

Da Vinci Institute News

The Da Vinci Institute 2008 Spring Newsletter

Dear Da Vinci student, what a great 2008 we experienced! Please take time to enjoy some of the highlights we shared:

Our 2008 Graduates	1
The Future is Largely Subject to Creation: Prof John Pourdehnad	1—3
2008 PhD Graduates	3—4
Alumni Newsletter	5
New Programmes started during the second half of 2008	5
Quo Vadis Systems Thinking?: Prof Roy Marcus	6—7
The Ann van Dyk award for Applied Research	7
Letter from one of Da Vinci's 2008 graduates	8—9

2008 Graduation



Important dates to remember:

- 5 January: Institute Opens
- 21 January: Deadline for written submissions for April Graduation
- 4 February: Deadline for Oral Presentations for April Graduation
- 23 April: Autumn Graduation

Our 2008 Graduates - YOUR YEAR OF ACHIEVEMENT



Some of the 2008 Spring Graduation Accolades

"You came, you saw (and enrolled) and you conquered" AND, you now have your life back again! Well done on your fantastic achievement and from us to you and your family and friends, thank you. Thank you for being so dedicated to your cause and thank you for embarking on the journey so many South Africans need to take – the journey of self improvement and education.

2008 has been a difficult year for many with increasing work pressures,

economic and job uncertainties and the challenge of learning whilst maintaining a family life and meeting business commitments. However, as a diligent Da Vinci student, who through the relentless pursuit of the "Four Educational P's – PURPOSE, PASSION, PERSEVERANCE, and PROFESSIONALISM, you came through and have walked away with the prize – your qualification!

Our auspicious Spring Graduation on 31 October 2008 was again preceded by

'Ambassador Byron' and his soul mate Marilyn of the De Wildt Cheetah and Wildlife Sanctuary, who are always there to remind us of the characteristics of a Da Vinci Graduate:

"Like the cheetah, Da Vinci graduates are the epitome of speed and power and lead by example. Decisive, courageous, quick thinking, distinctive, agile, loyal and trusty – this graceful creature is unique in the animal kingdom. Are you a "Cheetah" of the corporate environment?"

At this graduation we celebrated the following achievements:

Short Programmes: 23

Certificate: 59

Diploma: 12

Masters Degree: 4

Professional Doctorate (PhD): 3

For the complete results please link to: <http://www.davinci.ac.za/institute/docs/oct2008graduates.pdf>

Address from our guest speaker Professor John Pourdehnad to the graduates of October 2008:

"The Future is Largely Subject to Creation!"

Prof Roy Marcus, Chairman of The Da Vinci Institute, Prof Bennie Anderson CEO, Dr Steve Lennon, Chairman of Da Vinci Institute Council, members of council and the

staff of Da Vinci, parents, relatives, friends, colleagues, distinguished guests and the very reason for our presence – the members of the Class of 2008. I am honoured to



Professor John Pourdehnad (University of Pennsylvania)



Members of The Da Vinci
Institute Council



Celebration time after the
Graduation ceremony

**“Lesson 1 in
design
thinking:
concentrate
on the
solution not
the problem!”**



Some of the 2008 Spring
Graduates

The Future is Largely Subject to Creation! (continued)

be with you today at your graduation from one of the finest universities in South Africa. We congratulate you and wish you the best as you embark on your next exciting adventure in life. You are entering the world at a time when great change is taking place. We have turmoil in global economies, we are on the brink of an energy revolution, and we are seeing a globalisation of knowledge workers. In this setting, there is now a strong recognition for the discipline of design and design thinking as the third culture of human knowledge. Your future is wide open.

Today I want to tell you three stories from my life that I think explains why I believe so strongly in the power of design thinking.

