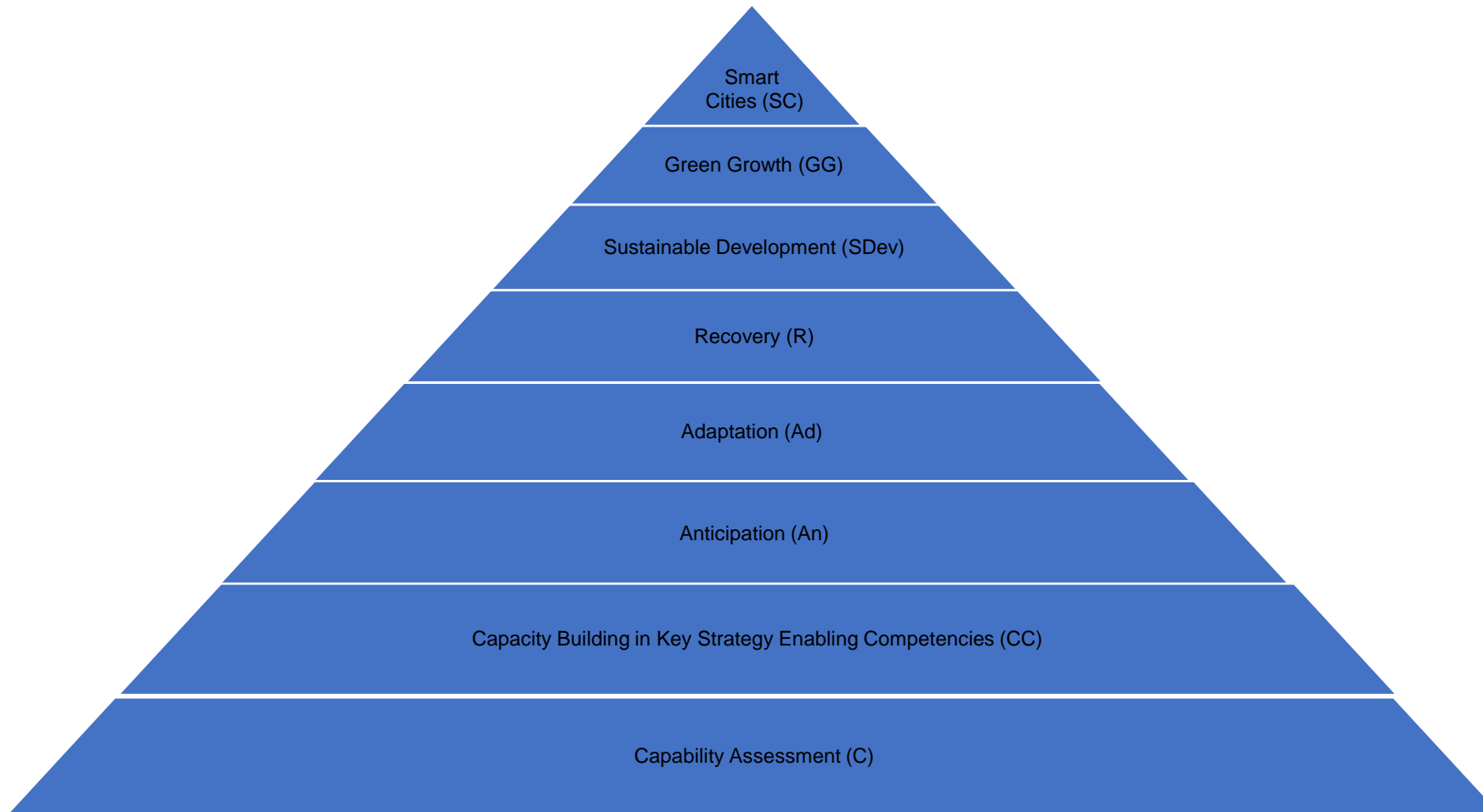


SCENARIO-BASED RESILIENCE STRATEGY



Building organisational capacity for resilience and dealing with permanent, disruptive change





