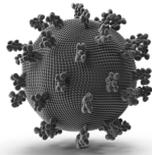


**THE
FORTH-
COMING
CRISIS**



ENDORSEMENTS

Covid 19 has caused physical harm to many people but studies show that the emotional health of people might have suffered more. In the world there is now a high level of stress, fear, anxiety, depression, gender violence and in China the divorce rate has increased a great deal. In this book Johnson addresses not only the obvious business strategies that are important for the Health and Safety practitioner to help the company to flourish, but with his extensive experience in this field he shows scientifically yet also practically how the practitioner can use this pandemic to help his company to excel.

Emotional intelligence determines the success of leaders. He shows how emotional intelligence should also be part of the repertoire of the practitioner. He shows how to get off the bench with the team and take control of their goals and vision and to live a stressless, fearless life. WIN THE DAY! There are many books on leaders but only a few that strip away theoretical jargon and focuses on what you need to know and put into practice to be a successful leader. He emphasises how a servant leader, by serving others, will eventually help enhance the success and performance of the company. His religious and ethical values make an incredibly special contribution to this book.

I have no doubt that this book is a well needed addition to help the Health and Safety practitioner in these challenging times and will inspire many!

Dr Pieter van Jaarsveld. CEO of Tandem Training, psychologist, and author.

Andre has written a timely book, that honestly explores his journey, strug-

gles and learnings through a pandemic. COVID 19 upended the world and multiple crises ensued. From health to financial, social to workplace the impacts have been felt and we all have had to re-evaluate how we navigate the world we inhabit.

Andre takes us through his journey with candour and deep reflection. As a COVID - 19 Compliance Officer in the mining industry he had to step outside of the panic and carve a path that would bring stability to his workplace and the confidence of the people he leads and engages with.

This has not been an easy road for any of us and Andre honestly acknowledges his own need to learn skills on the fly to manage the crisis at work and in his personal life.

While learning the fundamental epidemiology of the virus to taking a course in contact tracing, from drawing on his MBA learnings to implementing sound management principles, he appreciated the importance of validating the fears, beliefs, values, needs and wants of the individual employees, he describes how authentic acknowledgment of individual concerns was the key to building consensus and trust.

With understanding and empathy Andre and his team build a new normal within the workplace.

He shares strategies he employed to create common understanding and goals, to move through the pandemic with a resilience mind set.

The key learnings:

- *leveraging diversity of views and perceptions to deliberate and develop a political, economic, social, technological, legal, and environmental (PESTLE) framework. This framework initiates integrated action and pluralistic thinking.*
- *Using the Viable Systems Modelling (VSM) in the “what if” scenario planning to ensure business continuity*
- *the importance of effective coordination between the services and production departments to ensure consistent production results.*
- *the critical value of on the ground engagement through interventions such as roadshows or Visible Felt Leadership. Listen-*

ing to the views of the employees and to integrate these into a stakeholder driven response

Against the backdrop of this pandemic he had to undergo his own loss within his family and reach deeply into his spiritual life to continue with the important tasks of managing Health and Safety within his organisation. While this is a personal account, the messages and insights will be of benefit to management and leadership in the time of crisis and calm.

Knowing and working with Andre for many years it has been a privilege to review and recommend this book as it has enormous value in the workplace today and in the future.

Karyn Taylor

Wellness and Disease Management Specialist

KT Taylor Consulting

Organizations experience change in many ways, the only constant is change itself, and it is expected by stakeholders that the organization manage the change in a due diligent manner. Many a change is planned and therefor the management of such provides the “luxury” of being more pro-active in the approach with reasonable time frames and schedules; whilst the unplanned change can disrupt the approach totally leaving the responsible people feeling isolated, unsure, overwhelmed and without any support.

Safety practitioners across the globe have found them in such situations and had to rely on their past experience, colleagues in the field, Google, books, letters, papers and write ups to obtain direction and solutions whilst keeping production going and all stakeholders happy – ultimately ensuring the survival and continuation of the organization.

COVID-19 brought along challenges where the safety practitioner (COVID-19 Officer) had to learn, deal, develop, implement, operate and monitor systems to ensure not only legal compliance but a humane and respectful approach in dealing with the pandemic as it unfolds. As heroes are made on the battlefield some perish, some survive and have the courage to

stand up and talk about their experiences, journey and lessons learned to aid, support, direct and encourage others in similar circumstances.

For the safety practitioner this book provides a first-hand encounter through the lens of a COVID-19 Officer reflecting the experiences, challenges, journey, lessons learned and solutions to turn an enormous challenge into a health and safety victory.

JAG Pearson Mining and Industry Risk Control. Trading as Business Risk Management

If you are concerned about how your organisation will respond to an unexpected “Black Swan” event such as the Covid-19 crisis or, closer to the skin, how such an experience may influence you at an emotional and spiritual level, you need to read this very personal and self-revealing introspection as seen through the eyes of one of South Africa’s thought leaders in the intangibles of the safety profession, Andre Johnson.

