



Reg. No. T464/12  
Tax Reg no. 6042336-01-1

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## ICOPE Leadership Program

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### 1. [Background to Capacity Trust](#)

We would like to introduce the services of Capacity Trust (T464/12). We are a group of Consulting Psychologists based in Windhoek offering talent management solutions across the whole employee life cycle. Our primary focus is on the “soft skills” (including psychometric assessment, training facilitation, custom soft skills training development, coaching, counselling etc.), but through an alliance with 21<sup>st</sup> Century Reward Group we offer the full scope of Human Resources consulting (including job profiling, grading and evaluation, remuneration and incentive consulting and salary surveys etc.). Through its carefully selected facilitators, Capacity Trust has managed to train and create awareness using psychometric assessments across a range of organisations and individuals.



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## **2. Problem Statement**

Within Organisations two common errors are made while developing Leaders. Due to the fact that Leadership cannot be taught but only learnt individuals are thrown into the deep end in some organisations to learn by trial and error. Unfortunately, these individuals at times reach “success” with behaviour that might be destructive to the organisation in the long run. In other organisations the realisation of the immense importance of leadership individuals are being swamped with academic information that seems to never make it to the sales floor. This results in Leaders that have a nagging feeling they are doing something wrong but are not equipped to practically apply the solution.

Both the above extremes result in a work force that is less effective than it should be due to ill equipped Leaders.

## **3. Approach**

Due to the fact that Leadership can only be learned and not taught Capacity Trust has bought into the Adult Experiential Learning Methodology. This is why the ICOPE program shares Namibian grown insights combined with international theories to offer the participants solid and applicable theory. This flows into practical application via roll plays and in work applications that need to be reported on. When reporting back to fellow participants and sponsors (the person recommending them to participate) accountability is worked into the equation which helps insure that the material is applied. In addition to this the training is administered with 5 weeks breaks in-between and over a six-month period for application purposes.

### **3.1. Introduction - ICOPE Leadership Development Intervention**

The ICOPE program has been developed by Namibian Service providers for the Namibian Market while the expertise on the subject matter has been gained in a variety of international settings such as Europe, Egypt and South Africa. One of the essential strengths of the Program is that it facilitates numerous insights via



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thought provoking locally developed and international concepts as well as a scientifically solid set of assessments.

The Program is administered in 5 two day trainings that cover areas crucial for a solid foundation from which effective leadership can flourish. These areas are represented by the letters in the name of the program. These areas are I – Leading I (myself); C – Leading Change; O – Leading Others; P – Leading Performance; E – Leading Engagement.

### **3.1.1. I – Leading Self**

Within this section participants are introduced to elements of Emotional Intelligence that improve their ability to manage their own emotions better via personal insight gained. This empowers the leaders to gain greater control of themselves in the interaction with others, which is a cornerstone of effective leadership of others.

This section also enables greater insight into the importance of understanding the impact of transition from one leadership level to the other and the tension that might come with these dynamics.

At the completion of the 2-day training the leaders will take their first steps towards the leaders Daniel Goleman refers to in his book “Primal Leadership” as not needing to be “nice”, they are able to press the demands of work without unduly upsetting people. These leaders will be more Self Aware, which will encourage Self-Management, this develops Interpersonal (Social) Awareness which fosters Relationship Management.

With the start of the next module participants will give a 10 minute presentation as feedback on personal insights gained and the impact that had on them as leaders.



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### **3.1.2. C- Leading Change**

Leaders need to be able to cope with the demands of change and become the change agents. The greatest hindrance in this regard is found in the leader's insight into human responses to change and how to manage this change. Leaders that are more equipped can not only deal with the stress it might cause themselves they can guide others through the change.

With practical group work tools as force field analysis and the stages of change, leaders will become more equipped to navigate their way through change.

With this greater understanding of change these leaders become change agents and are challenged to plan towards a practical change at work and drive that change towards implementation and maintain it. As well as driving a personal change via a personal development plan.

With the start of the next module participants will give a 10-minute presentation as feedback on the change they implemented within the organisation and themselves.

