



**THE FOLLOWING CASE STUDIES WILL PRESENT  
VARIOUS SUCCESSFUL APPLICATIONS  
OF THE BEYONDER PROGRAMME  
ACROSS DIVERSE INDUSTRIES**

**CASE STUDIES:**

1. Finance Industry
2. Law Enforcement Industry
3. Retail Industry
4. Mining Sector

# 1. FINANCE INDUSTRY

## MFC A Division of Nedbank

**Situation:** MFC A Division of Nedbank is the result of a merger between MFC and Nedbank Vehicle and Asset Finance. The business strives to become Southern Africa's most highly rated and respected institution for passenger motor vehicle finance by staff, clients, shareholders, regulators and communities. Part of its approach is to offer cost-effective services and use cutting edge technology, product innovation and, notably, the efforts of highly skilled and motivated staff.

**Challenges:** In 1998 Ian Mostert was one of the provincial sales managers also responsible for nurturing the business's joint-venture (JV) alliances with Imperial Group, Associated Motor Holdings and Auto Pedigree. "My portion of the business was responsible for around 20% of the entire division's total sales," says Mostert. "Some of the primary goals for us are to increase market share and ensure an increase our capture rates, which is the number of prospective finance deals that are converted into business for us."

One of the ways that MFC A Division of Nedbank achieves that is to nurture key relationships with numerous MFIs, essentially the people who work from car dealerships all around the country and arrange finance for prospective customers. Ensuring good working relationships with those people is critical to the success of MFC A Division of Nedbank's growth prospects and increasing capture rates.

"The market is characterised by tough competition," he adds, "and so you need highly motivated people to face that challenge. Maintaining relationships with many people is fundamental to our business so it was important that our staff be highly motivated but also that they be able to work with a wide variety of personalities."

**Actions:** Mostert's business had been exposed to Kobus Neethling's Beyonder programme when it sponsored teacher training as part of its socio-economic responsibilities and BEE commitments. It obtained Neethling's services to perform the task and, after two years in 2011, when it established its new goals and vision incorporated whole brain teaching into its own programme. "You have to be able to work with many MFIs and knowing what makes them tick, as individuals,

makes an exceptional impact on the relationship you can foster with them," says Mostert. "When someone who is right-brain dominant interacts with someone who is left-brain dominant they can understand the other's needs and help to meet them. In our environment that is invaluable."

150 salespeople from MFC A Division of Nedbank completed Kobus Neethling's entire Beyonder programme that consists of tools that help to stretch people to produce the ultimate personal and organisational performance; a further 400 operations employees are now experiencing the training and coaching from Kobus Neethling consultants.

**Results:** "People are extremely focused now," says Mostert. "They are living their lives above the line and they really understand the benefits of a positive outlook combined with the tools they have to recognise people's dominant brain hemispheres. It allows them to be far more effective and to achieve the goals they set for themselves." He adds that employees are setting themselves targets of their own, over and above the business targets they have. They hold weekly meetings to gauge progress and establish new goals. "We examine our motivators and we have set ourselves a high standard, which we are achieving," he says. "Our business targets are almost ordinary or mundane now and this is the case at our offices in Pretoria, Durban and Cape Town. The people are exceeding their performance expectations for capture rates and turnover so this has been exceptionally beneficial for our organisation."

Mostert says that the training and coaching is on-going to ensure sustainability. That works hand-in-hand with each person establishing a roadmap that they chart and measure. The 150 salespeople who have completed the original training are also attending an upcoming creativity conference.

"One of the key indicators that people have really adopted this approach and made a success of it is in the language I hear in the office these days," says Mostert. "I hear talk of Beyonder targets from our executives when they are talking about targets that go beyond the ordinary and I see it in the roadmaps that salespeople are setting themselves and achieving."

## 2. LAW ENFORCEMENT INDUSTRY

### PIONEERING THE WHOLE BRAIN APPROACH IN LAW ENFORCEMENT TRAINING

#### *The Scorpion case study*

by Dr. Ruben R. Richards

Almost 15 years ago I was appointed as one of the first and Founding Deputy –Directors General of the former Scorpion Investigation Unit, officially known as the Directorate of Special Operations (DS) and located within the National Prosecuting Authority of South Africa. I took up office in October 1999 and was initially assigned the portfolio of Head of Investigations and Training. I later focused exclusively on Training and Development within the organisation. My primary mission was to create the forensic investigative capability of the organisation. In my view, this capability needed to exceed its forebears in both the private and public spheres locally and internationally, especially since the investigative focus of the Scorpions was the upper 2% of organised crime and corruption in South Africa – the seriously high profile and sophisticated echelons of criminal activity in the wider economy, business and political spheres of life in South Africa and beyond the borders if required.

Among the many training applications deployed to achieve the mission, I used the whole brain approach and methodology as pioneered by Dr. Kobus Neetling. The whole brain approach had till then not yet been applied in the forensic investigative arena – not at the level of recruitment and training neither at the level of deployment of investigators. One of my staff members, Dr. Stefan Jacobs, alerted to me the work of Dr. Neethling whom I subsequently approached and together we became animated about the challenge of pioneering whole brain technology in this unchartered territory and domain.