I was born to an Iranian father and Russian mother. My father passed away when I was ten years old. My mother was the sole support of the family. I went to school in Tehran. When I graduated from high school, most of my close friends left the country to go to study abroad. I also had a dream to go abroad to study for an engineering degree, which was a well respected profession in the country. I decided to study in England (mostly because my mother used to say that in England you would be given two things - education and manners). Unfortunately, our financial situation wouldn't allow me to live my dream. I had designed my future but now I faced the obstacles of getting there! I decided to take a year off and took a job as a convoy supervisor in a logistics company in order to raise the funds necessary to finance my trip. My central

concern was the realisation of my design! I think it was as a result of my design thinking that I was concentrating on the solution to my problems rather than concentrating on analysing my problems! Then one day, I heard about one of my friends who's father was to accompany him on a trip to London. His father couldn't make it but had already bought the ticket. I convinced him to give me his ticket! In less than six months after graduation, I was on my way to England and few years later I graduated with a degree in mechanical engineering!

Reflecting on this experience, I would like to make a suggestion! Contrary to what traditional strategic planning seeks: a "fit" between resources and aspirations, go for "strategy as stretch and leverage"! But be careful!

That leads to Lesson 1 in design thinking: concentrate on the solution not the problem!

After graduation I started working for British Leyland in their Bus and Truck division in Leyland Lancashire. After a couple of years, I was offered a lucrative job in British Leyland plant in Iran. I decided to take the offer and I packed my bags and went back to Iran. I worked for a year at the plant; until I was recruited by a large household appliance producer to oversee their operations in Tehran. After two years, I was honoured by receiving the medal of labour, the highest award for a major contribution to the welfare of labour in the country. Soon

after, I found myself working for the most prestigious institute in Iran called Industrial Management Institute. The institute was engaged in three activities: education, research and consulting. In fact, in 1978, as a project manager for the National Iranian Copper Industries, I visited South Africa to study the Palaborwa mining operations! Life and career were going well.

While at the Institute, I attended a one week course given by Professor Russell Ackoff of the Wharton School, University of Pennsylvania, which became a life changing experience for me. I knew of him because of the fact that in my second year of engineering we studied his book for our OR class. I was very impressed and taken by him and his ideas which were all about systems thinking and its application for managing social systems. I found myself very close to his worldview and actually, I realised I was a natural systems thinker!

Then suddenly one year later, I was facing a revolution in my country, the prospect of moving my family and concern that we would lose everything. While many around me were simply reacting and adjusting to these changes. I began designing my future one more time! I started idealising about the Wharton school and the systems thinking course taught by Professor Ackoff! Soon after in September 1979, I left my country and embarked on a journey that has lasted almost 30 years. I moved to the United States and got my PhD in Social System

The Future is Largely Subject to Creation! (continued)

Sciences at the Wharton School University of Pennsylvania. More importantly, I began a lifelong relationship of collaboration with Professor Ackoff himself! Today, I live in the United States and I continue to practice systems thinking and idealised design helping organisations to transform themselves.

Based on this experience, I strongly recommend that you practice idealised design to plan for what you want, right now! Don't think about the constraints or otherwise you will never achieve your goals.

That leads to Lesson 2 in design thinking: start with what you want; not what you don't want!

The last thirty years and in large part, as a result of my association and collaboration with Russell Ackoff, has been intellectually and financially rewarding for me. Unfortunately, as the saying goes, all the good things come to an end! Russ is going to be 90 years young in a couple of months. He has decided to slow down and I am back to the drawing board! I am in the process of designing the last phase of my career and naturally I am using design thinking at every step! I have been working on the development of a new course in "complex program leadership." I am increasingly becoming convinced that with increased "interactive complexity" in project environment, there is a need for a new approach.

In order to design the course, I have been studying new subjects and I have been engaged in a continuous learning process. Initial testing of the idea in the market place has been very positive and I am very hopeful that the course will be a success.

Reflecting on my experiences, I hope that you, like me, will never stop being students. The fact that you will not have exams does not mean that you should not go on learning. In today's competitive environment, a commitment to learning gives you a competitive advantage.

