

The LEKGOTLA Way Learning & Development Methodology by COMETSA PMS LEKGOTLA Networks
The African methodology for creating environment favorable to active thinking, dialogue, engagement, and resolving of conflicts

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MONTHLY DIALOGUES *The Lekgotla Way*, **OUR HERITAGE:** We have marked the COMETSA 20th Anniversary Celebrations in 2017 with the launch of the monthly COMETSA PMS LEKGOTLA NETWORKS. These take a form of presentations, dialogues, conversations, and questions & answers format facilitated by COMETSA Methodologists, Experts, Associates and Partners. In this fast changing world, it is impossible to remain at the required level of knowledge, expertise and information without formal and forums as part of continuous professional development. As a human capital development and management consulting company we see a need to coordinate and host such networks. Initially these Networks are hosted in Gauteng Province. In the near future we will make these Networks available across the country, in each Province.

- ✚ **Knowledge Creation** ó The society that is not creating new knowledge dies fast. The LEKGOTLA Methodology is the perfect way of creating new knowledge. The hosts, facilitators, co-facilitators, guest speakers, and participants collective create the knowledge in the monthly LEKGOTLA. Each of these role players bring with them new Perspectives that informs the LEKGOTLA.

- ✚ **Knowledge Consolidation** ó By hosting standing monthly LEKGOTLA we ensure that the knowledge created and acquired is consolidated. The participants are also inducted into life-long learning culture. It is for this reason that the participants only receive the *COMETSA PMS LEKGOTLA NETWORKS Certificate of Competence & Acceptance* after attending six or more LEKGOTLA sessions per year. The participants are also introduced to the Ubuntu Practice of Sharing and Collective Learning. The Africans are known for passing knowledge and information from generation to generation via oral technique. The LEKGOTLA is just the Methodology that creates the environment that is conducive for the consolidation of the knowledge and information to take place.

- ✚ **Knowledge Sharing** ó The LEKGOTLA is the learning community of the participants. By structuring a combination of the Main and Mini LEKGOTLAs we accelerate the sharing of the knowledge and information instantly. The first part of the LEKGOTLA shares the theme and its content through formal presentation. The guest speakers enrich the theme with the latest, researched, and bench-marked material. We are encouraging the participants and all the role players to appreciate the notion that one grows by sharing the knowledge and the information. The more we share what we know with the others the more we become knowledge. That is growth of the knowledge through the application.

- ✚ **Knowledge Appreciation** ó The most important asset that human beings must always treasure is knowledge. It is risky and dangerous not to have knowledge. Even not knowing what you do not know is dangerous. This is clearly defined in the Conscious Competence Learning Model, with four stages Competence/Incompetence (UI); **Stage 1:** Unconscious Incompetence (UI); **Stage 2:** Conscious Incompetence (CI); **Stage 3:** Conscious Competence; and **Stage 4:** Unconscious Competence (UC)

	Competence	Incompetence
Conscious	<p>3 - Conscious Competence (CC)</p> <ul style="list-style-type: none"> the person achieves 'conscious competence' in a skill when they can perform it reliably at will; the person will need to concentrate and think in order to perform the skill; the person can perform the skill without assistance; the person will not reliably perform the skill unless thinking about it - the skill is not yet 'second nature' or 'automatic'; the person should be able to demonstrate the skill to another, but is unlikely to be able to teach it well to another person; the person should ideally continue to practise the new skill, and if appropriate commit to becoming 'unconsciously competent' at the new skill; practise is the single most effective way to move from stage 3 to 4 	<p>2 - Conscious Incompetence (CI)</p> <ul style="list-style-type: none"> the person becomes aware of the existence and relevance of the skill; the person is therefore also aware of their deficiency in this area, ideally by attempting or trying to use the skill; the person realises that by improving their skill or ability in this area their effectiveness will improve; ideally the person has a measure of the extent of their deficiency in the relevant skill, and a measure of what level of skill is required for their own competence; the person ideally makes a commitment to learn and practice the new skill, and to move to the 'conscious competence' stage
Unconscious	<p>4 - Unconscious Competence (UC)</p> <ul style="list-style-type: none"> the skill becomes so practised that it enters the unconscious parts of the brain - it becomes 'second nature'; common examples are driving, sports activities, typing, manual dexterity tasks, listening and communicating; it becomes possible for certain skills to be performed while doing something else, for example, knitting while reading a book; the person might now be able to teach others in the skill concerned, although after some time of being unconsciously competent the person might actually have difficulty in explaining exactly how they do it - the skill has become largely instinctual; this arguably gives rise to the need for long-standing unconscious competence to be checked periodically against new standards 	<p>1 - Unconscious Incompetence (UI)</p> <ul style="list-style-type: none"> the person is not aware of the existence or relevance of the skill area; the person is not aware that they have a particular deficiency in the area concerned; the person might deny the relevance or usefulness of the new skill; the person must become conscious of their incompetence before development of the new skill or learning can begin; the aim of the trainee or learner and the trainer or teacher is to move the person into the 'conscious competence' stage, by demonstrating the skill or ability and the benefit that it will bring to the person's effectiveness

Reference: CONSCIOUS COMPETENCY - THE MARK OF A COMPETENT INSTRUCTOR (THE PERSONNEL JOURNAL - Baltimore. JULY 1974 VOL 53 PP538-539 - from The British Library - Shelf Mark 6428.065000).

