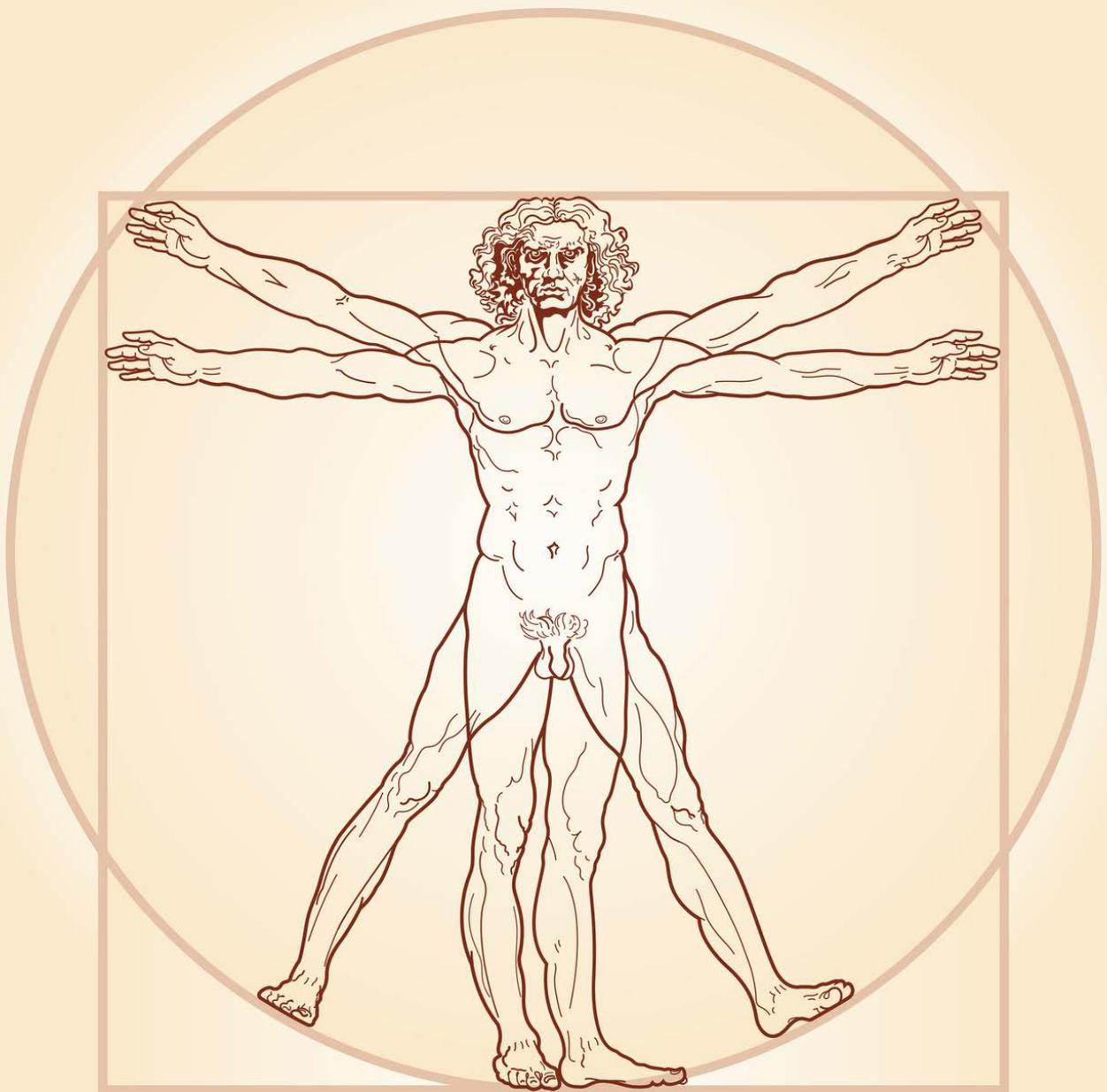




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SA BOARD FOR
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APRIL 2017 • NUMBER 2017/03

FACT SHEET



THE GAME CHANGER: ROLE OF HR

INTRODUCTION

The world continues along its path of rapid change and advancement. Be it in technology or human capability, this has implications for our organisations and for the people who work in them. What we do today, and how we view our present, prepares us for tomorrow. Will we evolve into critical enablers or disablers is the fascinating step in identifying the talent we need for the “tomorrow”. Hence the need to recognise the Game Changer.

Bloomberg¹ published a series of videos with prominence to the Game Changers in various industries and who are now recognised as innovative icons. These individuals were not always recognised for their ability to envision the impossible, and more importantly bringing their vision into a very tangible reality. An example is that of JK Rowling whose Harry Potter series broke global records and making her the first author to hit the billion mark. Ironically, Rowling’s idea for the series was not taken seriously by publishers and had many failed attempts to have the books published.

The world of banking was disrupted 16 years ago, with the introduction of Capitec Bank, founded by Michiel Le Roux and Riaan Stassen. Its business model *“is focused on providing a value to its customers by providing low costs, giving customers the freedom to pay as they transact, and by offering the highest interest rate on deposits.”*² Capitec changed the way banking was done, and it disrupted the major banks in South Africa with their offerings. It forced the monopoly of banks to change and adapt to the new way of banking that is accessible to various market groups. The bank has made transactions simpler, with a better return on savings and transactions, which these are shown in the recent statistics where Capitec is the leader in market share satisfaction.

#	Bank	SACsi 2015	SACsi 2014	Year change	Points from average	% from average
1	Capitec	82.2	81.5	0.7%	+5.9	7.7%
2	FNB	79.3	79.5	-0.2%	+3.0	3.9%
3	Absa	74.8	72.4	2.4%	-1.5	-2.0%
4	Nedbank	74.8	74.3	0.5%	-1.4	-1.9%
5	Standard Bank	73.7	74.4	-0.8%	-2.6	-3.4%
-	Industry Average	76.3				

Source: <http://702.co.za/articles/1973/the-top-five-banks-in-south-africa-and-how-they-got-there>

¹ <https://www.bloomberg.com/news/videos/2015-02-02/jk-rowling-creating-harry-potter-s-fantasy-empire>

² <https://www.capitecbank.co.za/>

South African born Elon Musk, the founder of Tesla Motors and SpaceX, has yet again introduced a new project “Neuralink”³ *“that will make brain-computer interfaces.”*⁴ After disrupting the knowledge of space exploration, and making *“headlines in May 2012 when SpaceX launched a rocket that would send the first commercial vehicle to the International Space Station”*⁵, Musk is now investing his wealth and knowledge into an idea that links human and Artificial Intelligence (AI).

Are these individuals Game Changers? Do Game Changers have the potential to change the world, inspire an impossible or just see things differently to the norm? The answer is “YES”.

Le Roux, Stassen, Musk and Rowling are typical of the what a game changer is and how when recognised and empowered, they can change the world of work, thought and behaviour. Their ideas once materialised will change the future of work and drive skills and competencies required in new jobs.

The future of work will fundamentally challenge our current conceptions around what work is, how we work and how we organise ourselves to work. We will need to relentlessly innovate around opportunity in an unpredictable world. Talent, culture and organisational forms need a rethink and this work has already begun in many organisations. But perhaps not in enough given what lies ahead. The World Economic Forum’s article on the *“Future of Jobs”* (2016)⁶, highlights the drivers of change that will impact future jobs. These are interlinked with the idea of *“game changers”*, as it gives foresight to employers in futuristic planning.

