



# MANAGING A TURNAROUND

**15 – 19 May 2006**

**Programme Manager: DEBBIE SACHS**

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## **MANAGING A TURNAROUND**

This five-day programme (with the last day being a workshop) provides participants with an insight into the various stages and processes of turnaround management. Definition, stages of a turnaround, rapid appraisal and detailed analysis, recovery plan development and implementation will be covered. The financial, legal, internal and external; politics and human considerations are evaluated in depth. The people who have led successful South African turnarounds present their case studies.

### **The Programme Outline**

- How turnarounds differ from “normal” management
- Typical stages of a turnaround
- Rapid appraisal of a situation, crisis management and emergency actions
- Stabilisation
- Detailed analysis and recovery plan development
- Rehabilitation or “return to normal”
- Legal aspects of a turnaround
- Financial aspects
- Marketing Aspects
- Managing working capital
- Internal and external political considerations
- Change management
- Human resource leadership in a turnaround
- Managing stakeholders
- Early warning signals
- Lessons from bitter experience
- Case studies from private sector, parastatal and government

### **Who should attend?**

The programme is designed for all those individuals, CEOs and managers currently involved in or likely to be confronted with turnaround situations or teaching relevant subjects

### **Fee**

The fee R13 320 includes tuition, instruction material, workbook, refreshments and lunches. In case of cancellation or transfer, a supplementary fee of R1 000 (for administration expenses) will be levied.

There will be a 50% retention fee on all cancellations made within two weeks of the commencement date.

# ***APPLICATION FORM***

## **MANAGING A TURNAROUND 15 - 19 May 2006**

**Wits Business School  
P O Box 98  
Wits  
2050**

Programme Manager: Debbie Sachs  
Tel: 011 717 3637  
Fax: 011 717 3514

Surname \_\_\_\_\_

First Name \_\_\_\_\_

Title: Mr Mrs Ms Miss Dr \_\_\_\_\_

By which name do you wish to be known on the programme? \_\_\_\_\_

Company \_\_\_\_\_

Physical address of company \_\_\_\_\_

Code \_\_\_\_\_

Postal Address of company \_\_\_\_\_

Code \_\_\_\_\_

Telephone no.(home) \_\_\_\_\_ (bus.) \_\_\_\_\_

Fax No. \_\_\_\_\_ (cell no) \_\_\_\_\_

E-mail address \_\_\_\_\_

Position in company \_\_\_\_\_

Type of business: Finance Insurance Manufacturing  
(please circle) Mining Retailing Other

Area of responsibility:  
(please circle) H.R. Marketing Sales  
Finance/Admin Information systems Industrial Relations  
General Management Production

Other (please indicate) \_\_\_\_\_

Signature of applicant \_\_\_\_\_ date \_\_\_\_\_

**Please make cheques out to: University of Witwatersrand, Johannesburg  
Payment should be received prior to the commencement of the Programme ds**

## **FACULTY**

### **PROFESSOR NEIL HARVEY**

**B.Com, B.Com (Hons), MBA, FCMA  
Course Convenor**

Professor, Rhodes University where he teaches Strategic Management. His areas of special interest are international business and turnaround management.

He has held top management positions with South African Breweries, Wolverine World Wide in the United States (e.g. Hush Puppies, Cat, Merrell Footwear) and Anglo American Industrial Corporation.

He has published turnaround case studies and articles in Professional Management Review magazine and Accountancy and has written a private paper for the Special Co-ordinator for Africa and the Least Developed Countries at the United Nations.

He has lectured by invitation at universities and business schools in South Africa and the United States. Consulting assignments included Anglo American, South African Breweries, Transnet and HJ Heinz in the United States.

Neil led 14 successful turnarounds across a wide variety of industries in Africa, Europe and the United States from 1968 to 1999.

In addition to the above, guest speakers will be used – for example: Goodnews Cadogan, SARS; Dana Cooper, Mvelaphanda Group, Siphon Mashinini, Absa; Dennis Applebee, Anglo American, Jan van der Walt, Corporate Renewal Partners, John Evans, Deloitte Reorganisation Services; Peter Flack, FRM; Robin Taggart, Nedbank, Albertina Jere, Rhodes University, David Gewer, Werksmans; Ntombi Langa-Royds, Nhtake Consultants; Tony Phillips, Barloworld; George Masha, NUM; Maja Makanjee, SABMiller; Mark Peters, WBS; Trevor Volek, NF Die Casting and Barbara Wood, PMR.

### **MR FRANS VAN HEERDEN.**

**B.Admin, B.Com (Hons), M.Com**

Frans worked for a number of business organisations over a period of 27 years. During this time he held positions in General Management, Marketing and Human Resources. He was also employed as a Consultant and lecturer on a full- and part-time basis and has taught at diploma, undergraduate and post graduate level.

His practical experience was gained in major South African companies including Anglo American Corporation, SAB and PE Consulting. He assumed responsibility for the strategy process in a number of organisations and consulted in areas such as quality, sales, business process re-engineering and enterprise resource planning. He also managed the largest management development intervention ever undertaken in South Africa.

Internationally he gained valuable experience whilst working in the Netherlands, USA and Africa.

His current interest is in the field of business strategy, human resources development and organisation renewal. He is currently reading for his doctorate in the field of applied business strategy.

## WORKSHOP CONTENT

The workshop consists of two parts:

**Part 1** deals with a case study facilitated by Dr Chris Muller

**Part 2** deals with techniques and methods to “do the job”.

The aim of this part of the workshop is to sensitise participants about tried and tested techniques that can be applied during a turn-around intervention. The following techniques will receive attention:

- How to understand the environment where the intervention will take place
- Planning the turn-around intervention(s)
- Understanding business processes
- Measuring human resource utilisation
- Working with line managers and other internal stakeholders
- Various techniques and methods for reduction of costs, as part of a turn-around intervention.

Unique feature:

Professor Neil Harvey, a seasoned turn-around practitioner, will be available for questions and answers from participants.