- ✚ **Knowledge Exchange** ó The individuals come into LEKGOTLA with own perspectives and knowledge from their previous and current base and/or organizations. The LEKGOTLA is the platforms were they sharpen the knowledge by sharing with fellow participants. Through the knowledge exchange they enrich and expand their own capacity to deal with the complexities in their private and professional lives. They also acquire these for their own organizations and communities.
- ✚ **Knowledge Application** ó For any person to move from Conscious Competence (CC) to Unconscious Competence (UC) as explained in the above Conscious Competence Learning Model, they need a lot of practice. Applying their knowledge in and outside the LEKGOTLA they are growing the competence to the unconscious level. This takes them to the Master level of their skill. At COMETSA PMS LEKGOTLA NETWORKS we want our LEKGOTLA participants to have reached Unconscious Competence level in the application of the COMETSA PMS LEKGOTLA METHODOLOGY, and the relevant Themes that are discussed during the monthly sessions.
- ✚ **Knowledge Management** ó Having stated that Knowledge is every individual's asset, each individual has the responsibility to attend regular Continuous Professional Development (CPD) programmes to be up to date with the trends and new standards. The COMETSA PMS LEKGOTLA NETWORKS provides the CPD opportunity through the staging of the monthly LEKGOTLA. Hence, the *COMETSA PMS LEKGOTLA NETWORKS Certificate of Competence & Acceptance* after attending six LEKGOTLA sessions each year. The other way of managing the knowledge is through the recommendation of books and professional literature on the themes from the LEKGOTLA. We also show videos from platforms like TED Talks, Youtube, etc.
- ✚ **Knowledge Preservation** ó It is COMETSA's favoured practice to share the developments and information from LEKGOTLA with all those who attended the sessions, members of the NETWORK, and general public via Social Media platforms. Most of the documents generated are saved in the cloud. So, the preservation of the knowledge created is guaranteed. We also encourage the participants to be conscious of preserving their knowledge for the future generations, but also as their legacy. They are creating their own Life Story. That is why COMETSA makes sure that they all receive information from the LEKGOTLA they would have attended.

✚ **Growing Together** ó The participants in the PMS LEKGOTLA NETWORKS are becoming a learning family. This is a great phenomenon and we would like to grow this family of learners. This is the only way we are going to create a progressive, knowledgeable and intellectual society. For that reason, we envisage the LEKGOTLA sessions being spread across the whole of South Africa. The learning does not only happen during the LEKGOTLA. In fact the real learning happen out in the field, at their offices, at the families, and in the community as the participants apply and practice their new knowledge and skill acquired from the LEKGOTLA.

The AFRICAN LEKGOTLA CONCEPT (*THE LEKGOTLA WAY*): COMETSA PMS LEKGOTLA NETWORKS has based its monthly LEKGOTLA on the traditional African Lekgotla Leadership Concept and Methodology that has been practiced for many years.

✚ **Overview:** The participants demonstrate the highest respect to fellow members of the LEKGOTLA. The participant who is on the floor is given full space to raise issues without being interrupted. Once all the participants have raised their issues and have been fully heard, the chairperson summarizes the inputs and a resolution is taken. People are also allowed to agree to disagree. This is the best South African export in management, leadership, negotiations and conflict resolutions to the world.

✚ **The King's Palace:** In the African tradition the King will have his co-leaders that assemble regularly at the King's Palace to attend to the leadership matters of the village. These leaders are the most cooperative members of the King's leadership, and they spent most of their time at the King's Palace. The meetings are conducted following the LEKGOTLA methodology. This is the African methodology of creating what Nancy Kline (Time To Think) calls The Thinking Environment. The LEKGOTLA Methodology creates the environment for the participants to listen actively, participate without fear, respect each other, and fully engage with the matters of the LEKGOTLA.

✚ **Current State of Being (CSoB):** The participants take the process of greetings and finding out about the well-being of fellow participants serious. So they take time checking-in to make sure that everyone is feeling well. They do not only end with the fellow participants. They have keen interest in their family members and relatives. Their authentic in the inquiring about their Current State of Being (CSoB). This is important pre-requisite for a fruitful LEKGOTLA.