The future of work will further see disruption as the impact of game changing technology, individuals and processes will change the way *“work”* is done. Employment will experience the introduction of Artificial Intelligence and the possibility of jobs being replaced or found to be redundant. Game changing strategies and Game Changers will disrupt the world of work, and *“the bundle of technological drivers of change in the mould of the Fourth Industrial Revolution yields a rather more optimistic picture regarding the job creation potential of technologies such as Big Data analytics, mobile internet, the Internet of Things and robotics. However, by far the biggest expected drivers of employment creation are demographic and socio-economic in nature; in particular, the opportunities offered by young demographics and rising middle classes in emerging markets and the rising economic power and aspirations of women. Conversely, our respondents share a stark premonition that increasing geopolitical volatility risks being the biggest threat by far to employment and job creation at the global level.”*⁷

³ <https://arstechnica.com/business/2017/03/elon-musk-is-setting-up-a-company-that-will-link-brains-and-computers/>

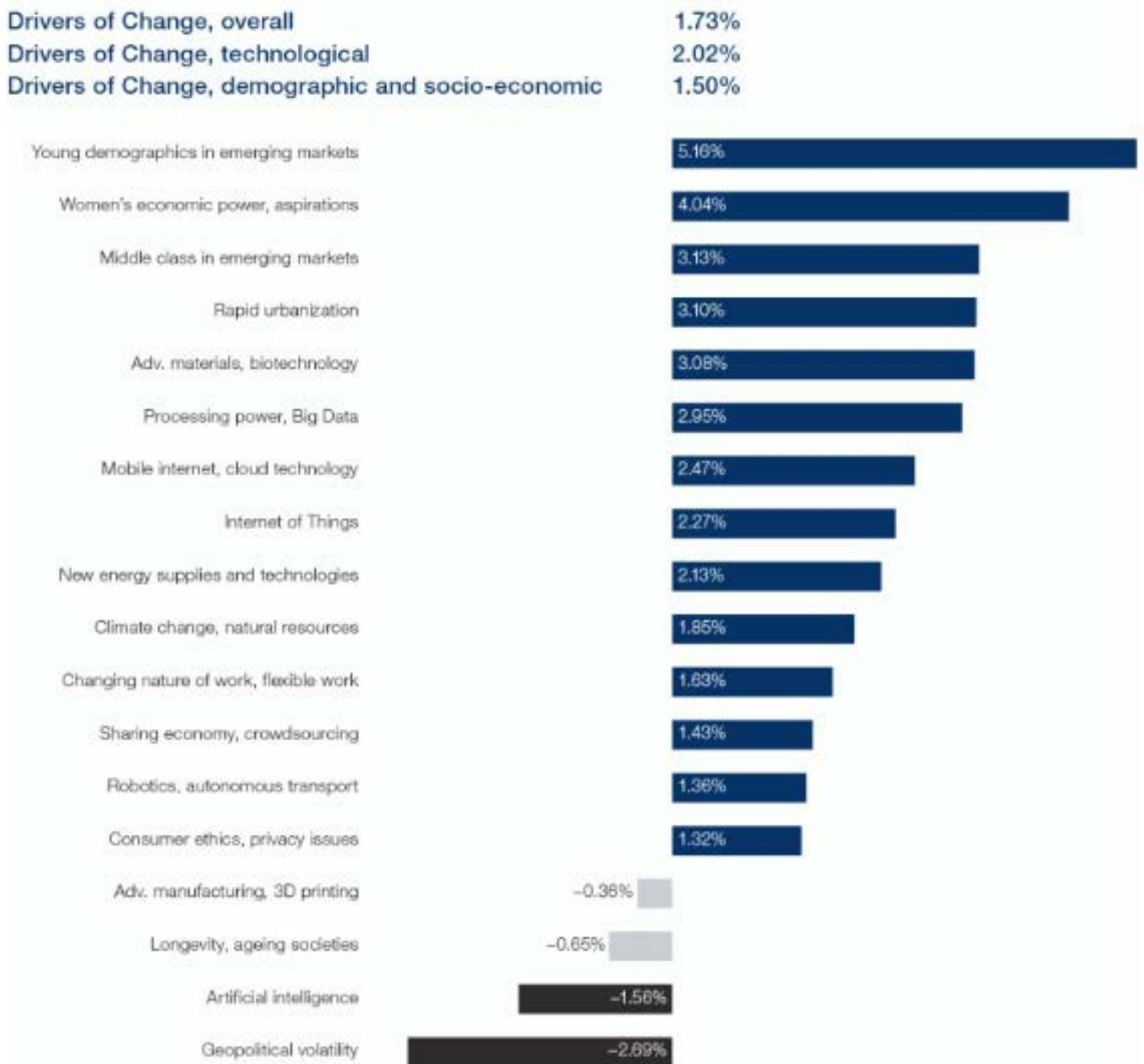
⁴ <https://arstechnica.com/business/2017/03/elon-musk-is-setting-up-a-company-that-will-link-brains-and-computers/>

⁵ <http://www.biography.com/people/elon-musk-20837159>

⁶ www.wef.org

⁷ <http://reports.weforum.org/future-of-jobs-2016/employment-trends/>

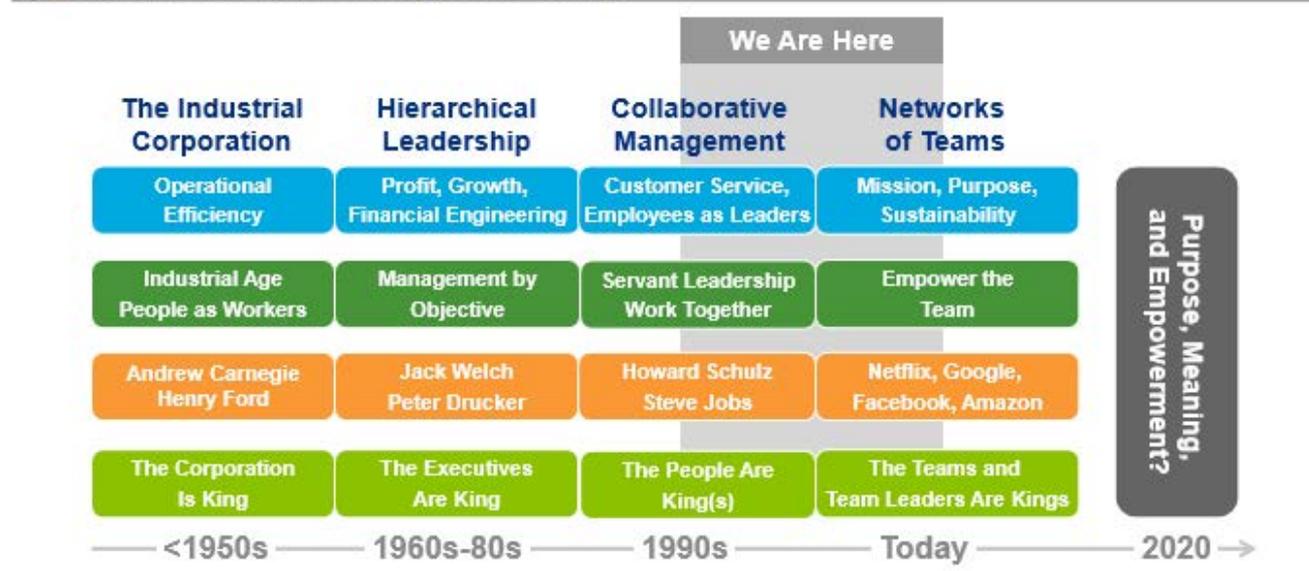
Figure 4: Employment effect of drivers of change, all job types
Compound growth rate, 2015-2020, %⁷



Source: Future of Jobs Survey, World Economic Forum.
Note: Names of drivers have been abbreviated to ensure legibility.

