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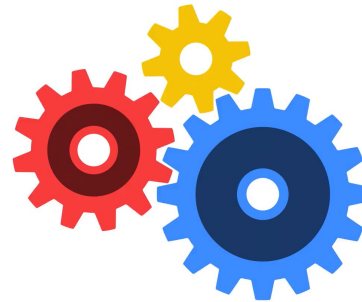
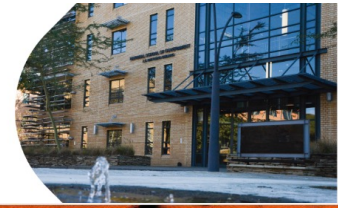
Foundational Concepts of Leadership

Presenter: Juanita Fennell

Date: 30 March 2026

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Leading in the Age of...



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Mentimeter Questions



- **Question One**
 - **What is Precious (P), and what is Expendable (E) at your college?**
- **Question Two**
 - **Where can you encourage creativity and innovation in your College?**
- **Question Three**
 - **What do you and your team need to shift the conversation forward in the next 12 months**



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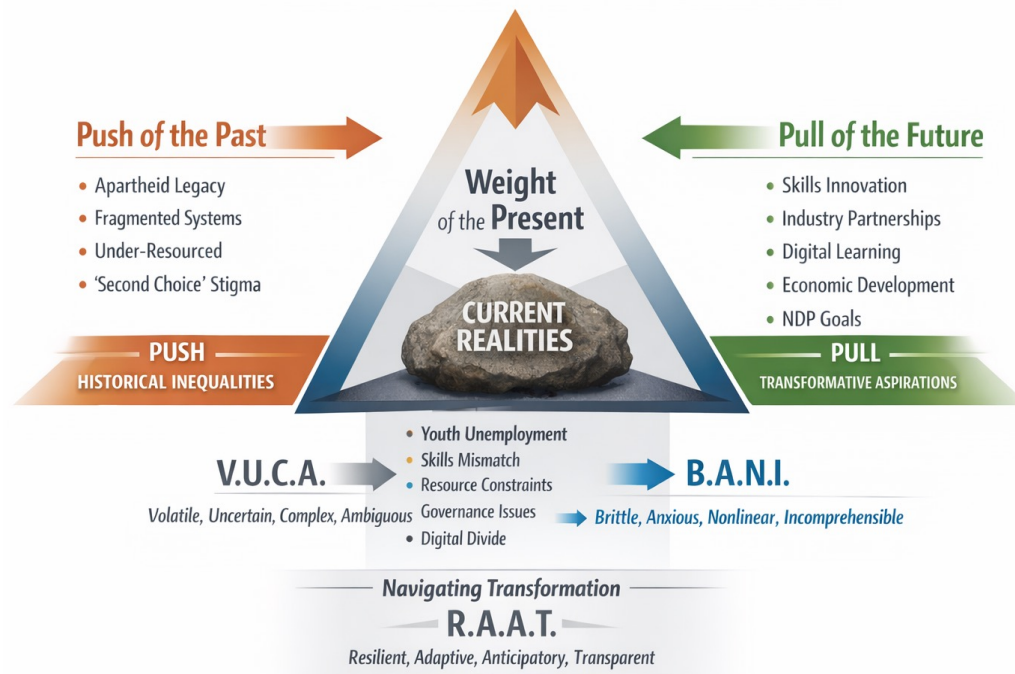
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Futures Triangle: An intersection of the Past, Present, and Future



Futures Triangle for Public Colleges in South Africa



- Past: Weight of the History. Lessons and Legacies that shape identity and choices (e.g., Public colleges as second choice pathways).
- Present: Immediate opportunities and challenges driving current actions (e.g. skills mismatch between graduates and labour market; socio-economic challenges).
- Future: Becoming centres of skill innovation and entrepreneurship; Anchors of local economic Development