Building capacity to create new knowledge rapidly, substituting rigid approaches and an outdated compliance mentality with dynamic and responsive structures, policies and processes when having to manage complex and ambiguous problems as introduced by the Covid-19 pandemic, can be overwhelming for the safety practitioner who have to spearhead his organisation’s strategies and plans to overcome the severe, and often tragic consequences of such a pandemic, within the context of a conundrum of influences and obstacles typical to a complex society like South Africa.

This book is about dealing with the unexpected and is jam-packed with insights that challenges the conventional managerial wisdom, suitably balanced with razor sharp personal observations of the intangible nuances that the author, as a safety and health professional, frequently must face. The author’s spiritual and intellectual journey is brilliantly shared against the unfolding of the Covid-19 pandemic and his metamorphosis from insensitive ignorance to becoming emotionally enlightened through his brave and unselfish dedication to challenge and overcome the fearsome reality and impact of the Covid-19 pandemic in his organisation, with the unwavering support of the relevant stakeholders and his family.

A must-read for health and safety practitioners who seldom take time to reflect on the intangibles of their profession and the enigma of excessive traumatic experiences throughout their careers, which is hardly ever recognised and, even worse, dealt with at a professional level.

Francois Smith, MSc Industrial Safety Management, University of Central Missouri, Member of the Advisory Council to the Institute for High Reliability Organising, California, USA.

An honest and thought provoking read that will add value to all risk professionals in dealing with an unexpected crisis. The 2020 lockdown will have impacted on everyone's lives and businesses. The mining industry during this time, was at the forefront of trying to navigate the ever-changing environment and Andre shares his experiences during this unprecedented time on the lessons learnt and opportunities for future planning and preparation. The pandemic has highlighted the fact that a crisis is best managed by proactive management and stakeholder engagement. His documented personal experiences during this period will benefit the reader in their own development as a Health and Safety Practitioner (Justin Hobday)

Mr Andre Johnson one of the most dynamic leaders in the Northern Cape Mining Industries. The book is immensely powerful and captures the aim of this journey. What I read so far, very captivating it summed up so many emotions felt over the past couple of months. What I love about the book is a confirmation of what I experienced when I met you the first time:

- *Passionate strong Leader*
- *Ethical*
- *Passionate about people no matter Level, Race or background*
- *Objective looking at the bigger picture*
- *Good Mentor in all scenarios*
- *Prepared to raise to any occasion*

I do also love the last chapter that indicates that life will always happen, but it is down to each of us on how to part take in the journey (Jo Marie Roselt).

Justin Hobday & Jo Marie Roselt
Sales and Marketing Director, NOSA (Pty) Ltd
Key Account Manager, NOSA (Pty) Ltd

FOREWORD

The events of 2020 will be etched in history for ever. Not since the Second World War, more than 80 years ago, has the world seen or experienced a global economic and social crisis to the proportions we have experienced. It is lockdown day 145 in SA. I am reading the chapters of Andre's work in my study where I have spent the majority of this lockdown... unlike Andre, who has in many ways been at the forefront of fighting this pandemic, caring about the health and safety of those who work with him day to day. Initially my conversation with Andre left me with a thought of how can he achieve this (the book) before his birthday? As I continue to work through this manuscript, I am more convinced that it is not about achieving a personal goal for Andre, but rather what he can and want to contribute through this book.

Johnson's primary contribution is not a single idea, but rather an entire body of work related to the Covid-19 pandemic. It has one gigantic advantage, nearly all of it will be essentially right. Johnson has an uncanny ability to develop and share insights about his work as a Health and Safety practitioner/ leader in the Mining sector.

As a business consultant for more than a quarter century, I have realised that business is chaotic and messy most of the time and that there is no perfect business story. This book is not an effort to create a perfect management

handbook but rather Johnson's story and personal journey during the pandemic, often personal and religious views captured in the moment. Possibly an attempt to provide a cognitive and even moral map of how to deal with matters that impact people's lives and wellbeing.

In my own family we have discussed the concept of what difference would we like to make during the events of 2020. We simply phrased it "what is your lockdown legacy?". What would you like to achieve, or contribute during this time? John Quincy Adams will have understood Andre's lockdown message or legacy because he clearly understood what it was to be a leader when he stated "if your actions inspire others to dream more, learn more, do more and become more, you are a leader? Johnson is that leader – a leader who takes care of his people and stay focussed on the wellbeing of the organisation. Enjoy the read!

Niel Steinmann (Director) PEOPLE'S DYNAMIC DEVELOPMENT

M. Comm. Industrial Psychology (UP) • SMP (UP)