ENTERPRISES (PTY) LTD

SEMINAR PROSPECTUS · TWO-DAY EXECUTIVE LEADERSHIP SEMINAR

Shaping Culture from the Top

Leadership's hidden power

REPAIR • HEAL • RENEW

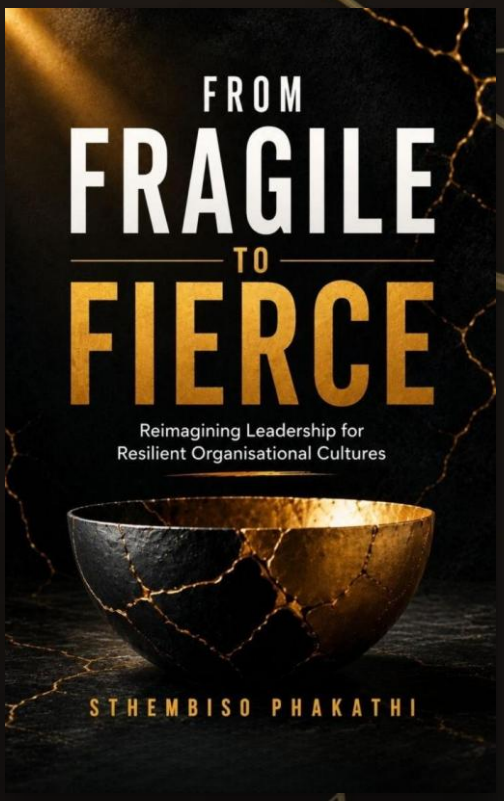
Built on the leadership philosophy of From Fragile to Fierce

FORMAT

Two-day executive seminar

DELIVERY

Public or in-house



For senior business leaders, HR executives and professionals, culture change practitioners, managers and every professional serious about culture transformation.

Facilitated by Sthembiso Phakathi · Author, From Fragile to Fierce

INTRODUCTION

Culture is not what you write on the wall. It is what you lead every day.

Every organisation has two cultures: the official one in the values statement, and the real one people live every day. The real culture is shaped by what leaders reward, tolerate, model and ignore — and it decides whether strategy actually runs.

Shaping Culture from the Top is a two-day executive leadership seminar built on the philosophy of the book *From Fragile to Fierce*. Leaders diagnose the culture they really lead, work through the REPAIR • HEAL • RENEW framework on their own organisation's challenges, practise the conversations that rebuild trust, and leave with an Executive Culture Blueprint and a 90-day roadmap they can start on Monday.

> *Toxic culture usually has excellent PowerPoint slides.*
>
> FROM FRAGILE TO FIERCE · CH. 2

WHO SHOULD ATTEND

This leadership intervention is designed for people who shape culture — by authority, by influence or by design.

Senior business leaders

CEOs, ExCo members and executives who set the tone others follow.

HR executives

People leaders who partner the board and ExCo on culture and change.

HR professionals

Business partners, OD and talent specialists who carry culture work.

Culture change practitioners

Transformation, change and OE teams leading culture shifts.

Managers

Line leaders whose daily choices are the culture people experience.

Committed professionals

Any business professional serious about culture transformation.

2	10	6	3
DAYS	SESSIONS	DELIVERABLES	PHASES

WHY ATTEND

Lead culture by design, not by default

PROGRAMME OBJECTIVES

01	**Culture as an execution enabler**	Understand why culture is the operating system that decides whether strategy actually runs.
02	**Diagnose with evidence**	Use practical leadership tools to read the real culture, not the official one.
03	**Apply REPAIR • HEAL • RENEW**	Work the three phases on the real challenges in your own organisation.
04	**Trust, safety and accountability**	Practise the leadership behaviours that rebuild trust and psychological safety without lowering standards.
05	**A 90-day roadmap**	Leave with an Executive Culture Blueprint and a 90-day culture renewal roadmap you can start on Monday.

WHAT YOU WILL LEAVE WITH

Six deliverables, built by you over two days

01

Executive Culture Diagnostic

Your eight-dimension culture profile

SESSION 2

02

REPAIR • HEAL • RENEW Playbook

Tools for each phase of the journey

SESSIONS 4, 6, 8

03

Leadership Reflection Journal

Your blind spots and insights

THROUGHOUT

04

Executive Culture Blueprint

The culture you have, need and will build

SESSION 9

05

90-Day Culture Renewal Roadmap

Priorities, owners and measures

SESSION 9

06

Personal Leadership Commitments

What you will stop, start and sustain

SESSION 10

THE FRAMEWORK

REPAIR • HEAL • RENEW

The sequence matters. You cannot renew what leadership refuses to repair.

01

REPAIR

Confronting the truth

Stabilise the damage. Confront dysfunction, rebuild trust, establish accountability and behavioural clarity. Requires emotional courage.