I was attracted to the whole brain approach primarily because of its deceptively simple and innate logic, as well as what I understood to be its core organising principle. In one sentence it is this: ***Allow a person to function at the point of his/her strength and brain preference and they will outperform themselves.*** The challenge is: “How do you ‘objectively’ find out what people’s strengths are and what their *thinking* and *doing* preferences are in both the workplace and at home?” The short answer is: “Through the whole brain profiling program as developed by Dr. Neetling.”

In my view, and hopefully with no disservice to the intricacies of the technology, the logic undergirding the whole approach is simple, according to me: We all have a preferred way of thinking and doing - be that as a result of socialisation or choice. There is no right or wrong, good or bad approach – only a preferred approach. Therefore, all we need to do is recognise that there is a default drive in our brain that guides how we prefer to get things done and how we process feelings and/or instructions. Put differently, each of us has a “missile” guiding system embedded in our psyche – a preferred way of *being*, if you will.

For most of our lives we are not conscious of this preference – instead we live it and experience it – yet we don’t often think about it consciously. And most often, we end up in an education and teaching environment as well as in careers that don’t allow us to operate using our best and dominant “brain preference”. Consequently, our employers don’t get the most out of us – either because we are in the wrong career or we are in the wrong department. And we don’t get the most out of our jobs because we are not fulfilled – according to our missile guiding system.

I wanted and needed to be sure, before I spent millions of tax payers money on creating South Africa’s country’s most advanced and well trained forensic investigation unit, that each of my trainees had a conscious awareness of their preferences, strengths, weaknesses and so forth. I built the whole brain approach to “self discovery” into the crime fighting training curriculum especially since a large amount of creativity is required from an investigator. An investigator must essentially think out of the box. So it made sense to me that I develop this capability within our unit and organisation. In addition to solutions finding, the whole brain approach allowed me to uniquely nurture an organisational culture that was driven by achieving optimal performance within the organisation as a celebration of our innate talents and strengths and not as a performance system aimed at punishing perceived weaknesses.

The core organising principle of the whole brain approach, as I understood it then and applied it to my unit, was not only key to one’s own self awareness but a critical key to our collective identity and capability as a team and indeed as an organisation. Some may call this a branding awareness (external) or organisational identity (internal) or whatever. For me it was important to know who we were as the country’s top forensic investigators in terms of our “default” preferences and the abilities of each of the members who made up the team. On the basis of an understanding of the brain profile of each member, I, as head of team, was put in a better position to organise and then deploy the capacities of my team in terms of “brain preferences” and in this way optimise the overall performance of the team through the efforts of individual members (and what they prefer and like to do).

There is a lot more to the whole brain technology and approach and its application is wide and varied. But for me, in the context of training forensic investigators and law enforcement agents in general, the whole brain approach proved an invaluable tool to create an environment for each of my trainees and the team to perform optimally. The success of the Scorpions is in no small measure attributable to the use of the whole brain systems and thinking as developed by Dr. Neethling and uniquely customised to our Scorpion training program.

# 3. RETAIL INDUSTRY

## Beyond the Impossible

### *The Ellerines case study*

by Dr. Sedick Arendse & Dr. Rache' Rutherford

Some years after African Bank acquired Ellerines, which has a national footprint of 650 branches and 100 stores in neighbouring countries, the CEO approached Sedick Arendse to become the managing director.

He warned Arendse that there was a culture of non-performance, the business was unprofitable and it needed to be turned around. And Arendse thought, this sounds like an exciting job!

In the two years following, Arendse says, "We have enhanced the business to the extent that our profitability at the end of 2011 was 153% on the previous year. Implementing the Beyonder Creativity programme has had a profound impact on bottom line results.

"The approach was to ask: What needs to change radically to create an enabling organisation, with new and innovative ways of approaching the business and servicing the customer? In the last four to five years the retail landscape has changed and we are faced with complex, sophisticated customers that buy in different ways. The demand is to be customer centric - to understand the customer. We are not only in the business of selling goods but in the business of being chosen by customers.

"The important thing was to create an environment where we no longer did things the same way and where all 6 000 staff members understood this new way and engaged differently with team members and customers. To create sustainability meant to dynamically change as we went along by learning from what we were trying to do."

The Beyonder creativity programme began with the Voyage to Wisdom introduction to becoming a beyonder. Rache' Rutherford of the Kobus Neethling Group explains,

"We are what we think. We choose our thinking and our attitude and we always have choices. All of us can be beyonders and organisations can shape themselves into beyondness by the attitude of their people and the way they make decisions. We encourage people to look at how they think on a daily basis.

"Then we introduced whole brain thinking. Every Ellerines employee, from top management to branch sales consultants, had a brain profile completed to determine their brain preferences. Your predominant brain quadrant or quadrants determines the way you communicate and like to communicate. When people understand that different people think with different quadrants of the brain, they begin to understand why people react differently.

"This enables you to realise you can have good relationships if you understand where others are coming from, and you can move from tolerating people who are different from you to understanding and valuing them. Ultimately, we need to become whole brain thinkers. If you are in sales you need to become your customer for the time you

are dealing with them. Whole brain thinking is the skill of talking the language of the listener. If you move into others' space and talk their language then you can manage people, sell to them or even parent your child in the language they understand.