✚ **Chairing and Facilitation by His Majesty:** His Majesty, The King, once convinced that all is well with his leadership team he introduces the topic of the LEKGOTLA, and give the background to why he thought the meeting was necessary. He also makes sure that there are no objections to the agenda after giving the background. But this happens in a free flowing manner. What is fascinating is that he starts the meeting by asking each leader's views on the matter. The King always understands his role to be that of facilitating dialogue and not offering solutions. So, facilitating the LEKGOTLA uses one of the best conditions for a successful coaching intervention, especially management and leadership meetings, i.e. facilitate

and ask questions rather than offering answers. The leadership team members respect this role by the King. Before they speak they will praise the King in recognition of his rank and authority.

- ✚ **Focus:** The King's role is also to make sure that LEKGOTLA is focused. It is seldom that the LEKGOTLA will tackle more than one agenda item. If there are other matters that are urgent and important, they will be relegated to a separate LEKGOTLA. If these extra topics are falling under the same Theme that informs the LEKGOTLA, they will be tackled at the end when the current matters have been fully exhausted.
- ✚ **Respect for the Clan:** It is interesting to note that in African culture when an outsider arrives in the middle of the LEKGOTLA, they are not pushed away but invited to join in, unless the matters are sensitive. However the outsiders humble themselves and stick to the protocols and cultural practices as defined by the clan that is holding the LEKGOTLA. They have to be guided by a particular member of the clan by birth as to how to follow protocol. Until they have exhausted all the traditional steps of introduction and greetings, they may not relax or sit down. But once they are officially welcome they can take off their jackets, and be part of the LEKGOTLA.
- ✚ **Identity:** The LEKGOTLA Methodology encourages participants to always identify themselves in a way that the other participants will recognise their clan without any difficulty. This is more than stating their names. They must always state their origins. They can even go as far as reciting their tradition praises.
- ✚ **Engagement:** The LEKGOTLA environment is very engaging. It facilitates deep thinking, creativity, listening, flowing dialogue, consultation before decisions are made, verification of the decisions taken, and discussions until everybody is satisfied that they made their input.
- ✚ **Brainstorming (Generation of Ideas):** In the LEKGOTLA setting it is very easy to generate new ideas, as a result of the tolerance and attentiveness of all the participants. So, the LEKGOTLA Methodology is appropriate for the Divergent Style of Learning and Development. During the deliberation the King is patient and allows the conversation to diverge. He, however, knows that he has the duty and responsibility to let them converge and narrow the deliberations towards the end. He does this by summing up the discussions and facilitating the decision making. So, at the end of the LEKGOTLA the King will take or rectify the decisions and close session. He will thank the participants and in many cases order real meal to be delivered. It is then that they can start parting. They are never told to go home because the LEKGOTLA is over. They do that at their own time. The Royal Place is their home too. The fire of the Royal Place is always burning and there is always something to do and food to eat.

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- ✚ **Sitting arrangement & Provisions:** The sitting arrangement during the LEKGOTLA is always a circle. So, this is to guarantee equality in the session. Nobody appears to be occupying any position of authority, even though they are clear that His Majesty is in charge. He does not force himself into this leadership position. This is the position that he rightfully occupies by birth. So, there is no need to behave as if there is any contestation. In Sepedi they say: *ōKgosi ga e bushe ea rena!ō* The King's LEKGOTLA tend to be a full day affair. So, he always provides food and drinks. He sees it as his responsibility to feed his leadership team when they attend LEKGOTLA. This is also the case for those that are stationed permanently at the Royal Palace. There is always food in the middle of the LEKGOTLA circle. Whenever they feel hungry or thirsty to request to be served. If there is a need for refilling, the women of the Royal Palace are requested to fill up.

 - ✚ **No confusion with Town Hall, Imbizo, Pitso:** The LEKGOTLA must not be confused with Imbizo, Pitso or a Town Hall. The two are not the same. LEKGOTLA is a leadership meetings facilitation Methodology. It evolved traditionally over time. Once the LEKGOTLA has resolved matters or taken decisions on a particular direction, and it affects his people, he may decide to call a *ōTown Hallō* (Imbizo or Kopano ya Setshaba) to update them on the decisions of the leadership from the LEKGOTLA session. There may be some actions that must be taken by the households or the village collectively, e.g. to start the harvest season or planting season. In that case they first have to collectively harvest for the Royal House before they harvest for themselves. This is important practice because the king has the responsibility to keep seeds from the harvest for the whole village, and store the harvests in case there is outbreak of hunger, to feed all of them.

 - ✚ **Tool for Dialogue:** The LEKGOTLA is a powerful platform for dialogue, not only for serious matters, but also in times of fellowshiping, especially during weddings and special festivals.