This fact sheet sets the context for the innovation imperative and presents new research into the DNA of Game Changers and Game Changing teams. It introduces a new practical tool designed to identify Game Changers and the four other roles recognised as making up the Game Changing teams. As predicted by Bersin (2016), the evolution of management thinking has evolved, the diagram below looks at the various game changers in leadership positions that lead workforces into success and innovative thinking. It plots the future timeline from individual to team focus.

Figure 9: The Evolution of Management Thinking



Source: Bersin by Deloitte, 2016.

WE HAVE MOVED OFFICES!



The SABPP offices are now situated at 223 Jan Smuts Avenue, Rosebank.

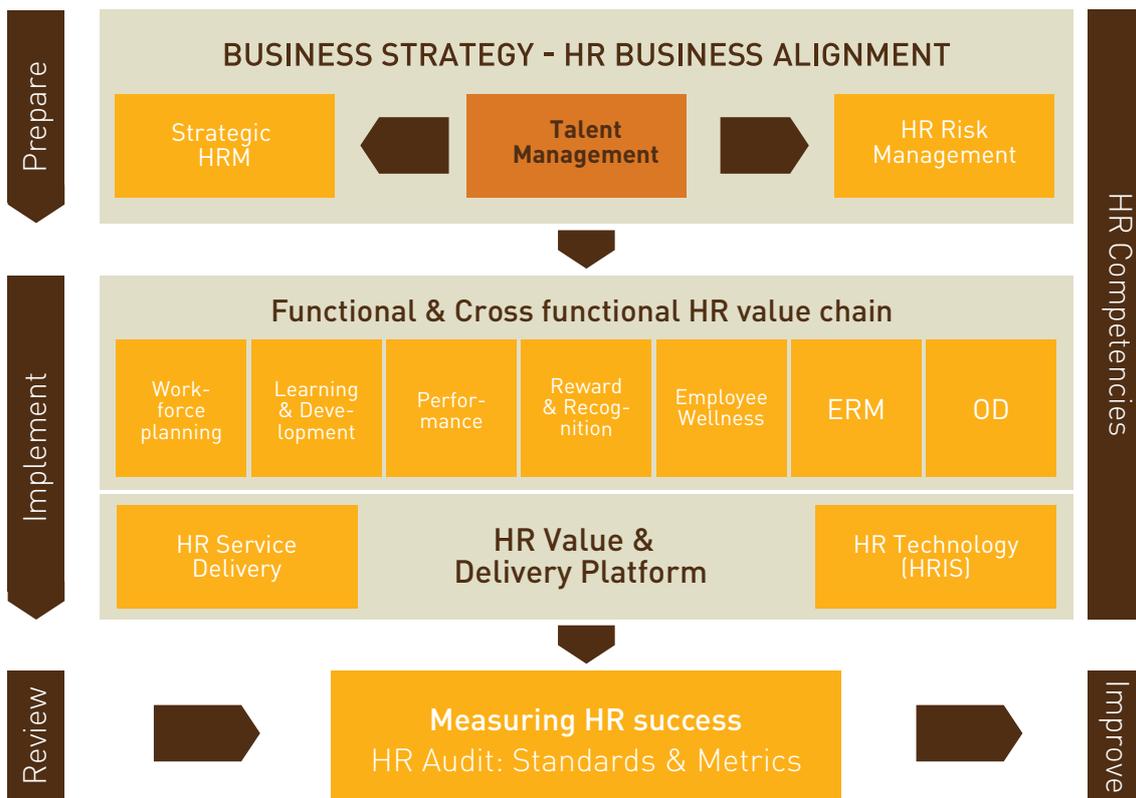


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The SABPP 2014 HR Management Standard of South Africa



HR MANAGEMENT SYSTEM STANDARDS



The SABPP recognises the Game Changer under their HR Standard Element 2: Talent Management, which is defined as:

Talent Management is the proactive design and implementation of an integrated talent-driven organisational strategy directed to attracting, deploying, developing, retaining and optimising the appropriate talent requirements as identified in the workforce plan to ensure a sustainable organisation.

In simple terms, Talent Management is the identification and development of the organisation's bench-strength.

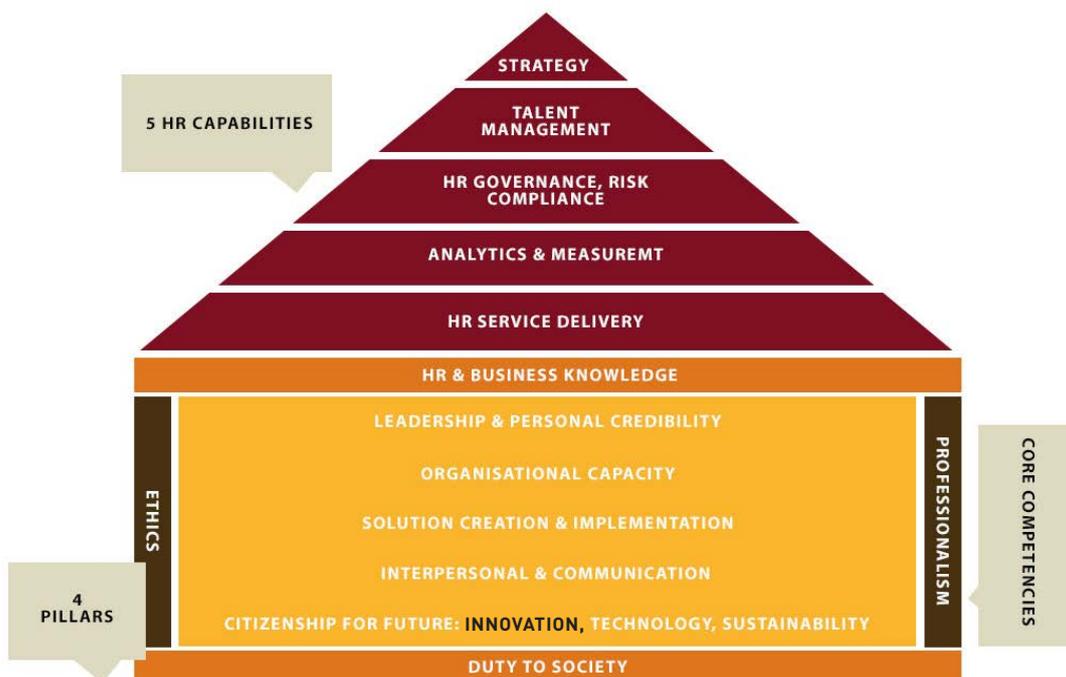
Even though the term game changers were normally descriptive of the strategic input that differentiated a company’s edge over its competition, it is now identified closely to a specific type of person. The Game Changer is the recognition of talent and capability within the organisation. It is an important element of the talent management strategy of the company. The association to the talent management strategy is closely related to change management and within the competency model as innovation.