Overlapping Lenses



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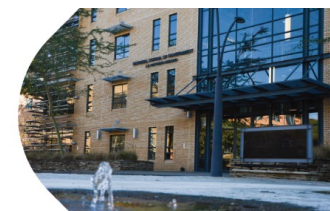


From VUCA, BANI to RAAT



ASPECT	VUCA	BANI	RAAT
What it Explains	External Instability / Systemic unpredictability	Fragility within institutions, psychological pressures within organisations	Enable institutional sustainability and responsiveness.
Core Challenge	Fluctuating funding allocations; Changing labour market; Increased demand for employability-focused programmes	Leadership stress and governance accountability pressures; student socio-economic vulnerability; Programme relevance uncertainty	Transformation and impact
What Changes	Shift from rigid bureaucratic planning → agile institutional planning; Move from qualification supply focus → labour market responsiveness; Strengthen coordination with industry and local government; Improve governance and accountability systems	Build institutional resilience rather than short-term fixes; Shift from control-driven management → people-centred leadership; Strengthen student support and socio-economic responsiveness; Improve organisational learning systems	Transition from reactive governance to anticipatory governance; Align colleges with local economic development systems; Embed digital transformation in teaching and administration; Position colleges as skills ecosystem hubs

From VUCA, BANI to RAAT



ASPECT	VUCA	BANI	RAAT
Leadership Response	React and adapt. Provide strategic clarity in uncertain environments	Cope and stabilise. Manage organisational stress and uncertainty. Encourage innovation and distributed leadership	Systemically and long-term. Institutional transformation and innovation.
Systems Focus	Governance strengthening; Financial sustainability; Programme relevance; Institutional performance management	Staff wellbeing and capability development; Risk management and institutional stability; Knowledge management and adaptive learning	Strategic foresight and planning capability; Innovation and digital infrastructure
Implication for Public Colleges	Agile and responsive institutions	Resilience and emotional-intelligent leadership	Clear priorities, enable adaptation, and enforce accountability

Navigating Multiple Scenarios



Navigating Challenges in Public Colleges



To move from stability to high performance, leadership agility is not optional. It is the discipline of anticipating, adapting, and sustaining transformation in a volatile environment



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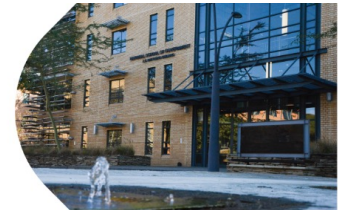
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Foundational Concepts of Leadership