That leads to Lesson 3 in design thinking: engaging in it gives purpose to heart, hand and mind!



Pulane Lehloo (Chairperson of the Da Vinci Alumni) and Professor Ben Anderson (CEO of The Da Vinci Institute) having a chat at the graduation ceremony function



More graduates sharing a special moment!

Da Vinci congratulates the 2008 PhD graduates!!!

Harris, Stephen—*Thesis: Cultural differences and sport performance: A South African case study.*

In his exploration of culture diversity and sports management, the candidate demonstrates the competence to engage confidently with a professional work-based challenge. He also shows an integrated understanding of the Management of Technology, Innovation, People and Systemic principles as related to the sports management domain. He presented a research project of high quality which is appropriately aligned with the required level descriptors

expected from candidates at a PhD level. His work is original, innovative and stimulating, taking cognisance of the challenges related to people and technology. The candidate has successfully applied his knowledge of research methodology and incorporated those ethical considerations relevant to the research field. His thesis provides an original and innovative contribution towards the understanding of cultural diversity and sports management for

South Africa.

Academic Supervisor:
Professor B Anderson

Field Supervisor:
Dr M Plaatjie



Dr Stephen Harris



Dr Victor Allen Lawrence

Lawrence, Victor Allen—*Thesis: Alleviating capacity constraints of an electricity utility through innovative products and systems.*

Given the challenges facing South Africa in terms of meeting electrical energy demands, the timing and content of the thesis presented by Vic Lawrence for his PhD is most appropriate. The candidate focused his research on a number of innovative energy efficient technologies, concept models and tools for end-use applications to assist Eskom in reducing load. During the course of the research, it became apparent that focusing on the demand side management alone would not provide an holistic solution. Something radical had to be done to allow Eskom greater control of the National Grid load demand,

and at the same time facilitate a large degree of flexibility in the system and associated networks. In order to address these challenges, the candidate had to identify totally new concepts that would address the immediate strained network situation, whilst assisting in solving the load shedding problem facing the country. In particular, one significant development has been an integrated system

which is now known as an Electronic Load Control, which will enable Eskom to have the benefits of an increased reserve margin. The model is multifaceted, and in addition to averting load shedding will also provide a unique control on revenue management. The tangible benefits from this work will, in the short term, result in significant economic and technical benefits to both Eskom and the South African consumer, alleviating the need for total blackouts.

Academic Supervisor:
Professor R Marcus

Field Supervisor:
Prof T Britten

"The tangible benefits from this work will, in the short term, result in significant economic and technical benefits to both Eskom and the South African consumer..."



Dr Morne Mostert

Mostert, Morne—*Thesis: An integrated approach to leadership development through systemic leadership learning*

Morne Mostert presented for his PhD, a comprehensive model embracing a new concept in leadership development. The model is based on a Systemic Leadership Learning process which integrates the systems of the leader, organisation and learning content facilitator into a systemic whole. This is done against the background of the integration of three fields of study, namely leadership, systems thinking and learning. The model suggests that the leader holds a self perception of being the supra-system during the learning process. This insight has significant implications for the way in which organisations conceptualise, design, develop, facilitate, assess and evaluate leadership development processes. Most notably, the learning process needs to start with

the leader. The learning needs of the leader, as

"The learning content is viewed simply as a tool for enhancing the performance of the leader, while the facilitator is a guide at the service of the leader ..."

highlighted by a personal and unique story, form the foundation of the learning process. All other systems involved in the learning process are required to understand the reality of the leader as a means of optimising return on investment from the development of leaders. The organisation becomes a focus area during periods of professional development for the leader, but does not subordinate the leader as a tabula rasa recipient of education. The learning content is viewed

simply as a tool for enhancing the performance of the leader, while the facilitator is a guide at the service of the leader to ensure personal and professional growth within an organisational context. There is no doubt that this model is destined to have a significant impact on the way in which organisations view leadership learning. What impressed examiners most, was the robustness of the model. The research work has been based on evidence in which the candidate has been able to take seven years of personal experience in leadership development facilitation, and has consolidated this body of knowledge into what can only be described as a very elegant model.