Change Management is defined within its Professional Practice Standard on Change Management defines change management as the following:

“ Change Management is a purposeful, systematic approach to supporting individuals/teams/organisations to arrive at a defined desired future state which involves changes to the work environment or to the work itself. ”

Change Management is an important strategy for the introduction of the Game Changer to the organisation. Since the concept of a Game Changer is a fairly new and not in full practice, a change management practice will assist in familiarity. It will also drive the mind set and set the tone for the organisations strategy to utilise Game Changers as part of their competitive edge.

As a core competency prescribed within the Competency Model, innovation is a central driver within the HR strategy. The Game Changer is a unique review of how HR professionals recognise, develop and manage talent. It can use the Game Changer description as a very innovative way to drive business vision.

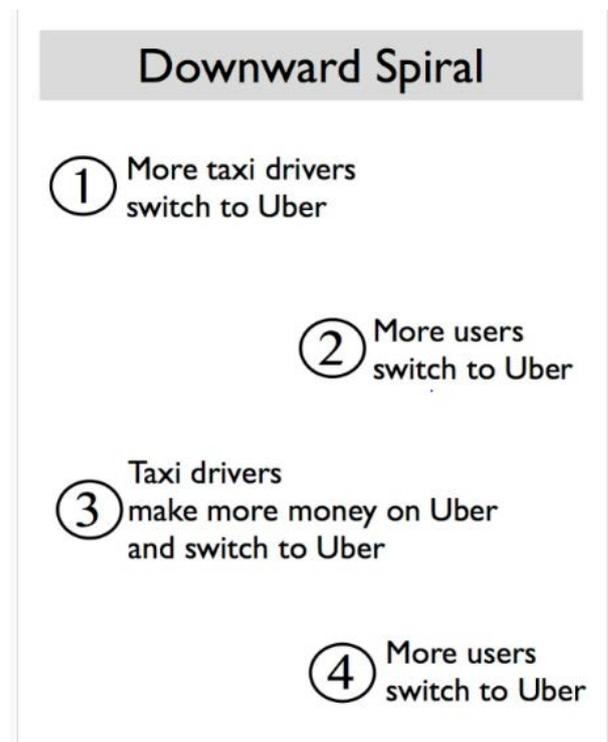


The innovation imperative

Why innovate?

Boston Consulting Group cite⁸ the common challenges of our time as economic turbulence, disruptive technology, globalisation and intense competition. Within this context, it becomes increasingly tough on those who are doing what they have always done and expecting the same results. Cost-cutting, the tweaking of products and services, and increasing efficiencies are no longer enough. The waters are changing and so full of competitors all competing for a share of the marketplace. Waters like this are the “red oceans” described by W. Chan Kim and Renée Mauborgne in their seminal work on Blue Ocean Strategy.⁹ These two INSEAD Professors encourage us to consider entering Blue Oceans instead, where marketplaces are free from competitors. Blue Ocean Strategy doesn’t aim to outperform the competition. It aims to make the competition irrelevant by reconstructing industry boundaries, and creating blue oceans where the marketplace is not contested.

Uber is a good example of disruptive innovation within a regulated market. South Africa has witnessed the impact of the disruption recently, when taxi owners and drivers obstructed the Johannesburg Uber Head office, as they felt Uber was taking their customers away. According to Forbes¹⁰, in an article titled Uber, Disruptive Innovation and Regulated Markets (2016), that Uber initially was not classified as disruptive, as it started in the black limousine car services market. Its disruptive path however followed as it became more convenient, good measure of performance delivery, customer friendly, affordable, and technologically driven. Uber was the game changer in the black limousine car service as well as the “cab” or taxi service market. By understanding the gaps within these markets, they disrupted the service and met the needs of the customer through innovation and convenience.



Source:

<https://techcrunch.com/2014/01/19/uber-and-disruption/>

⁸ <https://www.bcgperspectives.com/content/articles/people-organization-smart-design-for-performance>

⁹ <https://centres.insead.edu/blue-ocean-strategy/>

¹⁰ www.forbes.com Uber, Disruptive Innovation and Regulated Markets (2016)

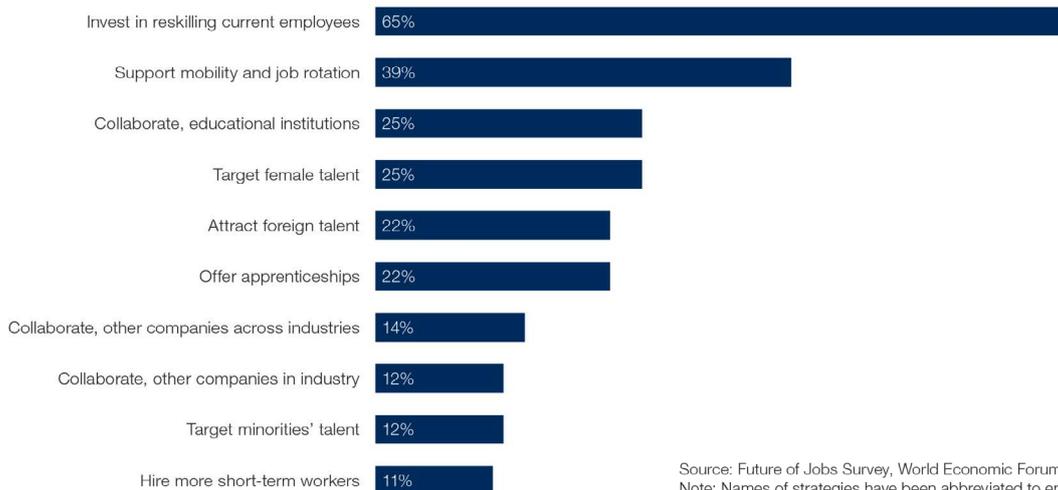
Klaus Schwab¹¹, Founder and Executive Chairman of the World Economic Forum, paints the further complexity of the future for us. He says “we are standing at the cusp of a technological revolution that will essentially alter the way we live, work and relate to one another.” This technological revolution is called the Fourth Revolution, it is characterised by a fusion of technologies that blurs the lines between the physical, digital and biological spheres. The Fourth Revolution is not evolving in a linear fashion but rather in an exponential one, and it is disrupting every industry on the way. Whereas, the First Revolution used water and steam to mechanise production, and the Second created mass power through electric power, the Third revolution was characterised by the digital revolution, with electronics and information technology automating production. What marks out the Fourth Revolution is its velocity, scope and systems impact.

The speed of current breakthroughs has no historical precedent.

Klaus Schwab

Blue Ocean Strategy taught us to challenge everything we thought we knew about the requirements for strategic success. And the Fourth Industrial Revolution ramps that up a notch. Really understanding our environment and challenging our accepted business models are becoming paramount. Relentless innovation is the new normal. We must rethink the forms of organisation and the talent required to make this a sustainable reality. The article by the World Economic Forum (WEF)¹² highlights the future work strategies that support the changes that drive sustainability.

Future workforce strategies, industries overall
Share of respondents pursuing strategy, %



Source: Future of Jobs Survey, World Economic Forum.
Note: Names of strategies have been abbreviated to ensure legibility.

¹¹ <https://www.bcgperspectives.com/content/articles/people-organization-smart-design-for-performance>

¹² <https://centres.insead.edu/blue-ocean-strategy/>

Redesign ‘in vogue’ but not necessarily on track

It seems that organisation review and redesign is ‘in vogue’ but with limited success. Leaders are redesigning their organisations with more flexibility and agility in response to changeable conditions.