 - ✚ **Common Meeting Places, Venues:** The most common venue for the King's LEKGOTLA is at the Royal Place. The venue is always perfectly set up for LEKGOTLA at any point in time. This is because one may not know when there could be a need for LEKGOTLA, especially in the olden days when they used to experience a lot of invasions by their enemies.

 - ✚ **Deep sense of Respect:** The deep sense of respect at the LEKGOTLA is shown by the way the participants address each other. They not use first names. They use praise names. If the King is not called by his name. Before they can address him, they will praise and call him by his praise name, like Phaahla Wa Bauba, which could mean Phaahla, The Son of Bauba. Both Phaahla and Bauba in this case are praise names. So, if you are a member of the LEKGOTLA and you do not know other participants' praise names, you are going to fail to comply with this protocol and they are going to fine you. That is why every time they talk or they are being addressed these praise names are repeated. In other words they stay constantly on educating and reminding each other who they are.

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- ✚ **Conflict Resolution:** For all the cases of conflict, the King will call LEKGOTLA to facilitate conflict resolution, and sanctions those who are found guilty. Being found guilty does not mean the King disowns you. The moment you have complied with your sanction fully, the King welcomes you as one of his beloved subjects. In fact paying the fine is the greatest sign of respect of your leader, the King. It is often celebrated. You are forgiven immediately. The fine is never put beyond your affordability. The idea is not to impoverish you, but to correct your wrong behaviour and send the message to the other would be offenders. And conflicts are always prioritised. The Council of the Royal Palace (ōBakgomana ba Moshateō) are forever ready to attend to the emergency. The saying goes: **“Re komana madula a bapile, mohla wa dira ga o tsibje”**

 - ✚ **The usage of the traditional stick:** The participants in the LEKGOTLA must be in possession of the traditional stick before they can make input. The stick guarantees them the opportunity to bring their views, across without the interference from the others. As long as they hold onto the stick they are protected by the Chairperson (the King). The rest of the participants have to listen attentively and make sure that when their turn comes they add to the previous speaker’s inputs. They should not contradict each other, but add and enrich each other’s inputs. That is the spirit of LEKGOTLA. The focus and respect goes the participants on the floor, including the positioning of self in the direction he is speaking from. This is to demonstrate that you are actively listening, you are interested in what he is saying, and you respect his contribution. Nobody may interject; expect that you can affirm what they are saying by using body language. The King has a helicopter view of the proceedings and he directs the deliberations. Once the person on the floor is done, he returns the stick to the King. If the King does not want the stick back to himself, because he does not see the need, he will request that the stick is returned to the centre. This is for anyone who wants to add or make follow up inputs to do so.

 - ✚ **Characters under check:** If the King realises that certain participants are dominating the proceedings at the expense of the others who are perhaps shy, he may request the stick to be returned to him. He will then start encouraging those who have not spoken before to do so. He will request the dominant characters to hold on and allow others to also participate. This practice creates the opportunity for the withdrawn participants to practice and get used to participating. In the long-term the quieter participants learn to speak, the dominant participants learn to keep quiet, and practice active listening. Ultimately the LEKGOTLA Methodology produces a balanced and dynamic leadership team.

 - ✚ **Knowledge Sharing:** Sharing of any sort is *Ubuntu* in African culture. We should do better when it comes to knowledge sharing. We can contribute to the world knowledge base through the Ubuntu way of sharing and collective growth. By staging the LEKGOTLA, we are saying that the knowledge does not reside with the King, but with the participants themselves. The King’s duty is to provide the opportunity and the platforms on which to share the knowledge, insights, experiences, and wisdoms. That is the African *Ubuntu* Way.

✚ **The power of silence, and dissolving the LEKGOTLA:** It is possible that there is silence and nobody comes forward for the stick. The King can leave the stick there for as long as he is not prepared to take over. Or he may take the stick, keep it with him and engage in silence too. The modern practice would be to use silence to engage in body language, and observe the emotions. And feel the flow of the energy in the LEKGOTLA and the connection that can be felt in the space, atmosphere. This may suggest that the participants have exhausted their inputs and it is time for the King to make a ruling or facilitate the process toward decision making. So, silence is encouraged during the LEKGOTLA. It is a powerful form of communicating emotions, feelings and thoughts. It allows reflections, connection with fellow participants, and quite further processing of the inputs. It is also possible for the participants of the LEKGOTLA to agree to disagree. Only the King may officially dissolve the LEKGOTLA and release the members of the Council of the Royal Palace.