The Adaptive Public College Leadership Model

Navigating Complexity for Principals & Senior Management



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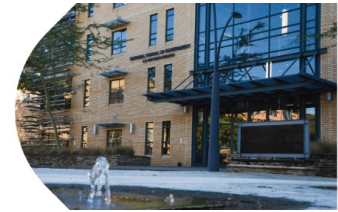
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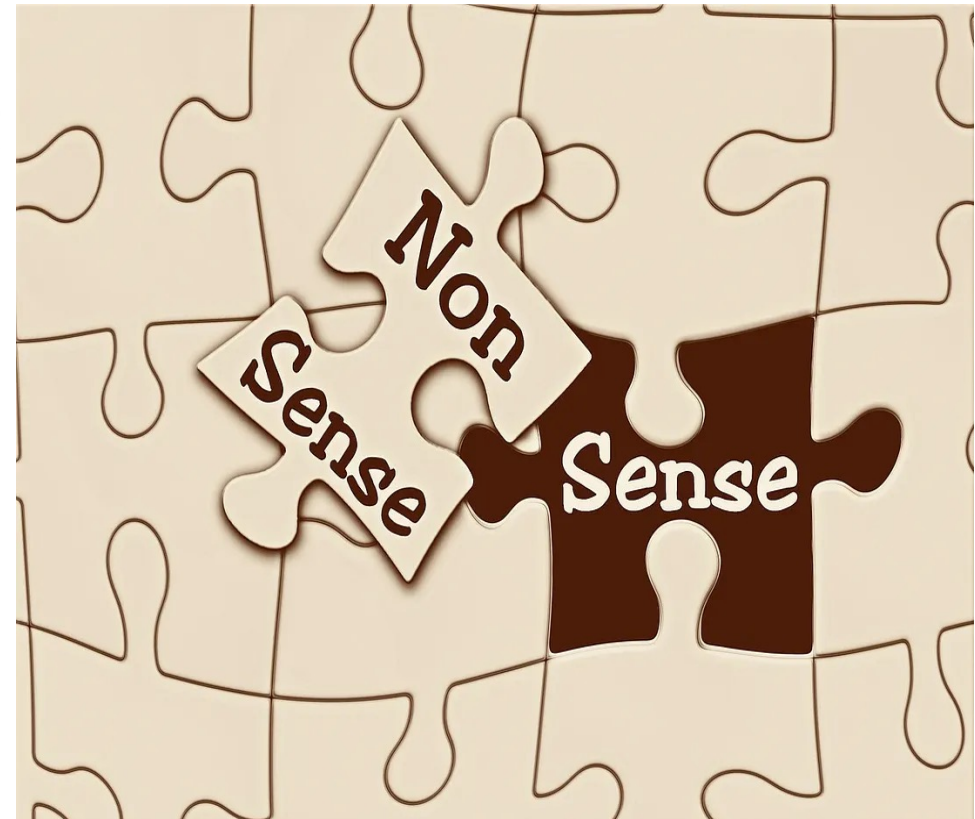
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Strategic Sense-Making Leadership



- The ability to interpret complex, uncertain and rapidly changing environments.
- Move beyond traditional roles and become interpreters of change and strategic navigators.
- Foundation of institutional transformation



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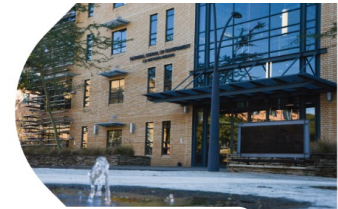
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Strategic Sense-Making Leadership: Leadership Capabilities



Environmental Scanning

- Strategically versus operationally
- Passive information to active information gathering (e.g. Monitor graduate



Strategic Interpretation:

- Not just about interpreting meaning and implications
- Repositioning offerings accordingly (e.g. Decrease in traditional enrolment



Scenario Planning:

- Anticipate and plan for multiple possible futures
- Avoid crisis-driven decision making



Strategic Alignment

- Align with institutional vision, programme offering, resources allocation and staff development



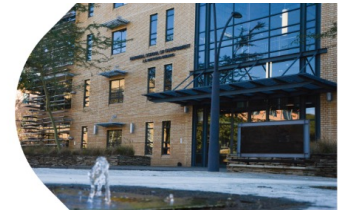
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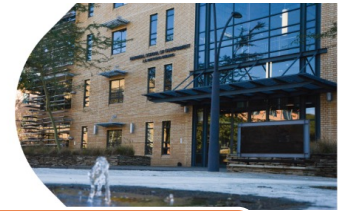


Transformational Innovation Leadership



- Proactively repositioning institutions for the future, rather than responding to current challenges
- Public colleges are no longer functioning as training providers, but to support economic growth and reduce youth unemployment.
- Leaders are required to drive institutional change, modernisation and innovation.
- Transformation is not only structural – it is strategic, cultural, and programmatic.

Transformational Innovation Leadership: Leadership Capabilities



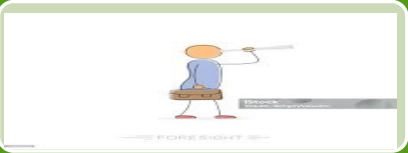
Digital Transformation Leadership

- Changing how teaching, learning and institutional management happen (e.g. ICT Infrastructure, championing blended and online learning models)



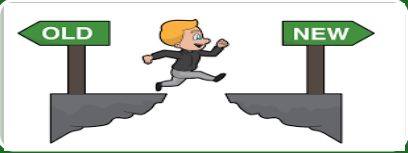
Curriculum and Programme Innovation

- Relevance to labour market: Graduates who are employable and adaptable



Strategic Foresight and Future Planning

- Anticipate future development, rather than creating a crisis.
- Benefit for future developments



Leading Institutional Change

- Innovation becomes embedded in institutional culture (Forward driving-force)
- “Failure to innovate becomes more damaging than making mistakes without innovating.”