According to the Deloitte Human Capital Trends Report 2017: ‘The new organisation, different by design¹³’, trends include leaders building in more networks and teams to their design, designing inclusive and collaborative work environments, addressing leadership pipelines, and trying to recognise culture for its value as a competitive lever.

As John Hagel, director of Deloitte LLP’s Center for the Edge in Deloitte stated,

Today, the key to organizational success is not “scalable efficiency,” but “scalable learning.” You, as an organization, must be able to experiment, put prototype products in front of customers, rapidly learn from your competitors, and stay ahead of your marketplace, industry, and technology trends. This means your whole organization has to focus on customer-centric learning, experimentation, and time to market.⁶

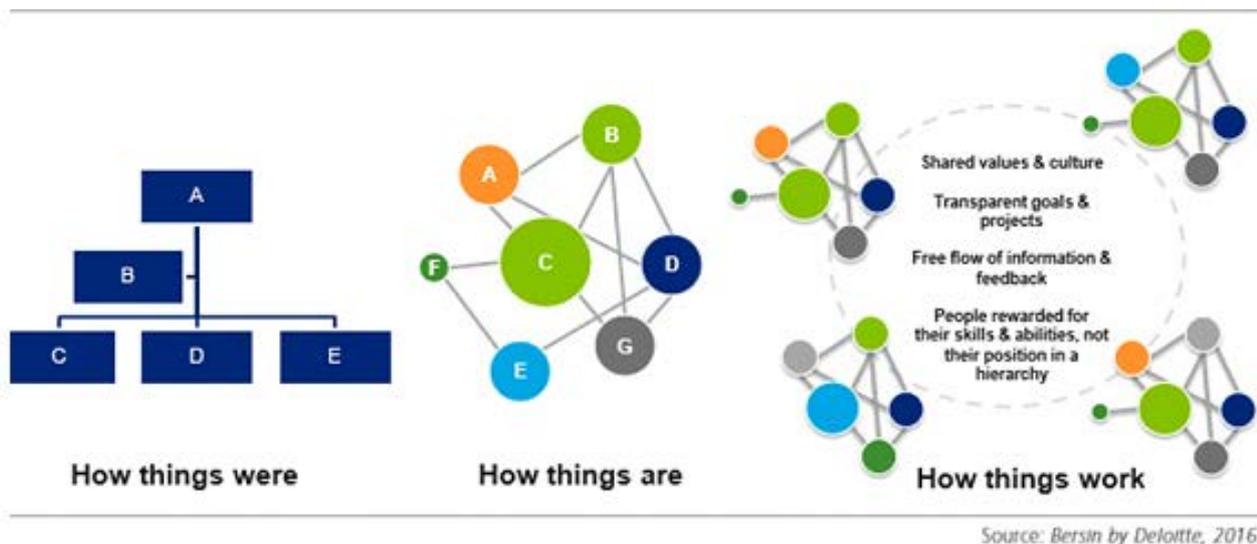
The Bersin by Deloitte Research Report, Predictions for 2017: Everything is becoming Digital¹⁴ also focuses on “Organisational Design in Prediction One, will be challenged everywhere”. The prediction airs the idea of organisation design and the way a company is “designed or made-up” to function. The change relates to adapting to the digital change and moving away from the old ways of thinking where “scale and efficiency” was the driver for business.

Cloud and internet have made the barriers to entry easier and penetrable, and companies must consistently keep up with change and disruption. What is invented today can be reinvented, improved or shot out of the market tomorrow. Since companies were designed for scalable efficiency which has been disrupted into a strong innovative and digital design.

To drive the disruption, the company must rethink their organisational design, and the implementation requires moving from functional groups into teams. Here the team approach focuses on product releases, customers, markets and geographies. These teams are described as smaller, flatter and empowered with leadership leading in a hands-on approach. A very big possibility is the introduction of the Game Changer profile to drive this change.

¹³ <https://www2.deloitte.com/us/en/pages/human-capital/articles/introduction-human-capital-trends.html>

¹⁴ www.deloitte.com/us/about



Boston Consulting Group (BCG)¹⁵ also reports companies increasingly turning to organisation design for assistance with boosting performance. 80% of respondents to a BCG Survey report being in the midst of a reorganisation exercise and in 50% of these cases, the initiative is organisation-wide. Yet fewer than half of these efforts are recognised as successful. The reason cited is that leaders relied on organisation frameworks that have become outmoded and that are not as effective in the current business environment.

We are moving in the right direction, but perhaps we are taking too much baggage with us. That could be hampering our path. The nature of work has changed, and so has our environment. The ideals of business have changed and talent is evolving to keep up with the disruption. Organisations have to redesign their structures and way of work to ensure sustainability.

From clerical and manual to algorithmic work

There are two fundamental changes we need to contend with, says BCG:

- 1 organisations now operate in a massively more complex environment, and
- 2 the actual nature of work has changed.

We have moved from more clerical and manual work to ‘algorithmic’ or knowledge work. Following rules is being replaced with a requirement to make sense of the context, to interpret rules within context, to adjust to realities that change quickly and to make trade-offs to get to the right solution amidst the organisations mission and goals. To do this requires initiative, judgement and creativity. Front line workers become the experts. A degree of autonomy, empowerment and engagement underpins creative judgements. Whereas algorithmic work (and what BCG calls the

¹⁵ <https://www.bcgperspectives.com/content/articles/people-organization-smart-design-for-performance>

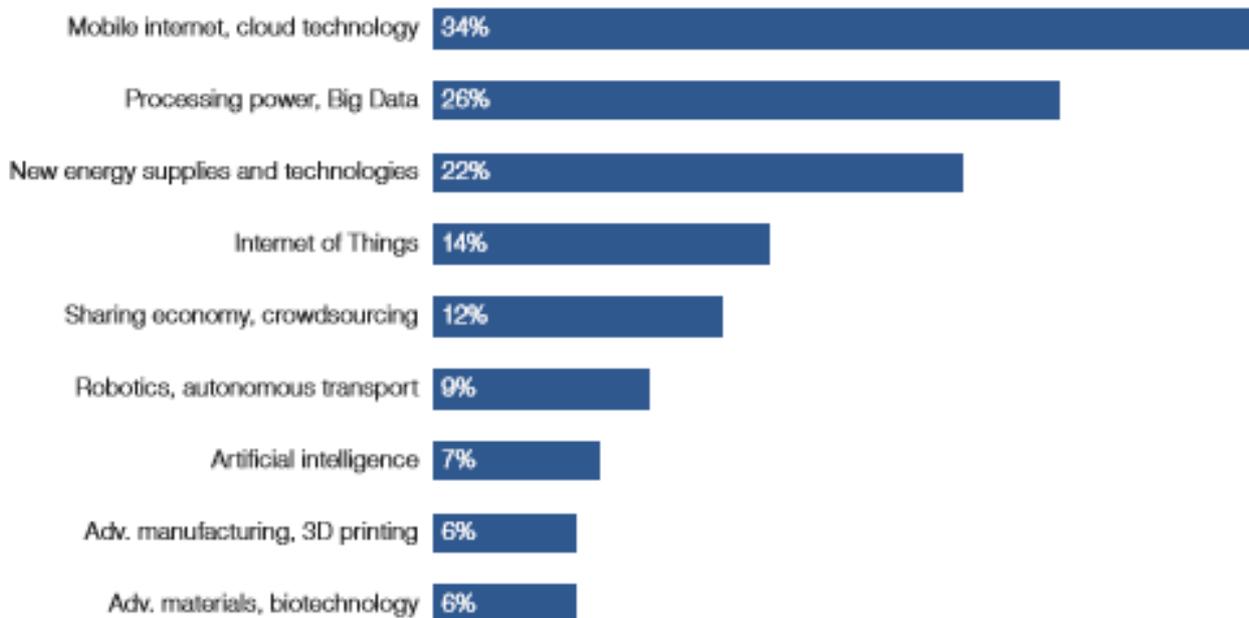
hard approach to organisation design), prizes following the rules with minimal variation, knowledge work flourishes under variation and creativity.