Academic Supervisor:
Professor R Marcus
Field Supervisor: Dr F Hugo

Alumni Newsletter

What is the Da Vinci Alumni Association?

Complementing The Da Vinci Institute's innovative approach to business leadership development, the Da Vinci Alumni Association serves as a platform for establishing holistic, long term, continuous development.

The association's key focus is on the integration of academic, interpersonal and intrapersonal knowledge in order to achieve functional

business leadership capacity. This focus is aimed at cultivating a new breed of managers who will be a driving force behind the development of well positioned and globally competitive organisations.

Embodying an outward and continual growth of development within an organised structure, the Da Vinci Alumni Association will become symbolic with the nautilus shell. Key to the

development of the chambers of the nautilus shell is the relationship of the parts, (i.e. the individual chambers), to its centre. As with the chambers of the nautilus shell, the vision of the association encapsulates achieving infinite growth and development by leveraging the value of networking, collaboration, strategic partnerships and knowledge sharing.



The Da Vinci Alumni launch in May 2008

New programmes started in July–September 2008



Di Roberts during the Anglo Platinum presentations

The Da Vinci Institute for Technology Management commenced the following programmes between July and September of 2008:

- Anglo Platinum Group, 7 started in August
- Diploma in Labour Law, Port Elizabeth group, started in August
- Leonardo VI open day was in August.
- Leonardo VI started in September (Masters & PhD)
- Eskom Project Management Group 2 (Diploma, Masters & PhD)
- Diploma in Labour Law, Durban group,

- started in September
- Labour Law Masters, Johannesburg group, started in October
- Diploma in Labour Law, Johannesburg group, started in November

The institute would like to extend a warm welcome to all the candidates of these programmes.



Eskom Project Management group at Gold Reef City



Students from the Masters in Labour Law Johannesburg group



Diploma in Labour Law Durban group



Diploma in Labour Law Port Elizabeth group



The Leonardo VI Group put their heads together during a brain storming session



Students from the Diploma in Labour Law Johannesburg group



Learning in action—Some of the BankSeta students having a group discussion on campus



Altech Academic Leadership Development Programme

QUO VADIS SYSTEMS THINKING?

PROF ROY MARCUS CHAIRMAN OF THE DA VINCI INSTITUTE FOR TECHNOLOGY MANAGEMENT

As the business world becomes more and more disillusioned with the output from business schools in general, it is interesting to note the response from many of the international business schools who have now realised that they need to have a drastic rethink on their philosophical approach towards the development of managers. One of the more profound decisions that these schools have made is to include systems thinking as a core topic in their programmes. It is interesting to note that ever since its inception, The Da Vinci Institute for Technology Management has insisted that all its programmes are prefaced with a course on systems thinking. We have recognised the power of systems thinking and how elegance of the process assists managers to tackle complex problems.

We have, for a long time, advocated that systems thinking provides a very useful approach to project management, and have suggested that using this approach can minimise the risk of large-scale projects, and even smaller projects not meeting their stated objectives. More recently, Da Vinci has been uniquely privileged to host a visit to South Africa by one of the Da Vinci Fellows, Prof John Pourdehnad. He visited South Africa on a mission to establish a partnership between his centre at the University of Pennsylvania and Da Vinci. A student and collaborator with Prof Russell Ackoff, Prof Pourdehnad travels the world spreading the message of the notion of Design Thinking. We are now seeing increasing

evidence of how this powerful tool, which is fundamentally based on the Ackoff approach to systems thinking, is being adopted by companies all over the world. Procter and Gamble for example, have used the process to completely overhaul their approach to business. The results are evidenced in their meteoric growth.