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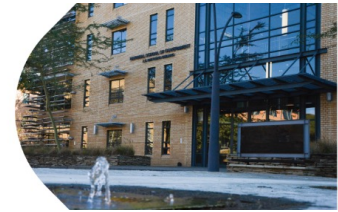
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Institutional Resilience Leadership



- To stabilise, strengthen and sustain public colleges
- Not focus on transformation and innovation BUT institutional survival and internal cohesion.
- Becomes a strategic responsibility, not merely an operation concern.
- Youth unemployment = vulnerable population and central to national skills development
- Financial resilience, programme stability and staff confidence.



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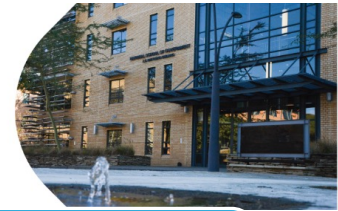
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Institutional Resilience Leadership: Leadership Capabilities



Organisational Culture and Staff well-being

- Institutions do not become resilient through systems alone – but through people. (e.g. support professional development).
- Create a supportive and purpose-driven institutional culture.



Curriculum and Programme Innovation

- Relevance to labour market: Graduates who are employable and adaptable



Student Support and Institutional Stability

- Resilience leadership is linked to student success and outcomes (e.g. retention, throughput strategies)



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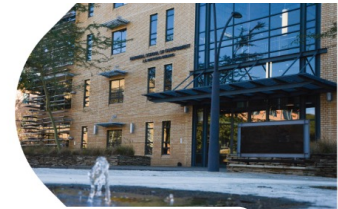


Collaborative Systems Leadership



- Work beyond boundaries of institutions and function within an interconnected governance, economic and social systems.
- Build partnerships, influence systems and mobilise collective action.
- Become networked institutions, as opposed to being silo / isolated organisation. Move from isolated training institutions to strategic actions in socio-economic transformation.
- Do not focus on internal efficiency, but function as active partners within a complex developmental system.

Collaborative Systems Leadership: Leadership Capabilities



Partnership Building

- Move from transactional engagement to strategic relationship management (e.g. DDM Logic Model – Local Economic Projects)

Whole of Government Approach

- MTDP: Become a developmental partner of the state (e.g. targeted skills programme / entrepreneurship)

Network Governance and Systems Influence

- Important as the modern public sector skills challenges are interdependent and systemic.

Community and Labour Market Engagement

- Responsive to the communities we serve
- Position to become anchors of local development, drivers of social mobility and partners in economic renewal