'If reorganisation efforts continue to overlook these two major changes in the world of work, they will continue to fail. A new approach is needed, one that is better suited to the realities of the world in which companies now operate.'¹⁶

Not everything is a black swan, and the future of work is about technology AND people

The future of work is about technology. The future of work is also about people. Technology can make things better, faster, easier. Whilst we may not be able to fully control it, we can certainly shape it, and we have the power to accept it or to limit its impact. We can also direct how technology is deployed and for what benefit.

TECHNOLOGICAL



Source: Future of Jobs Survey, World Economic Forum.

Note: Names of drivers have been abbreviated to ensure legibility.

¹⁶ <https://www.bcgperspectives.com/content/articles/people-organization-smart-design-for-performance/?chapter=2#chapter2>

Technology can either be your enabler or your disabler. It's a personal and organisational choice. We can create technology, and we can be the stewards of it. *"The adaption from paper recording systems to technological systems has been visible throughout the last four decades. HR has adopted a variety of systems including, for example, performance management systems, leave tracking, interviewing over skype, or digital sourcing of cv's in the development and advancement of utilising technology. The trend is growing in leaps and bounds and this is evident in the Deloitte 2016 Global Human Capital Trends report as shown in the figure below, digital HR was seen as one of the important trends within the HR profession.¹⁷"*

Figure 1. The 2016 Global Human Capital Trends research identified 10 important trends



Graphic: Deloitte University Press | DUPress.com

According to Malcolm Pannell of Korn Ferry, *"a lot of what is coming has been coming for some time"*. Whilst the speed of change is accelerating, not every event is a black swan event. Popularized by Nassim Nicholas Taleb, a finance professor, writer and former Wall Street trader, *"a black swan event is an event or occurrence that deviates beyond what is usually expected of a situation and very difficult to predict¹⁸"*. The future may be less predictable, but we are in a position to start form visions of different futures and what we will need to do to prepare for them.

"We need to understand disruptive change more", says Pannell, and for the talent strategy lead to be closer to the actual innovation strategy. Because that might assist us to shape the talent strategy in the direction we need for the innovation we need. Investment in technology needs to parallel investment in people.

¹⁷ SABPP HR Technology Fact Sheet, August 2016

¹⁸ <http://www.investopedia.com/terms/b/blackswan.asp>

New views on talent

The DNA of a Game Changer

There is a special group of talent that has the potential to disrupt the future, whatever business we are in. This talent can drive innovation. They are not your traditional HIPO's (high potential individuals) who do strategy and implementation well. They see the future in ways others do not and are driven to turn their ideas into reality. Their openness and willingness to experiment and take risks, combined with a high drive to initiate change means they can upend organisations, industries and markets. They are called the Game Changers.



Just as Boston Consulting Group reports organisation design to be 'in vogue', so too is the search for Game Changers. They turn the 'known and trusted' upside-down. Peter Drucker described management as doing things right and leadership as doing the right things. Game Changers are said to rewrite the things we do. They can use the chaos of rapid change and advancement to fuel organisational competitiveness and success. Their ideas and drive can create uncontested market spaces. They are much sought after and considered special.



02. GAME CHANGERS ALIENATE PEOPLE



03. GAME CHANGERS SEE DIFFERENT RISKS

And, it follows that this rare breed of talent is now supplementing our search and development of traditional high potentials. This makes new research into the DNA of Game Changers useful¹⁹. According to the report “The DNA of a game Changer” defining characteristics of Game Changers include:

- Big picture thinkers;
- Very strategic;
- High on vigour;
- Creative idea generators;
- Passionate about the idea;
- Ambitious, obsessive drive to succeed;
- Risk takers;
- Strong influencers of people;
- Great at articulating a vision.

The interesting part about the research is this. Finding Game Changers is one piece of a more complex puzzle. Retaining them, as engaged and contributing employees in most of our current organisational structures, is a challenge. Our organisations are set up for traditional HIPOs. We lay out a traditional corporate ladder, with people and budgets to manager in order to ‘get ahead’, and this may simply not appeal to Game Changers. They are likely more interested in making their ideas real than ascending the organisational hierarchy.

¹⁹ <https://thirtythreeemeralds.com/2016/02/24/the-gc-index-turns-a-corner-in-the-way-we-approach-the-future/>

This research produced a ‘genetic code’ for a Game Changer that differentiates them from the traditional leader or impact player profile.

We identified this DNA through our qualitative research and using the ‘Repertory Grid’ interview technique (see methodology, on page 30, for more information).

The DNA of a Game Changer consists of the following qualities and capabilities. They are:

- **Big picture thinkers**
- **Very strategic**
- **High on vigour**
- **Creative idea generators**
- **Passionate about the idea**
- **Ambitious, obsessive drive to succeed**
- **Risk takers**
- **Strong influencers of people (above and below)**
- **Great at articulating a vision**
- **Likeable**



This qualitative research was complemented and reinforced by our quantitative research results, with respondents saying that they believed Game Changers provided most value to their businesses in terms of creativity and innovation (56%), instigating change (39%) and strategic thinking (36%).

Figure 3: Where do Game Changers add most value to your business? (Respondents were asked to select up to three from the list.)

Key defining characteristics identified by the research: the Imaginativeness (ability to see what others don't) combined with the productive obsessional (highly focused on work, all-absorbing passion) can also earn Game Changers the label of being difficult ²⁰. Their obsessive imagination and relentless focus on making their ideas real is what we seek and need, yet it also means they can come across as demanding, uncompromising and impatient. Game Changers can alienate others and appear disruptive. Frustration can drive them to seek fulfilment away from the structures that limit them – slow moving, hierarchical and risk-averse organisations (that is most of our organisations).

²⁰ <http://www.thesundaytimes.co.uk/sto/public/Appointments/article1614683.ece>

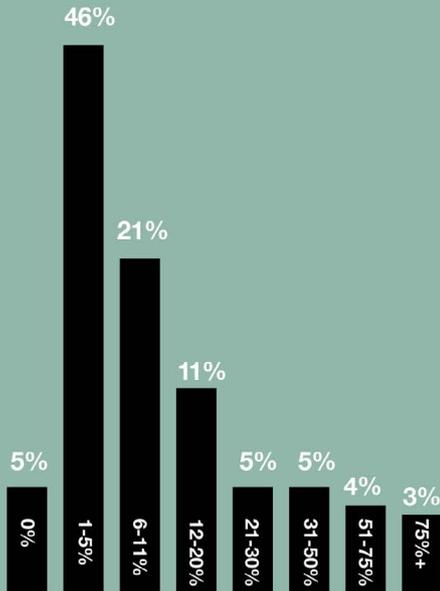


Figure 1: We asked everyone who took part in the research to indicate the percentage of people in their organisations who they believed to be Game Changers.