An ESKOM Masters and Diploma group in a workshop with Prof. Marcus

The fundamental approach to Design Thinking is based on the recognition that we are now, as managers, being faced with ever increasingly complex problems. We define these problems as "wicked problems" - problems which cannot be solved through analysis. We believe that such intractable problems can only be dissolved rather than solved and that fundamental to the understanding, the real nature of the complexity can only be achieved through a systemic approach.

Da Vinci has now taken a decision to establish a centre for design thinking. In recognition of the contribution which Prof Russell Ackoff has made to the world of management, we have been fortunate to gain his permission to designate the centre as "The Ackoff Centre for Design Thinking". The Centre, which will be located at Da Vinci, will be based on a partnership model in which

a number of South African-based specialist organisations have been invited to join forces with Da Vinci and Prof Pourdehnad with a view to establishing a centre of expertise on design thinking.

The premise upon which design thinking is based embodies two important concepts. Firstly, there is a need to identify what we in Da Vinci term the "current reality". In the Ackoff world of systems thinking this process is designated Mess Formulation. Here we attempt to identify the current reality by exploring what we in Da Vinci define as the "as it is" state and the "as it will be" state. The latter state is that condition which will prevail if management does nothing to the system but allows the system to migrate to some other state in which only external factors impact on the system. Fundamental to defining the current reality is an ability to provide a factual picture of the state of the system and a requirement that leadership "tells the story" by providing the organisation with all the facts both good and bad.

In parallel with the process of defining the "mess", a second process is instigated which we term "idealised design". The process is conducted by a second group of people within the organisation who are given the brief to undertake a design process which is premised upon the fact that the organisation which they once knew no longer exists, eg "You have just received a news report that a bomb has hit the organisation and it no longer exists." Now work from base zero.

"Design thinking is now recognised as one of the most formidable tools and is rapidly gaining widespread acceptance..."

Once the two exercises have been completed, the teams come together through a facilitated process in which the idealised design is tempered with the current reality with a specific objective of identifying the new order.

Design thinking is now recognised as one of the most formidable tools and is rapidly gaining widespread acceptance as one of the most efficient ways for organisations to reposition themselves taking into consideration the complex world we live in. Using systems thinking as a basis for ensuring that the new design takes into consideration all the facets

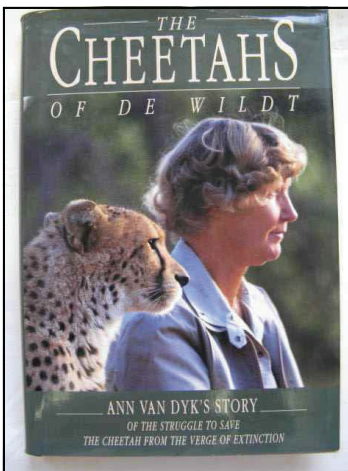
both internal and external which constitutes the system of the organisation, organisations in both the private and public sectors are reporting widespread success.

Da Vinci's move into the world of design thinking will provide our students with a tool which will stand them in good stead. We have led the way in terms of using the systems thinking approach as our starting point in management education. Now, with our local and international partners, we will be redefining the way in which businesses approach the development of their strategic intent.

Our design thinking approach will be firmly rooted in the Ackoff philosophy which recognises that it is no longer acceptable for organisations to use a top-down approach. We are seeing a global move from the autocratic approach of "design for" to a more inclusive approach of "design with" to the Ackoff approach of "design by". In this approach the whole organisation is included in the process and by virtue of the fact that they carry out the design process, the psychological impact is one in which the whole organisation takes full ownership of the new process.

"We have led the way in terms of using the systems thinking approach as our starting point in management education."

The Ann van Dyk Award for Applied Research



As a higher education institution, Da Vinci is invested in recognising students in specific, identified areas of learning - such recognition takes place in the form of an award.

Deciding on the nature of the award is an intense process, as it has to be associated with the relevant recognition, which in this case, is in the field of APPLIED RESEARCH.