### **3.1.3. O – Leading Others**

With leading others, the focus shifts to skills needed for interaction. Within these two days the leaders acquire new communication, stress and conflict management and coaching skills. All these are tried in tested within the training to ensure that the participants feel confident in the application. This section guides the participants toward being able to assertively tackle relational challenges that leading others might bring with it (having tuff discussions toward improved outcomes). In addition to the above participants gain insight into body language, questioning skills and listening skills etc.

With the start of the next module participants will give a 10-minute presentation as feedback on the impact the session had on their interaction with their followers.



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#### **3.1.4. P – Leading Performance**

Within the standard ICOPE program this section would address the understanding and implementation of performance management. This section will serve as an additional reminder to the 2-day training received and build on the skills with practical how to steps aiming at equipping the leaders even more to:

- Dealing with poor performance
- Linking to a Vision
- Aligning Coaching to Performance
- Controlling Disruptive People
- Keeping themselves and their team challenged
- Giving Feedforward
- Growing Performance via Relationship
- Have deeper understanding of the basic design of performance management system.
- Gain more insight into the purpose of performance management.

At the end of the next module participants will give a 8 minute presentation as feedback on the impact of the training on themselves, their team and the organisation as a Return on Investment Presentation.

#### **3.1.5. E – Leading Engagement**

Employee engagement is the emotional commitment the employee has to the organization and its goals. Participants are more informed within this training about engagement and its role it plays in the workplace. While working through the elements of engagement the leaders will be equipped to impact the level of engagement of followers. In this module the participants are challenged to design personalized team interventions aiming at greater engagement in their teams. In addition to the engagement element participants are also introduced to team development stages and the benefits gained from negotiating each stage effectively.



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In completion of the ICOPE program the participants will present to the group and their direct supervisor how they have benefitted, how their team has benefitted and how they will impact the engagement of their team in future.

### 3.2. The ICOPE Program flow

As indicated in the below table the program has built in 5 weeks of implementation in between which the leaders will have to complete practical assignments and work sheets at the workplace to ensure that the learned material impacts the workplace.

| Day                              | Day                                | 5 week                                | Day                                     | Day                                     | 5 week                                  | Day                                     | Day                                     | 5 week                                  | Day                                     | Day                                     | 5 week                                  | Day                                     | Day                                     |  |
|----------------------------------|------------------------------------|---------------------------------------|---|---|---|---|---|---|---|---|---|---|---|--|
| Module 1 - Presented over 2 Days | Module 1 - Presented over 2 Days   | 5 week break                          | Module 2 - Presented over 2 Days        | Module 2 - Presented over 2 Days        | 5 week break                            | Module 1 - Presented over 2 Days        | Module 1 - Presented over 2 Days        | 5 week break                            | Module 1 - Presented over 2 Days        | Module 1 - Presented over 2 Days        | 5 week break                            | Module 1 - Presented over 2 Days        | Participant Completion Presentation     |  |
| Participant Presentation on EQ   | Participant Presentation on Change | Participant Presentation on Followers | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Participant Presentation on Performance | Employee Wellness Questionnaire to gauge Leaders impact (Optional Extra) |



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### **3.3. The ICOPE Participant Kit**

The Participants/leaders will receive:

- 4 Ring bound sturdy File
- All the slides of the trainings presentations
- Additional Info sheets
- Workbook papers
- Documentations to be used in the 30-minute weekly leadership interventions

### **3.4. Assessments used in the ICOPE Program**

- Personality Assessment
- Communication Quiz
- Emotional Intelligence Assessment
- Listening Style Assessment
- Thomas Kilman Conflict Mode Instrument
- Derailers
- Leadership Style
- Team Type
- 360 Assessment (Optional – charged)
- Engagement Questionnaire
- Assertiveness Self-Assessment

### **3.5. The ICOPE Tool Kits**

- Giving Feedback
- Prevent and Resolve Conflict
- Address poor performance







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## 5. Administration and Logistical Arrangements

It is recommended that we share responsibility for the effective implementation as follows;

### The Client Organisation will;

1. Nominate a contact person with whom we can liaise on a regular basis.
2. Nominate maximum of 15 participants per group
3. Communicate with participants and their seniors early enough to ensure all participants are available for the full duration of each training day (no interruptions or call-outs unless in case of real emergency).
4. Arrange suitable venues for various trainings with U-shape seating, white screen, flip chart and 3 different coloured pens
5. Arrange tea & coffee for early morning, mid-morning and afternoon breaks as well as a light lunch
6. Supply a list of participants with their personal contact details (telephone and e-mail) divided in training groups at least one week before training starts.