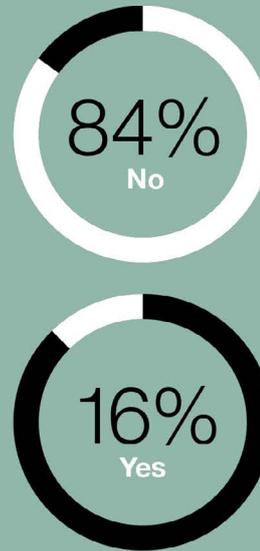


Figure 2: We asked if you need to be in a senior management/leadership role to be a Game Changer?

5%

Over half of respondents felt that less than 5% of their workforce are Game Changers.

84%

84% of those interviewed said they do not believe a Game Changer has to hold a senior role in an organisation.

“ They light up the room when they arrive, grasping and maintaining the attention of the entire audience ”

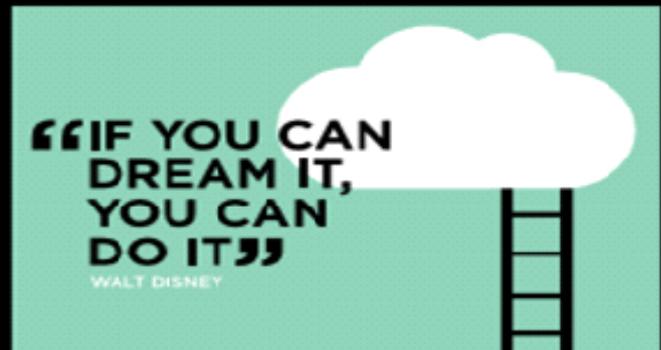
JONATHAN KEANE, PARTNER AT OLIVER WYMAN

Source: DNA of a Game Changer Report 2015

Game Changers often report organisations do not 'get' the value they are trying to bring, which can mean both organisation and Game Changer end up frustrated and parting company. It is questionable whether organisations are ready for the Game Changers they seek, or have within their midst.



**04. GAME CHANGERS
ARE OBSESSIVE**



**05. GAME CHANGERS
SEE AROUND CORNERS**

Moreover, even solo Game Changers or innovation heroes will not produce the competitive edge we need for what lies ahead. So, recruiting them and keeping them happy with work they want to do may not turn the innovation wheels you need either. Despite the commonly perpetuated myth, it is not typically lone innovation heroes who drive disruptive change. Securing Game Changing outputs is about more than just Game Changers.

Towards a more inclusive view of talent - The DNA of a Game Changing Team

It turns out that securing Game Changing efforts is a shared endeavour. Game Changers do not achieve Game Changing outputs on their own. They deliver Game Changing outputs as part of a team. This is the key finding of the second report “*The DNA of a Game Changing Team*”.



We need to think about the collection of individuals who, together, can accelerate evolution at every level. These are not collections of Game Changers, or Game Changers and their minions. The research identified five essential roles that make up a Game Changing team.

The roles and the critical contribution of each role to game changing outputs are as follows²¹:

- Game Changers transform our future; they bring radical ideas and the obsession to make them a reality,
- Strategists map the future; they provide outcomes for the business case,
- Implementers build the future; they get things done and are good reality checkers,
- Polishers create a future to be proud of; they drive excellence and perfection,
- Play Makers orchestrate the future; they bring direction and focus to activity, getting the best from individuals and teams. They enable others to shine.

²¹ <https://thirtythreeemeralds.com/gc-index-change-the-game/>

A practical tool - The GC Index®

Dr John Mervyn-Smith in collaboration with Dr Adrian Furnham, took the research results one step further. They developed an organometric called The GC Index® - an online assessment for individuals and organisations to identify Game Changers and the four additional roles of a Game Changing team outlined above.

The Index measures the preferred contribution or proclivity of individuals to a company, role or project. In place of measuring personality type, skills or leadership qualities, the Index focuses on output. And it could turn a corner in the way we approach the future. This focus on output not level or the ability to climb the corporate ladder means we arrive at an inclusive, not an elitist, model of talent that plays to people's strengths. It brings innovation-as-usual a little closer to our reach by assisting teams to work together, appreciating the unique and valuable contribution that each team member makes to a game changing future.

The GC Index® Profile Reports that are generated from taking the Index assist individuals and teams to increase their influence and impact, aligned to how they want to contribute at work. The practical feedback guides development and releases insight on increasing influence, enhancing creativity, refining leadership styles and working as a team to achieve innovative goals. There is also a Team Profile that sheds light on how a team can function optimally to secure game changing outputs in whatever they do.

The GC Index® is context-fit and future-focused. It speaks the language of the world we live in.

Why is the Game Changer so important today?

Three words describe the importance of the Game Changer and that is:

- Change
- Survival
- Sustainability

Organisations are constantly functioning within a disruptive world, and the innovation jungle is in consistent change. The rules are not set, the products have a low shelf life and a high idea generation level, and employees cannot remain stagnant in their competencies and skills. This is why the Game Changer is relevant and important in today's business environments. They need to be recognised, allowed freedom to think and implement, supported by a competent team and unleashed to develop and grow.

The question is whether companies can recognise Game Changers or are they losing them by limiting their thinking and inert abilities? There is a significant possibility that the latter may prove to be true. Game Changers may not be identified or may not be taken seriously, and leave the organisation because of these instances.

Since organisations strive to manage and keep up with change, create products and offerings that ensure their survival and sustainability, hence it would be in their greatest interest to recognise, enable and allow the Game Changer the platform to change the game.

Hello Game Changing HR

We have set the scene for the innovation imperative, and provided a new inclusive lens for game changing talent in organisations. We introduced a practical tool to take this from seminar room right into practice, so that we are not just talking about the new research and thinking but actually experimenting with it. There is one more critical point to lift out.

There is a problem with forcing people into roles that serve a new technology, a corporate hierarchy or shareholders. Unless the roles are aligned, even in small ways, to what individuals enjoy doing (their natural proclivity or preferred contribution), they are unlikely to be energised. They will lack Flow²². It is arguable whether people who are not in Flow can produce ground-breaking, innovative, blue ocean results. You, or your organisation, are only likely to change the game if you understand this and set the right conditions for it.

Flow is a state of heightened focus and immersion, also called being in the zone. Popularised by Mihaly Csikszentmihalyi, a pioneer in understanding happiness, creativity and human fulfillment, Flow is a mental state of operating where the person has an energized focus, full involvement and enjoyment in the process of the activity. They also experience the activity as intrinsically rewarding.

Practical pointers for HR to change the game:

1 Appreciate and seek out the diverse talent you need for the future

Game Changing Teams produce game changing outputs. Think about the roles different individuals play and the contributions they bring. Do not over-focus on the innovation hero. Recognise all the players who make innovation possible ie the Polishers, Play Makers, Strategists and Implementers. Champion an inclusive view of talent. The future needs it.

2 Enable Game Changers

Game Changers need space and latitude to be creative and to demonstrate their value to the business. Identify champions who 'get' their ideas and enable them to be more widely heard. Often more senior or with influence within the organisation, Champions can also encourage

²² https://www.ted.com/talks/mihaly_csikszentmihalyi_on_flow

towards a 'doing things differently' in the organisation, and release much-needed resources to pursue new ideas.