The COMETSA PMS LEKGOTLA NETWORKS – THE LEKGOTLA WAY METHODOLOGY): we are offering the opportunity for the participants to dialogue with one another at the monthly LEKGOTLA, which follows the following steps:

- ✚ **Step 1 - Arrival & Registration:** The COMETSA team has secured a standing venue for the monthly LEKGOTLA, with secured parking and welcoming amenities. The registration takes place inside the LEKGOTLA hall. There are welcome drinks. The environment, by the time the guests arrive is prepared and appealing. A soothing music is on, COMETSA branding is prepared, the names of the guests with most of the guests details is ready, and the guests are invited to come forward to COMETSA banner for collector's item picture with COMETSA leadership and staff. The social media platforms are also set and the online friends of COMETSA are also being update throughout. This is just the continuation of daily interaction since the first day of sending the event announcements and invitation online.
- ✚ **Step 2 - Voluntary Pre-LEKGOTLA Networking (1 x Hour):** The LEKGOTLA officially starts at 09h00, but the venue is open at 08h00. This first hour is dedicated to the Voluntary Pre-LEKGOTLA Networking. It COMETSA tradition to encourage the guests to network with each other. This is the spinoff of all COMETSA face to face activities. This first hour is becoming famous, especially for the standing participants as they use it to catch up with other maCOMETSA. It is also the opportunity for the participants to meet with the guest speakers before the official session starts.
- ✚ **Step 3 - Checking-In (allocation of participants to the Mini LEKGOTLA):** Before The 1st Main LEKGOTLA takes place, the participants are allocated to the sits in the various circles. This is the base on which The Mini LEKGOTLAs are formed. The participants that are coming from the same organizations or communities are encouraged to split and sit in different circles. This is to encourage them to meet and interact with the new people.

✚ **Step 4 - Setting up The 1st Main LEKGOTLA:** The circles are dismantled and a big circle is formed in the main hall. The refreshments and any other eats are placed in the centre, so that people do not keep on going away from the LEKGOTLA for drinks. This is also symbolic of the LEKGOTLA tradition as practised in many African communities. So, the participants do not miss on deliberations trying to access refreshments and eats.

✚ **Step 5 - The 1st Main LEKGOTLA In Session (Conversations):** The key components of The 1st Main LEKGOTLA are;

- **Theme Presentation:** Each of the LEKGOTLA is dedicated to a specific Theme which is defining the nature and focus of one of the many COMETSA PMS LEKGOTLA NETWORKS. The Host, Facilitator, and Co-Facilitator present the Theme and the topic that the Guest Speaker would be addressing. This is the beginning of the generation of the content for the LEKGOTLA.
- **Guest Speaker Presentation (and Inputs):** The guest speaker is always someone who is an expert on the Theme and the formulated topic for The LEKGOTLA. The guest speaker would have been officially invited, briefed and inducted into **The LEKGOTLA Way Methodology**. This is very important since the presentations are not supposed to be too academic and theoretical. They must be as close to the practical reality as possible. We expect the guest speaker to also make his/her own remarks and share their insights in the theme and the topic of the Network. After all it is expected that the guest speaker, once they are done with their presentation, if time allows, they will become participants during the Mini LEKGOTLAs and The 2nd Main LEKGOTLA. This is however their own choice. They do not have to stay on and participate. But the invitation is open and it is part of the incentive for agreeing to be our guest speaker.
- **The LEKGOTLA Way Methodology Theory:** The host, facilitators and/or any of the chosen standing participants, as members of The 1st Main LEKGOTLA, introduce the LEKGOTLA Concept and Methodology to the participants. This is to make sure that we do not exclude any participant who might be coming for the first time and does not understand the concept and methodology. The spirit of any LEKGOTLA is to be inclusive. It is one of the key aspects of the African Ubuntu practice. This theory is necessary for the participants to be able to follow the next steps in The LEKGOTLA, i.e. demonstration, participation in the Mini LEKGOTLAs, and participation in The 2nd Main LEKGOTLA.

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- **The LEKGOTLA Way Methodology Demonstration:** We now have enough information and theory to use as the focus of the demonstration of The LEKGOTLA Methodology and the actual practice. The participants are requested to reflect on the inputs from the Theme presentations and Guest presentations (by the host, facilitators, co-facilitators, and the guest speaker), and the theory on LEKGOTLA in this Demonstration. So, it is almost like doing practical work. It is demonstration and yet real and we are progressing The LEKGOTLA agenda of the day. So, every LEKGOTLA Session provides further learning on The LEKGOTLA Concept & Methodology, The Network Theme, and Guest Speaker Topic. We believe that this is the most comprehensive **Adult Learning Style (ALS)** we have ever innovated and are now applying, with the conviction that it is transformational in developing our LEKGOTLA participants.