DAY ONE

02

HEAL

Restoring human energy

Reconnect people. Address hidden wounds, restore dignity, connection, psychological safety and belonging.

DAY TWO · MORNING

03

RENEW

Building fierce cultures

Embed the future. Intentionally design habits, rituals, systems, structures and recognition that make the new culture stick.

DAY TWO · AFTERNOON

WHAT FIERCE LOOKS LIKE

FRAGILE		FIERCE
Bad news is treated as disloyalty	→	**Bad news is treated as intelligence**
Silence is mistaken for alignment	→	**Issues are raised early**
Accountability humiliates	→	**Accountability protects dignity**
Burnout is worn as a badge	→	**Energy is managed as a resource**
Values live on posters	→	**Values live in decisions**

"Fierce is not brutality. Fierce is disciplined humanity under pressure."

Stabilise the damage and rebuild trust

08:30	*Registration and welcome coffee*
09:00 OPENING 30 min	**Welcome and workshop objectives** Create psychological safety, agree how we will work and take a first read of the room. YOU LEAVE WITH Working norms · the gap between culture today and the culture needed
09:30 SESSION 1 60 min	**From Fragile to Fierce: why cultures become fragile** The official vs. the real culture, the Wells Fargo case and the REPAIR • HEAL • RENEW framework. YOU LEAVE WITH A shared language of fragile vs. fierce · where your organisation sits
10:30	*Tea break*
10:45 SESSION 2 90 min	**Diagnosing culture: the eight toxic workplace behaviours** Culture as an operating system, a case clinic on five companies and a room-wide heat map. YOU LEAVE WITH Completed Executive Culture Diagnostic · your top two cultural risks
12:15 SESSION 3 45 min	**Leadership reflection and culture assessment** The leadership shadow: assess your personal impact and surface behavioural blind spots. YOU LEAVE WITH Six REPAIR questions answered honestly · one named blind spot
13:00	*Lunch*
14:00 SESSION 4 90 min	**REPAIR: stop the bleeding** Rebuild trust and psychological safety (Ford and Google cases), accountability without humiliation. YOU LEAVE WITH REPAIR toolkit · a Stop / Start / Protect plan for the next 30 days
15:30	*Tea break*
15:45 SESSION 5 60 min	**Executive culture labs** Case studies, courageous-conversation role plays and coaching trios under realistic pressure. YOU LEAVE WITH One case solved using REPAIR · a practised courageous conversation
16:45	**Close: reflection and Day One commitments**

DAY TWO · HEAL • RENEW

Reconnect people, design the future

08:30	*Coffee and reflection*
09:00 SESSION 6 90 min	**HEAL: address the hidden wounds** Recognition, burnout, empathy and listening deeply — with the Starbucks acknowledgement case. YOU LEAVE WITH A map of hidden wounds · the emotional pulse of your team · HEAL toolkit
10:30	*Tea break*
10:45 SESSION 7 90 min	**Leadership healing labs** Peer coaching circles, restorative conversations and team connection practices. YOU LEAVE WITH A practised restorative conversation · one connection ritual for your team
12:15 SESSION 8 45 min	**RENEW: designing the future** Behaviour at scale (Microsoft), rituals (Toyota), behavioural contracts and a culture systems audit. YOU LEAVE WITH A behavioural contract for one value · rituals to keep and to kill
13:00	*Lunch*
14:00 SESSION 9 75 min	**Executive culture blueprint** Build your blueprint and a 90-day roadmap, then stress-test it in a peer gallery walk. YOU LEAVE WITH Executive Culture Blueprint · 90-Day Culture Renewal Roadmap
15:15	*Tea break*
15:30 SESSION 10 60 min	**Leadership commitments** Turn the blueprint into personal behaviour, with an accountability partner and commitment circle. YOU LEAVE WITH Personal Leadership Commitments · a sealed 30-day letter to yourself
16:30	**Closing: reflection, certificates and next steps**

HOW YOU WILL LEARN

Practical, evidence-based and built for the room

Real business cases

Each session is anchored in what actually happened inside well-known organisations — and the culture lesson behind it.

Executive labs

Role plays, courageous and restorative conversations, coaching trios and peer coaching circles.

Diagnostics and tools

An eight-dimension culture diagnostic, a room heat map, the blueprint canvas and a 90-day roadmap.

Reflection and commitment

A personal journal, an accountability partner and a sealed 30-day letter to yourself.

CASES WE EXPLORE

Wells Fargo
Ford Motor Company
Google · Project Aristotle
Starbucks
Microsoft
Toyota

CASE CLINIC

Boeing 737 MAX · Uber · Steinhoff · Nokia · Volkswagen

HOW WE WORK TOGETHER

For two days, the room practises the culture we are talking about.

Chatham House

Take the learning out; leave names and stories here.

Truth over comfort

Polite agreement wastes your investment.

Challenge ideas, protect people

Disagree with the point, never diminish the person.