This award should encourage students to become business driven action learning protagonists, presenting outputs which demonstrate excellence, quality, passion and relevance to their respective workplace environments.

It is with humility and pride that we wish to announce the ANN VAN DYK AWARD FOR APPLIED RESEARCH.

Ann, founder of The De Wildt Cheetah and Wildlife Trust, has dedicated her life to the research of breeding cheetahs in captivity, with the sole objective of contributing to the continued existence of this highly endangered animal. Due to Ann's tenacity, passion and perseverance in applying her knowledge back into her research, the world has benefited from the birth and distribution of over 700 cubs - A great contribution to the

survival of this beautiful, gentle animal.

OBJECTIVE:

To recognise students who through excellence in applied research, contributed to a new understanding of what is core to the Da Vinci offerings:

Management of Technology: The ability to understand and explore the persuasive impact that technology has on organisations and to make appropriate decisions to ensure competitive advantage.

Management of Innovation: The ability to create an environment, characterised by sustainable ideation processes which translated into growth.

"To encourage students to become business driven action learning research activists, presenting outputs which demonstrates excellence, quality and relevance ..."

Management of People: The degree to which a human community is sustainably growing because of the prevailing levels of mutual trust, confidence and respect.

Systems Thinking: The ability to utilise full spectrum systems thinking, causal loop processes and powerful problem identification processes to ensure the unpacking of current and future strategies for organisational renewal.

MOTIVATION:

To encourage students to become business driven action learning research activists, presenting outputs which demonstrates excellence, quality and

relevance to their respective workplace environments.

CRITERIA:

The following criteria will apply in identifying candidates to be awarded the Ann Van Dyk Award for Applied Research:

The student(s) should through his/her/their research activities demonstrate his/her/their contribution towards the creation of new knowledge as related to the management of technology, the management of innovation, the management of people and the management of systems within a specific organisational context.

EVALUATION:

Candidates will be identified and nominated by their Supervisors and/or the Research Office.

Students who have successfully completed their studies and been awarded their Da Vinci qualification will be eligible for nominations.

The panel will consist of the Research Executive and Ann van Dyk, or someone nominated by her.

GENERAL:

The winner(s) will receive the award at the last (Spring) ceremony of the following year.



Service with a smile! Dee Marcus and Carey Johnson welcoming the guests at the graduation ceremony



Graduates making their way into the main auditorium for the graduation ceremony

Letter from one of Da Vinci's 2008 Spring Graduates

Dear Theresa and all staff members at Da Vinci

The day of my graduation exceeded all of my expectations. I want to thank each one of you who played a role in my achieving this milestone in my life, but specifically for everyone who made the ceremony such an outstanding and unforgettable experience.

When that cheetah walked in proudly and surveyed the humans in the auditorium I felt cold chills and decided to read up about them since it appeared to be used as an icon in that celebration. This what I found on the following web site: <http://www.ned.com/group/economics/news/0/?page=6>

The cheetah is indeed a truly amazing animal. According to the Cheetah Conservation Fund, the cheetah is the swiftest land mammal on the planet and can reach speeds

of 70 mph in mere seconds. It covers 20 to 25 feet in a single stride, with only one foot touching the ground at a time. In fact, at two points in the stride, none of its feet touch the ground! However, what most fascinates me about this protected species that lives primarily in Africa



Da Vinci's own mascot, Byron the cheetah

are its unique physical characteristics:

- Flexible spine;
- Oversized liver;
- Enlarged heart;
- Wide nostrils;
- Increased lung capacity;
- Black "tear" marks under its eyes.

For just a moment, reflect on these characteristics of the cheetah, and how they relate to humans: Flexibility is the key quality of all globalisation and Life 2.0. As you encounter and experience change personally and professionally, can you mimic the cheetah? Can you contract, expand, bend and turn in any direction? Increase your personal productivity in business by being flexible in your decision making and moving swiftly to meet the needs of your external and internal customers. If you don't, they will find someone else to do it for them.