✚ **Step 6 - Mini LEKGOTLAs Formation & Checking-In Guidelines:** Our LEKGOTLA Programme is divided into Main LEKGOTLA and Mini LEKGOTLAs. The inputs and learning from the Mini LEKGOTLAs are consolidated into the Main LEKGOTLA in the form of a Plenary Presentations and Question & Answer Session. The following guidelines are issued to the participants before they break away into the Mini LEKGOTLAs:

- **Chairperson:** Appoint or elect a Chairperson to facilitate the Mini LEKGOTLA check-in and discussions
- **Scribe/Spokesperson:** appoint a scribe to record the discussions and give feedback at the Main LEKGOTLA (Plenary)
- **Group (Mini LEKGOTLA) Name:** give your Mini LEKGOTLA (Group) a name and explain to us why you gave it this name. What does this name mean or represent.
- **Naming Methodology:** share with the Main LEKGOTLA the Methodology you used in arriving at this Name
- **Participants Checking-In:** Let each member of your Mini LEKGOTLA introduce themselves by answering the following questions:
 - What is your name (and surname) in full (traditional and African where applicable)?
 - What is the meaning of your name(s) and surname?
 - Where do you work and/or what do you do for a living?
 - What is your position (job title), if applicable?
 - Where do you originally come from (village, town, township, municipality, district, and province)?
 - Where do you currently live/stay (village, town, township, municipality, district, and province)?

✚ **Step 7- The Mini LEKGOTLAs In Session:** Now the participants reflect in closer details on the inputs from the beginning to where they are, with all deliberations, inputs, decisions, recommendations, classified into the following categories:

- **Theme:** Host, Facilitator, and Co-Facilitator Presentations, Inputs, Perspectives, Views and Opinions
- **Topic:** Guest Speaker Presentation, Inputs, Perspectives, Views and Opinions
- Theory on LEKGOTLA Concept and Methodology
- Demonstration on LEKGOTLA Concept and Methodology
- The Inputs from the Mini LEKGOTLA, including the Exercises
- Reflection on the Diversity in your Mini LEKGOTLA
- Strategy you are going to use in making Presentation (Feedback) to the Main LEKGOTLA
- Recommendations you are going to use in making Presentation (Feedback) to the Main LEKGOTLA
- Take home applications assignments for the entire LEKGOTLA participants

✚ **Step 8 - Reconvening of the Main LEKGOTLA (Plenary ó Report Back):** The Programme Directors facilitate the session, and make sure that it follows the following guidelines. This is the Knowledge Consolidation Stage of the entire LEKGOTLA. It is the climax of the LEKGOTLA and most exciting part

- **Introduction:** The spokesperson greets the entire LEKGOTLA again, and bring some fun into the session with light moments interjections
- **Scribe/Spokesperson Name (Self):** The spokesperson introduces himself/herself in full, and share the experience of being both the scribe and spokesperson.
- The spokesperson introduces the name of the Mini LEKGOTLA
- Tell LEKGOTLA why this name was chosen
- Tell the LEKGOTLA who was the Chairperson of the Mini LEKGOTLA
- Where all these portfolios filled via appointment (consensus or voluntary) or election (process)?
- If by appointment (consensus or voluntary), how did that come about
- If by election (process), explain the process and the lessons learned to the Main LEKGOTLA
- Introduce the participants (Members) of the Mini LEKGOTLA
- Describe the Diversity of the Members of your Mini LEKGOTLA
- Tell us your take from all of the above Check-In points at your Mini LEKGOTLA

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- ✚ **Step 9 - Announcements (Next LEKGOTLA and other matters):** The host and/or Programme Directors make announcements to the LEKGOTLA. This includes the announcement of the next LEKGOTLA, the Theme, the Topic, and Guest Speaker.
- ✚ **Step 10 - Checking-Out:** this is the stage for the goodbyes, but before that is done the following structured Checking-Out is done by each participant, either in two, threes, or individually, depending on the time available. The Programme Directors must always keep in mind the importance of allowing for at least one hour for Voluntary Post-LEKGOTLA Networking
- **Confirmation:** What was confirmed for you by the LEKGOTLA today?
 - **Aha Moment:** At what point during the LEKGOTLA did you experience an Aha Moment?
 - **New Insights:** What new insights or lessons have you gained from the LEKGOTLA today?
 - **Take Home:** What are you taking home (to share with the family members, colleagues, friends, community, etc) from this LEKGOTLA
 - **New Behaviours:** What are you going to do differently from today onward, as a result of your participation in this LEKGOTLA
- ✚ **Step 11 - Voluntary Post-LEKGOTLA Networking (1 x Hour):** at this stage the participants have connected with each other. The last hour is made available for those who want to finalise their Networking initiatives to do so. It is last opportunity to reach out to those they could not reach during the LEKGOTLA. It is our tradition not to rush the goodbyes. Those who are pressed for time are allowed to go. We want the members and participants in our LEKGOTLA to fully benefit from the Network and build lasting relationship privately and professionally.
- ✚ **Step 12 - Departure:** What is left is to leave for our different homes fully inspired and happy to face the outside world.
- ✚ **Step 13 – Social Media Postings & Collector’s Items Photos:** throughout the LEKGOTLA we would have been posting on social media platforms and taking photos. This is the opportunity for the participants to continue with the reflections and connect with the broader COMETSA online network. We also post the photos in the Network WhatsApp Group, COMETSA Lekgotla Network.