AFTER THE SEMINAR

Keeping the work alive back at the office

WEEK 1

Share your blueprint

Take it to your ExCo or leadership team.

DAY 30

Partner check-in

Your accountability call; your sealed letter arrives.

DAY 45

Alumni session

A 90-minute virtual follow-up with peer coaching.

DAY 90

Pulse and reset

Re-score the eight dimensions with your team.

YOUR FACILITATOR AND AUTHOR

Sthembiso Phakathi

Keynote Speaker · Strategic Facilitator · Lecturer in Leadership & Culture



Sthembiso brings more than two decades of transformation experience to the question at the heart of this seminar: what does it take to lead when certainty disappears, trust fractures and strategy meets the realities of human behaviour?

He began his career in engineering before moving into strategy consulting and banking. He has led enterprise-wide transformation as Group Head of Organisational Effectiveness at Absa, served as a Partner in the Human Capital practice at Deloitte Africa, and held earlier roles at KPMG and Eskom. He is a part-time lecturer in Leadership and Culture at Wits Business School and the founder of SP Enterprises.

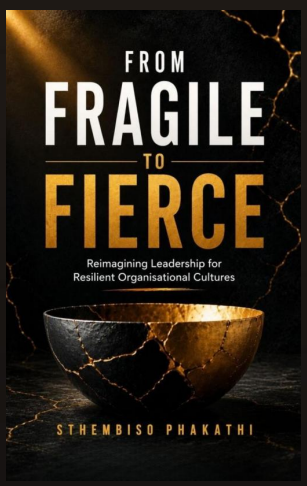
His sessions bring the boardroom into the room: the difficult decisions, uncomfortable truths and everyday behaviours that decide whether organisations move forward or stay stuck.

20+
years leading transformation

80+
workshops and strategy sessions

45+
keynotes, summits and panels

6
sectors from the inside



THE BOOK BEHIND THE SEMINAR

From Fragile to Fierce (2026)

Reimagining leadership for resilient organisational cultures — a book on rebuilding trust, resilience and human connection, and the source of the REPAIR • HEAL • RENEW framework you will use over the two days.

EDUCATION

MBA (UNISA) · MSc Strategic Marketing (Cardiff University, UK) · MDP (UNISA)

LEADERSHIP ROLES

Absa Group · Deloitte Africa · KPMG · Eskom

SPEAKER BUREAUS

African Speakers Bureau · Speakers Firm · Red Jackets

ABOUT SP ENTERPRISES

An advisory practice built inside the organisations it now advises

SP Enterprises (Pty) Ltd is a Johannesburg-based advisory practice founded by Sthembiso Phakathi. It works with boards, CEOs, executive teams and HR leaders on the hard middle of transformation: turning strategy into structure, repairing cultures that have stopped working, and building leaders people will follow through change.

Empowering workers, transforming work, elevating workplaces.

SIX PRACTICE AREAS. ONE INTEGRATED VIEW.

01 **Strategy & Execution**

Turn ambition into choices, priorities and execution discipline.

02 **Organisation Design**

Translate strategy into work, roles, decisions and structure.

03 **Culture Transformation**

Repair what is broken. Heal what is wounded. Renew what still has life.

04 **Leadership & Team Effectiveness**

Build leaders who create trust, clarity, courage and performance.

05 **Change & Transformation**

Move people through uncertainty with clarity, dignity and discipline.

06 **Workforce & Capacity Planning**

Turn workload evidence into capacity and workforce decisions.

HOW WE WORK

Evidence first. Decisions next. Discipline last.

01

Confront reality

Name the real issue and expose the gap between aspiration and lived experience.

02

Design the shift

Define the choices, behaviours, systems and capabilities the next state requires.

03

Embed the discipline

Create the rhythms, measures and leadership routines that make change stick.

SECTORS · Banking & insurance · Mining · Energy · Telecommunications · Consumer · State-owned companies · Public sector

REGISTRATION

Reserve your place

Seminars run throughout the year. Places are limited to keep the room interactive.

UPCOMING DATES

Ask for the next intake

Contact us for upcoming dates and venues

FORMAT

Two days · 08:30–17:00

Public seminars, or in-house for your team

INVESTMENT

R6 000

per delegate

GROUP RATE

R4 700

per delegate for 3 or more delegates from one organisation

YOUR REGISTRATION INCLUDES

- Two days of facilitated sessions and executive labs
- Executive Culture Diagnostic and three-phase Playbook
- Leadership Reflection Journal and blueprint canvas
- Day 45 virtual alumni session
- Certificate of completion
- Refreshments and lunch

Want this for your own leadership team?

SP Enterprises runs in-house culture diagnostics, ExCo facilitation, leadership labs and the full REPAIR • HEAL • RENEW programme, tailored to your organisation.

BOOKINGS AND ENQUIRIES

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Go and repair. Go and heal. Go and renew.

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