### Capacity Trust will;

1. Prepare course material and learner hand-outs
2. Provide laptop and data projector for Power-Point presentations
3. Keep an attendance register
4. Collect course and facilitator evaluations from participants.
5. Supply each participant with a personal confidential report based on the variety of assessments completed

### Next steps

It is recommended that we now proceed as follows;

- Clarify all uncertainties and address any outstanding concerns
- Register Capacity Trust as vendor on the service provider list (if applicable)



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## 6. Investment Required

The Investment required for the Primary Objective to be addressed can be found in:

# Q

### **Cancellation and Postponement Policy after booking of training**

All cancellations or postponements must be confirmed in writing and e-mailed to [admin@capacitytrust.com](mailto:admin@capacitytrust.com) . Cancellations 5 to 10 business days prior to the event will attract a 25% cancellation fee. Cancellations received less than 5 business days prior to the event will result in a 50% cancellation fee. No shows will attract a 100% cancellation fee. Failure to attend the complete course program will incur a fee to cover catering and other logistical cost. Maximum permissible interest will be levied on any outstanding invoices. Postponement to a later date must be received in writing no less than 5 business days prior to the initial event in order to waive the cancellation fee. This waiver will only be applicable once. You are however welcome to substitute your attendance with a different participant.

Please feel free to contact us directly if there should be any further information needed.

Kind Regards,

### **Your Capacity Team**

Tell: 061-222520

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## 7. Info on possible Facilitators:



**Nego Kangunga**, is a Senior Consultant, she hold a Master's degree in Industrial and Organisational Psychology with a thesis focusing on the development and evaluation of self-management training programme for public servants in the Ministry of Education in Namibia. She has extensive 23 years' experience in public sector and State-Owned Enterprises of which most in management positions. Nego's experience ranging from training, teaching, talent management, change management, coaching, quality assurance, business-process reengineering, project management, recruitment and selection, policy development, implementation and monitoring, administration, procurement, debt recovery and student loan management. Nego has conducted numerous training and presentations to students at local higher learning institutions, administrators of Vocational Training Centres, Regional Councils (including 13 regional representatives), Public and Private sectors. Nego has been certified as a Master-trainer of Business Process Re-engineering in the Public Service by the Office of the Prime Minister, as well as a Liaison Facilitator for performance management in the public service.



**Siegfried Lange**, completed his masters in Clinical Psychology with a master's thesis focusing on the development of emotional intelligence. He has 15 years' experience in Retail, most of which in Management. He worked in a variety of companies like OK Franchise Division (Shoprite), Woermann & Brock and Cashbuild. Siegfried is a well-known radio and Television personality who has a weekly slot on NBC radio as well as Channel 7 and ad-hoc appearances on Tupopyeni (NBC Television). His books "True Emotional Freedom" and "Emotionally Debt Free" have proven to be 2 of the most well-known Namibian Emotional Intelligence resources available on the market.



**Coen Welsh**, a registered Psychological Counsellor with a master's thesis focusing on the Antecedents and underlying Psychological Conditions predicting Employee Engagement will facilitate some of the sessions. Coen has experience working in diverse teams in the UK, Egypt and Namibia. He has worked with a number of companies in Namibia ranging from private sector to government and State Owned Enterprises. Coen was also invited to act as a speaker during the inaugural and the second annual Institute of People Management (IPM) Conference in 2011 and 2012 and also contributes regularly to NBC National Radio as well as Tupopyeni and Off-the-Hook on NBC Television.



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## 8. References

The following existing clients can testify our ability to impact organisations;

- **Levine Karises:** Director of Finance; MINISTRY OF EDUCATION NAMIBIA; tel: +264 61 293 3111; E-mail: [Levinia.Karises@moe.gov.na](mailto:Levinia.Karises@moe.gov.na)
- **Theo Opperman:** Managing Director; METHEALTH NAMIBIA ; +264612876000; E-mail: [theo@methealth.com.na](mailto:theo@methealth.com.na)
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