"As you encounter and experience change personally and professionally, can you mimic the cheetah?"



Two graduates make a toast to their success after the graduation ceremony

The liver has an almost miraculous ability to biochemically transform virtually any chemical it's exposed to. It not only breaks down, stores and eliminates toxins, but also produces beneficial chemicals the body needs in order to function. The cheetah's oversized liver is a crucial component in its highly efficient and effective physiological system. What about you? Is transformation a part of your daily language and consciousness? Are you able to transform yourself so that you can efficiently and effectively adapt to any given situation? Never be satisfied with the status quo. Instead, be a seeker of the unknown and commit to ongoing transformation.

While the cheetahs enlarged heart pumps more blood to give it additional speed and power, an enlarged human heart overflows with abundance. It seeks to give rather than receive, to serve rather than be served. Enlarge your heart and infuse those around you with your spirit of optimism. Infuse your community with a spirit of service. Infuse your business culture with a "can do" attitude. How big is your nose?

Smile! Having wide nostrils is in vogue. Why? It means that you can pick up on the scent of opportunity and the smell of possibility. You must sense where things are heading and make split-second course corrections that will take you into the future. Improvise and innovate. Stop waiting for someone to give you the green light. You have to make something happen for yourself. The cheetah strategically stalks its prey. It carefully manoeuvres into a position to pounce and then gives chase with a burst of blinding speed made possible by its increased lung capacity. Do you methodically stalk what you want? Are you expanding your capacity so that when the time is right, you can muster the speed and the skill to give chase and capture your dreams? Expand your capacity by improving yourself one day at a time. Identify the cheetahs in your life and learn from them. Do what is in front of you with all your might. Take on what you have rejected in the past for what you will become in the process. You may be wondering about the black "tear"

marks which run from the inside corner of the cheetah's eyes down the sides of the nose to the outside of its mouth. Their purpose is to keep the sun out of its eyes to aid in hunting. How do you keep the sun – i.e., distractions – out of your eyes so that you can stay focused on your heart's desire? Ignore the naysayers and Brilliance Blockers. Rid yourself of all excuses that prevent you from stepping into your brilliance. Accept personal responsibility for where you are and how you think.

The Cheetahs are coming – into your organisation, your community, your social circle – and they are hungry, focused and willing to step up. Will you be one of them? If you're not one already, decide today to become a cheetah. Move it... Move it...Get to it! If you don't, you will forever stare at the rear end of a Hippo!

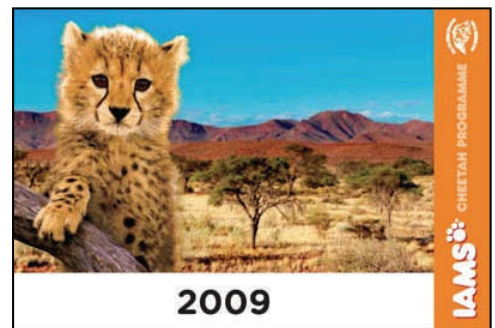
Simon Believes...Hippos will soon be obsolete. Cheetahs are the future. Once again, I thank you and salute all of you for the role you have played in my life. Best wishes for a great future



Celebration time!



Cheetahs at the De Wildt Cheetah and wild life sanctuary



Get this attractive 2009 calendar in support of the De Wildt Cheetah and Wildlife foundation. For more information visit:

<http://www.dewildt.org.za/calender.htm>

The Da Vinci Institute Team wishes you an enjoyable festive season and prosperity for 2009



Are you tech savvy? Interested in jump starting a career in the fast growing, dynamic new area of managing company performance?

Acquire skills and knowledge that puts you on a path to driving success...

Da Vinci Labs, in conjunction with The Da Vinci Institute for Technology Management offers you a career path in Advanced Reporting, Dashboarding and Business Intelligence.

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In the domain of

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