Assist Game Changers to develop influencing skills and to appreciate how change may unsettle others, aiming to take people on their journey. Help them to recognise and draw on the strengths that others bring as part of the Game Changing team. Strategists provide good business cases for new initiatives which can mean securing the funding needed to move forward. Implementers are good reality checkers, for example they produce a good sense of how long one needs to take a product to market.

- 3 Champion more with freedom, and failure, in your organisation.**
Get comfortable with allowing the freedom employees crave to make decisions, and champion more permission to take some risk (and fail). A degree of autonomy, empowerment and engagement underpins the creative judgements of algorithmic work.
- 4 Think about the humans in your business.**
Set everyone up for success by taking note of the roles that liberate and operationalise great ideas. And find ways to engage and reward them. How do your employees want to make an impact in your business? What are their natural inclinations and how can you support and develop those? How can you support Flow? The future is about the people, who create and deploy technology, as well as the technology. Invest in both.
- 5 Change your own impact in role and in organisation.**
How do you like to contribute? What role can you play in a Game Changing team? Are you a Game Changer? A Play Maker? What's the most effective way for you to influence, to lead?
- 6 Start introducing the concept of the Game Changer within the culture of the organisation.**
Change management becomes an innovative approach for HR to contribute to the overall business success. HR must analyse the culture within the company at present and create programmes that encourage change to a more "game changing" one.
- 7 Research companies that have identified and utilised the "Game Changer".**
Knowledge drives innovation and best practice. Research is an enablement of both. Many companies share their best practices and innovation with the world, and HR must be quick to catch on. Decide on whether to follow the trends or be a market lead, as research would assist in both.
- 8 Be a Game Changer.**
HR needs to be the example and lead as such. Since a Game Changer is not specific to a profession, HR should identify the roles within their teams at first, and roll out within the organisation.

▲▲ **Not everyone can be a game changer
but everyone can make a game changing
contribution** ■■

Nathan ott

Get clear on where your proclivity lies and then develop it. Stop feeling left out of the game and create the right conditions for your organisation to flourish. HR is the only profession dedicated to people at work. Lead the change. It's time.

Are you ready to change the game?

We live in remarkable times. Never before has change and the speed of it been so great. But never before have we had access to so much like people, networks, insights and technologies.

Change and uncertainty brings with it huge opportunity. The organisations and individuals who get this find a place to thrive in the face of all the chaos. They instil agility into the essence of who they are, what they do, and how they do it. They appreciate the contributions of different roles and they maximise each contribution, leaning on others whose inclinations supplement their own. The glass is not half empty for these organisations and individuals; it is not even half full. It is spilling over. Because they are mastering the ability to innovate around opportunity in an unpredictable world. And that is a shared endeavour.

		Here's to the crazy ones. The misfits. The rebels. The troublemakers.
		The round pegs in the square holes. The ones who see things differently.
		They're not fond of rules. And they have no respect for the status quo.
		You can quote them, disagree with them, glorify or vilify them.
		About the only thing you can't do is ignore them. Because they change things.
		They push the human race forward.
		And while some may see them as the crazy ones, we see genius.
		Because the people who are crazy enough to think they can change the world, are the ones who do.

HR can turn the lens in on upping its own game, and lay the foundations for more innovative and empowering cultures. If contribution to organisational success is your goal, then you would have to find the ways and means to change the game. Historically we have witnessed the success of many game changers like Nelson Mandela, Walt Disney, Steve Jobs and Elon Musk, all who had a different vision, perseverance and ability to change the game and create it in accordance to their own rules and strengths. They were obsessed with their vision and changed the world when they brought it into reality.

The truth is that most people in their organisations did not understand them until they saw the true impact of their vision. As HR professionals, it is our job to recognise them and enable them to be great and benefitting to the organisation. We must be able to identify all roles and create an ecosystem of sustainability for them.

By doing this, we enable the Game Changer to be at the organisation's advantage, and this would drive innovation to its greatest heights. The question remains *"Are you ready to change the game?"*

"Neither technology nor the disruption that comes with it is an exogenous force over which humans have no control. All of us are responsible for guiding its evolution, in the decisions we make on a daily basis as citizens, consumers, and investors. We should thus grasp the opportunity and power we have to shape the Fourth Industrial Revolution and direct it toward a future that reflects our common objectives and values".

This Fact Sheet was written by Gaylin Jee with contributions and editing by Lathasha Subban of the SABPP.

Gaylin has a unique focus to her work: she assists individuals and organisations to positively disrupt their own futures. She founded and runs 33 Emeralds, a niche consultancy and collective of independent thinkers with a common commitment: to craft better work, work that is energising, exciting and has impact.

FACT SHEET

DATE	NUMBER	SUBJECT
2013		
February	1	GAINING HR QUALIFICATIONS
March 2		ETHICS, FRAUD AND CORRUPTION
April	3	NATIONAL DEVELOPMENT PLAN
May	4	BARGAINING COUNCILS
June	5	EMPLOYMENT EQUITY
July	6	HR COMPETENCIES
August	7	HR MANAGEMENT STANDARDS
September	8	PAY EQUITY
October	9	COACHING AND MENTORING
November	10	HIV/AIDS IN THE WORKPLACE
2014		
February	1	EMPLOYING FIRST-TIME JOB MARKET ENTRANTS
March 2		PROTECTION OF PERSONAL INFORMATION ACT
April	3	QUALITY COUNCIL FOR TRADES AND OCCUPATIONS
May	4	WORK-INTEGRATED LEARNING
June	5	RECRUITMENT – SCREENING OF CANDIDATES
July	6	HR RISK MANAGEMENT
August 7		BASIC HR REPORTING (1)
September	8	BASIC HR REPORTING (2)
October	9	EMPLOYEE ENGAGEMENT
November	10	SEXUAL HARASSMENT

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FACT SHEET

DATE	NUMBER	SUBJECT
2015		
February	1	AMENDMENTS TO LABOUR LEGISLATION 2014
March	2	THE REVISED BROAD-BASED BLACK ECONOMIC EMPOWERMENT CODES OF GOOD PRACTICE
April	3	LESSONS LEARNED FOR EMPLOYERS FROM CCMA CASES
May	4	EMPLOYEE WELLNESS SCREENING
June	5	CHANGING THE EMPLOYMENT EQUITY LANDSCAPE
July	6	EMPLOYEE VOLUNTEERING
August	7	DEPRESSION IN THE WORKPLACE
September	8	EMPLOYEE WELLNESS
October	9	EQUAL PAY AUDITS
November	10	BASICS OF EMPLOYEE COMMUNICATION
2016		
February	1	PRODUCTIVITY BASICS
March	2	SERVICE LEVEL AGREEMENT
April	3	TALENT MANAGEMENT: PAST, PRESENT AND FUTURE
May	4	BUILDING ORGANISATIONAL CAPABILITIES
June	5	CHANGE MANAGEMENT
July	6	INNOVATION IN HR
August	7	HR TECHNOLOGY
September	8	HR IN BUSINESS SUSTAINABILITY
October	9	THE LEARNING & DEVELOPMENT LANDSCAPE IN SA
November	10	TOWARDS A CODETERMINATION MODEL FOR SOUTH AFRICA

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FACT SHEET

DATE	NUMBER	SUBJECT
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2017

February	1	MODERN SLAVERY
March	2	PENSION LAW FOR EMPLOYERS

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