Centre for Innovative Leadership Ltd (CIL) RESILIENCE STRATEGY HIERARCHY(RSH)™

Source: van der Merwe L. 2021. Gauging the Resilience of City and Town Government: A Manual for Strategists. Dublin CIL

ECONOMIC FREEDOM OF CHOICE AS THE FOUNDATION FOR WEALTH CREATION DEVELOPMENT AND TRANSFORMATION

THE HERITAGE FOUNDATION (THF)

- **Rule of Law** which includes property rights and freedom from corruption
- **Government size** which includes fiscal freedom and government spending;
- **Regulatory Efficiency** which includes business freedom, labour freedom and monetary freedom; and
- **Open Markets** which includes trade freedom, investment freedom and financial freedom.”

Source: The Heritage Foundation in Van der Merwe, L. 2021. **Gauging the Resilience of City and Town Government: A Manual for Strategists Pg 198**

Global ranking: A selection from the 186 countries ranked by the THF Economic Freedom Index score. Source: The Heritage Foundation (THF) Trendline: The greater the economic freedom the greater the GDP/Capita

Free	Mostly Free	Moderately Free	Mostly Unfree	Repressed
1. Hong Kong 2. Singapore 3. New Zealand 4. Australia 5. Switzerland (Ave GDP/Capita US\$ 52,799 ppp)	6. Canada 9. Ireland 10. Mauritius 12. USA 13. UK 14. Taiwan 16. Germany 17. Netherlands 23. Sweden 29. South Korea 31. Malaysia (Ave GDP/Capita US\$ 39,840 ppp)	36. Botswana 72. South Africa (GDP/Capita US\$ 18,509 ppp)	91. Swaziland 92. Uganda 93. Namibia 100. Zambia 109. Tanzania 118. Brazil 120. Nigeria 126. Malawi 128. India 139. China 143. Russia (Ave GDP/Capita US\$ 6,156 ppp)	155. Lesotho 158. Angola 166. CAR 168. DRC 175. Zimbabwe 177. Cuba 178. North Korea 179. Venezuela (Ave GDP/Capita US\$ 7,955 ppp)

THE ROLE OF NATIONAL GOVERNMENT

“Government cannot run a business or an economy even poorly” **Drucker in New Realities and Adam Smith**

Milton Friedman, in alignment with the arguments put forward by **Peter Drucker**, argues that **government has three primary functions:**

- **“Provide military defence of the nation;**
- **Enforce contracts between individuals; and**
- **It should protect citizens from crimes against themselves or their property.”**
- Note: Government should only provide services for which there is no competition or another way to provide them

Principles for leadership and change-masters

Impermanence:	Nothing is permanent... Gautama Buddha
Entropy:	Energy spontaneously tends to flow only from being concentrated to becoming diffused or spread out. The second law of thermodynamics Lord W. T. Kelvin
Power and Influence:	The lower the vessel the more it can receive. Ancient Chinese saying
Observation and Diagnosis:	Teach yourself to see that which is not visible Miyamoto Musashi (Japanese Samurai Swordsman – 14 th century)
Dynamic Complexity:	Jay Forrester MIT: Systems Dynamics (SD) Models-Uncovering counter-intuitive possibilities “To every complex problem there is a simple answer, And it’s wrong!” W. Edwards Deming In South Africa
Learning:	Eliminate all fear and arrogance. They are the enemies of learning. Organisation Trust is the primary enabler of learning
Leadership:	The capacity to take a stand, in a non-anxious manner, dealing effectively with anxious others, while staying in touch with the system Ed Friedman
Resistance:	To every action there is an equal and opposite reaction – 3 rd Law of Motion. Isaac Newton

THANK YOU!

For more information contact: louis@cil.net

CIL Website: www.cil.net and www.louisvandermerwe.com

For the contents of this presentation and more:

Textbook available locally at TakeAlot and internationally at Amazon

- TakeAlot:
 - <https://www.takealot.com/gauging-the-resilience-of-city-and-town-government/PLID72805605>
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“Gauging the Resilience of City and Town Government: A Manual For Strategists.” Louis van der Merwe PhD