"We did exercises on how consultants can recognise the predominant brain quadrant of customers and how to approach them in a sales situation." For example, Rutherford explains, while a very friendly approach suits a customer dominant in the lower right quadrant of the brain, this could be seen as unprofessional by a person with an upper left quadrant thinking preference.

Rutherford continues, "We did a lot of creative problem solving, addressing issues the company faced. We also addressed the issue of becoming a beyonder company, which means thinking beyond where you are now. Ellerines set specific stretch targets to achieve by certain dates and then set beyonder targets. These are goals that may seem impossible but by shifting your paradigm and the way you think about business you can achieve them."

Arendse adds, "In the past we had a one-dimensional view, for the future we have a four dimensional view of decisions. Being able to move around in the four quadrants we make more of the right decisions."

Rutherford explains, "Poster scorecards were put up in the stores, detailing the actual performance and the targets. The posters also show the chosen beyonder motivators, or workflow factors, and their associated types of behaviour, needed to achieve the targets. Passion could be a beyonder motivator, associated with being highly energised and loving your job, while the motivator commitment could be associated with customer service, trust and communication.

"We have a model called thinking above the line, which is a barometer for organisations to see where their thinking is. Employees measure whether they think each factor is below or above the line, by placing red or green dots on the scorecard. Many red dots show management there is a problem and they can decide to intervene."

Arendse facilitated a session at a Cape Town branch and afterwards a 60-year-old manager came up to him sobbing and said, "If I knew what I know today and implemented this 20 years ago, I would've been a different person." Arendse comments, "This is the power of a branch manager to impact the business at the coal front that eventually impacts on the performance of the organisation."

## 4. MINING SECTOR

### Amandelbult Platinum Mine

**Situation:** In 2001 Anglo Platinum's Amandelbult mine employed about 13 000 people and Francois Uys was GM of the operation. He had previously encountered Kobus Neethling and Cbeen exposed to his concepts of positive and negative thinking when he was at Anglo Platinum's Union Section. "That was before Beyonder," says Uys, "and I had been exposed to Kobus' ideas when I was 39. I wish I had been exposed at 19." His experiences in the past had proved to be life changing, in his own words, which is why he wanted to bring the positive benefits to Amandelbult's executive team and managers all the way down to mine overseer level.

**Challenges:** The mine aspired to exceed targets through people. Underground mines operate in a high risk environment and whilst compliance to procedures and processes is essential, creative use of technology is also important to achieve the requisite results. The leadership team at the mine developed strategies that would see them succeed in the overall goal. To give them the best possible chance of success Uys believed Neethling's approach proved fruitful when applied to the mine's leaders. He also involved the leadership team's spouses so that they could both benefit from the programme and also support their spouses in sustaining the mind-set transformation.

Mining operations have to focus on safety. Miners operate in hazardous conditions and the need to implement and continuously improve safety performance is of paramount concern, particularly since people were a key focus area for Amandelbult mine. During the advent of the Neethling's Creativity Programs Amandelbult 4 LIFE was instituted on the mine, a four-pillar safety programme that also focussed on (L) leading by example, (I) implementing Zero Tolerance, (F) friendly and practicable standards, (E) eliminating at risk behaviour. There would be considerable improvements shown.

Other challenges the operation faced in 2003, according to the operation's annual report, were optimising its mechanised equipment and improving ore reserves, the cornerstones of mining success. However, by 2003 the mining activities happened in areas with complex geology and that negatively affected grades. Ground losses in the transition zone from main reef to pothole

reef also hampered operations owing to the lack of mineable face length. The mine needed a means to offset the shortfall.

**Actions:** The mine's leaders and their spouses were exposed to Kobus Neethling's programmes through Creativity Programs designed to identify and eliminate personal and organisational negativity and blocks to creativity. As a result the mine's leaders were able to deal with the numerous challenges they faced and, to offset shortfall whilst the Amandelbult for Life programme was used to improve the safety performance under an adverse production environment.

**Results:** "We equipped people to go beyond what their normal plans were and the targets they set for themselves," says Uys. "Creativity and thinking is key to achieving that in terms of processes, systems, technology and people. The strategies that people produce improve when you are creative, because people are the key component of success, and you bring that into your plans for the future. It's not that measurable at a rands and cents level. However, when your people are generally more positive and they think about how they deal with other people and you have people who think about whole-brain then teams perform better and you can see success all around you. The total success of the operation indicates whether or not you succeeded." The results of the Amandelbult 4 LIFE programme speak for themselves. The injury frequency rate dropped from almost around 6 in 2001 to the region of 1 in 2003.

Production of refined platinum ounces improved by about 20% from 2001 to 2003. While overall production may have been marginally down from 2003 onward cognisance must be taken of the many technical challenges the operation faced. Had the leadership team not introduced the Neethling Creativity Programs production would undoubtedly have fared worse in the face of adverse conditions, says Uys.

The leadership team had made exceptional advances considering the resultant production performances while total costs were contained.