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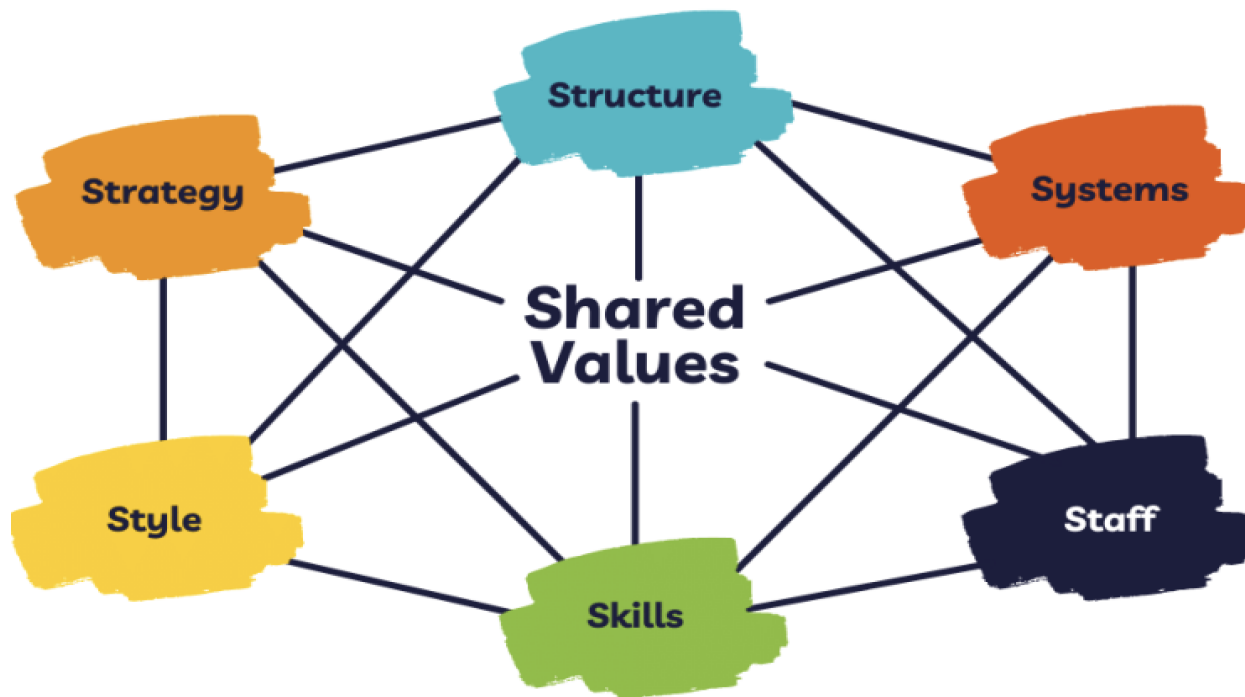
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Leadership capability and Institutional systems



McKinsey's 7S's



- **Strategy** is implementable
- **Structures** enable coordination
- **Systems** support performance
- **Staff** are empowered
- **Skills** are developed
- Leadership **style** builds trust
- **Shared values** sustain institutional purpose



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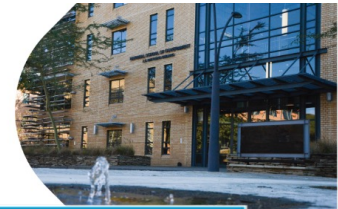


Leadership capability and Institutional systems



Leadership Component	Primary Leadership Purpose	Aligned McKinsey 7-S Elements	Institutional Impact for Public Colleges
Strategic Sense-Making Leadership	Interpreting complex environments and providing institutional direction	Strategy, Structure, Systems	Enables responsive planning, relevant programme offerings and coherent institutional performance management
Institutional Resilience Leadership	Stabilising colleges during disruption and strengthening governance	Shared Values, Staff, Systems	Builds organisational trust, improves staff morale, ensures financial sustainability and supports student success
Collaborative Systems Leadership	Positioning colleges within broader development and governance networks	Structure, Skills, Style	Strengthens partnerships with industry and government, enhances employability pathways and promotes inclusive institutional culture
Transformational Innovation Leadership	Driving future-focused institutional change and modernisation	Strategy, Skills, Systems	Supports digital transformation, curriculum innovation and long-term institutional relevance in the skills economy

Conclusion



1. Visionary Leadership

2. Building Trust

3. Change Agents

4. Cultivate Diverse & Empowered Teams

5. Hyper Collaboration

6. Celebratory Cadence

7. Systemic Thinking

8. Intellectual Agility

9. Adaptive Project Management



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Learn: expanding learning opportunities for public servants to master statecraft

Serve: building capacity (& culture) of public servants to serve society effectively

Grow: helping public servants combine learning & service (experience) to grow professionally



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