THEMES FOR SOCIAL MEDIA PLATFORMS: Over and above the Face to Face Networking opportunity created by the LEKGOTLA, the fastest growing platform for social and professional networking is the Social Media. We aim to publish the resolutions from the LEKGOTLA on social media platforms to spark continuous discussions and generate more insights and global knowledge exchange.

KNOWLEDGE EXCHANGE: The continent of Africa has for a very long time been associated with negativity. The emergence of the internet and access to broadband is going to bring the countries in Africa much closer to each other and to the world. The African intellectuals have not yet taken their space in the global bodies of knowledge because of lack of connectivity. We see the opportunity to help the African intellectuals to take their rightful place in the global knowledge space through technology in this 4th Industrial Revolution era.

BODIES OF KNOWLEDGE: The monthly themes deliberated in the LEKGOTLA constitute a diverse grouping of bodies of knowledge. These themes will be repeated every year. We aim to grow the membership of each Network. The participants will stay connected and grow their knowledge base through writing, presenting at conferences, workshops and other public forums. They will become available to each other in their professional work. This will, in turn, contribute to the intellectual enterprise development sector.

MONTHLY FACE-TO-FACE INTERACTION & JOINT LEARNING: Professionals are constantly looking for the opportunities to reach out to each other, interact and network. It is a professional need to be in the community of fellow professionals and discuss issues of common interest. We want the participants to look forward to meet their peers in a trusted and harmonious setting. That is our value-add to the professionals' growth. Joint learning platforms are what we believe in and commit to provide to our regular attendees of our monthly LEKGOTLA.

PLATFORM FOR COLLECTIVELY CREATING NEW KNOWLEDGE: It is very difficult to create and develop knowledge as an isolated individual. Every time one engages in a group dialogue new thoughts emerge. That is the power of collective thinking. We are confident that our monthly LEKGOTLA would become the home for journalists, opinion makers, broadcasters, etc. We are in need of creative reporting and writing. Knowledge and information is the food for the brain, and we must make sure that quality information and knowledge is created.

A CAPTIVE SOURCE & HOME FOR RESEARCHERS: The researchers want to know that they are engaging with people who are constantly plugging their minds and generating new knowledge and information. They also want to know that they have access to people who could be pulled into their research teams to contribute to their research work. Our dialogues would become the place at which research organizations and potential researchers would meet. We will be encouraged to see research engagements initiated at our LEKGOTLA.

COLLABORATION IN LEARNING & CATCHING UP WITH TRENDS: South Africa is perceived to be a consumer country rather than a production country. This is in both goods and service sectors. The same applies in the knowledge sector. Yet we have many cutting edge innovations started in this country, only to be perfected in other countries. We want this country to be the origin, manufacturing and testing of new ideas, before these ideas are converted into products, solutions and service offerings that can be commercialised in other countries.

FUN & EXCHANGING IDEAS: The professionals, academics, students, and industrialists are very busy and stressed people. They cannot disengage from their professional work. Our monthly LEKGOTLA demonstrates to these professionals that they can have fun while fulfilling their duties. We are also bringing in other practitioners from other sectors. There is a belief that intellectuals have been sidelined in the new South Africa. We do not agree with this assertion. We are missing platforms where professionals and intellectuals are affirmed. They have a huge role to play in this country. As constitutional democracy is further developed in this country, the intellectuals will be sought after to inform policies, strategies and practices.

NETWORKING WITH THOUGHT LEADERS: Thought leaders are the most difficult people to bring under one roof. Our monthly LEKGOTLA treats each thought leader and professional as a unique individual, while supporting them to interact and network with fellow thought leaders in a trusted atmosphere. The venues of our monthly LEKGOTLA are carefully selected, as we understand the preferences of our participants and guests. The media officials also understand that this is not the place for a scoop, but rather a genuine learning and knowledge-sharing environment.

RECONNECTING WITH BUSY PROFESSIONALS: South Africa is not a big country. Yet it is possible for professionals to spend years without meeting and seeing each other. Professionals and colleagues must be able to meet each other with little or no effort. This is what our monthly LEKGOTLA offers the professionals. Those based in other regions of the country, are encouraged to visit the host regions on days of our Dialogues, or mobilize enough interests in their regions and invite our mobile LEKGOTLA to visit those regions.

RELEVANCE IN KNOWLEDGE & INFORMATION AGE: It is now a number of years since we entered the Knowledge and Information Age. We are still in it and we would like to make maximum benefit of it. We also want to contribute to this age. It is not necessarily as stressful as many believe. It requires us to have positive attitude toward it. Further, we must appreciate the role that technology plays in this age. Technology is an enabler rather than a nuisance. And we have a choice to engage with technology rather than stressing about it. The worst mistake is to have negative attitude to this age and reject technology. We will be further isolated as a result of our own resistance. Our LEKGOTLA will hold the NETWORKS with topics that will offer options to the professionals on how to engage in this era. What will follow this era is going to be more disempowering than we think. For example, technology will drive our vehicles, service us, diagnose diseases, and information will be stored in the cloud as it is always the case. This could become scary. It will increase our fears and stress levels. Let us embrace the changes and technology trends in our lives.

MOTIVATION FOR AUTHORS (COLLABORATORS & CONTRIBUTORS): Writing books, articles, and reports would become easier. All people who are active on social media already have their own network that is following them as a result of the postings and writings they do. So, you already know before you start writing that you have a certain number of people that will read your material. And if you do not write you are under servicing your network. They will be disappointed, because they joined you thinking that you are their resource of knowledge and information. So attend our monthly LEKGOTLA and be equipped to service your followers by becoming a seasoned author.

GROWING THE READERS MARKET: If we host writers, we are invariably also hosting readers. These two communities are inter-related and important to each other. If you enjoy writing, you automatically enjoy reading other people's writing, while also attracting a certain readership. We are delighted that through our dialogues we are able to bring these two communities together. Join our monthly LEKGOTLA and decide which of the two you would like to first belong to. Either way, you are on a journey to belong to both. For us, we will be delighted if our LEKGOTLA will become a home to both communities.

MOBILE LEKGOTLA ON DEMAND: South Africa is fast becoming equal in terms of regional importance. The fastest growing regions are Rustenburg (Northwest Province), Burgersfort (Limpopo Province), Mokopane (Limpopo Province), and many others. We cannot remain biased to the Gauteng Province and hope to make a difference in the country as a whole. While we started in Gauteng Province, we would like the participants in our LEKGOTLA to mobilize professionals in other regions to declare interest in hosting similar LEKGOTLA at their regions. We promise to bring our Mobile LEKGOTLA to those regions of the country. So, our visit to these regions is demand led, but we are more than willing to facilitate such sessions.

NETWORKING: Networking in general has become an acceptable way of reaching out to the potential and existing clients. There is both face-to-face and online networking with distinct benefits. The online networking is mostly done on social media platforms like LinkedIn, Facebook, Twitter, Blogs, Pinterest, etc. Irrespective of the method, the networker needs to understand the ins and outs of networking, and should do cost-value analysis of the Networking Programme to determine the extent of the investment in it. Our LEKGOTLA also aims at these networkers who want to grow their networking knowledge in an applied manner. The common practitioners are business development, marketing, sales, advertising, public relations officers, recruitment specialists, job seekers, students, academics, and researchers.

THINKING ENVIRONMENT: Our LEKGOTLA Methodology is inspired The Thinking Environment as described in the book, *Time To Think – Listening to Ignite The Human Mind*, by Nancy Kline of Time To Think Inc. Nancy Kline defines a Thinking Environment as the set of ten conditions under which human beings can think for themselves with rigour, imagination, courage, and grace. The LEKGOTLA Methodology requires almost all these components to achieve great Learning and Development Outcomes. The Ten Components of a Thinking Environment are;

- ✚ Component 1: Attention - Listening with respect, interest, and fascination
- ✚ Component 2: Incisive Questions ó Removing assumptions that limit ideas
- ✚ Component 3: Equality ó Treating each other as thinking peers. Giving equal turns and attention. Keeping agreements and boundaries.
- ✚ Component 4: Appreciation ó Practicing a five-to-one ratio of appreciation to criticism

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- ✚ Component 5: Ease ó Offering freedom from rush or urgency
 - ✚ Component 6: Encouragement ó Moving beyond competition
 - ✚ Component 7: Feelings ó Allowing sufficient emotional release to restore thinking
 - ✚ Component 8: Information ó Providing a full and accurate picture of reality
 - ✚ Component 9: Place ó Creating a physical environment that says back to people, ðYou matterö
 - ✚ Component 10: Diversity ó Adding quality because of the differences between us.

RSVP DETAILS: To enrol and participate in our public monthly LEKGOTLA, contact our administrators **Portia Diketane** and **Tsumbedzo Luvhimbi**, at callcentre@Cometsa-GoC.com; tel +27 11 974 9308 or visit our websites www.SamTsim.com or www.Cometsa-GoC.com

Provide us with the following Information:

- Name:
- Company Name:
- Company Physical Address:
- Website Address:
- Title/Position:
- Tel:
- Cell:
- Email Address:

