



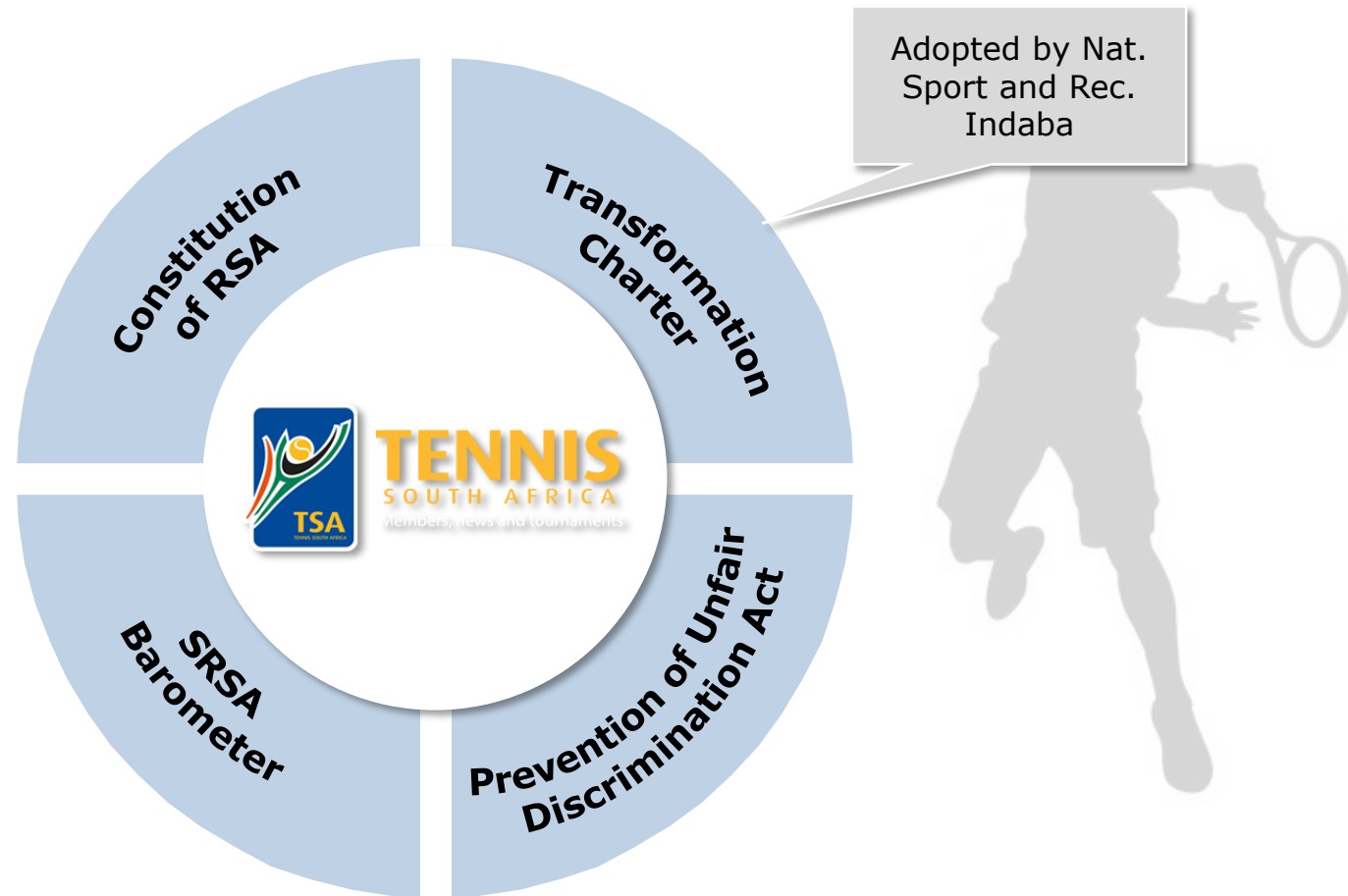
**TENNIS**  
SOUTH AFRICA  
Members, news and tournaments

A high-angle photograph of a tennis court. A player's shadow is cast across the orange-brown clay court and the green grass court. The shadow shows the player in a dynamic pose, reaching out with a tennis racket. A bright yellow tennis ball is positioned on the clay court, directly in front of the racket's head in the shadow. The court has white and yellow boundary lines.

# Tennis South Africa: Transformation Strategy & Undertakings

## Overview

# The Regulatory Framework



# The Case for Transformation

- Transformation is both “the right thing to do” (the **moral imperative**) due to the impact of past social engineering initiatives on South African Society as well as a **strategic imperative** in an increasingly globalised and competitive world
- The white population group is the only group demonstrating a negative growth rate while 84% of all under 18-year-old South Africans are black African, with the remaining 16% being white, coloured or Indian. The strategic importance of **focusing on black African representation** as a component of sport’s longer term human capital development strategy in order to build a sustainable competitive advantage is obvious
- The bar of excellence is rising relentlessly. We need to be **more effective and creative in developing strategies, practices, processes, talent, and skills that will make us winners** in a hyper-competitive world. Transformation, correctly defined and utilised, is a powerful tool not only to correct injustices of the past, but also to establish a sustainable competitive advantage targeted at enhancing overall competitiveness globally

## EPG Status Report



*Transformation is the key to long-term survival, prosperity and sustainable competitiveness.*



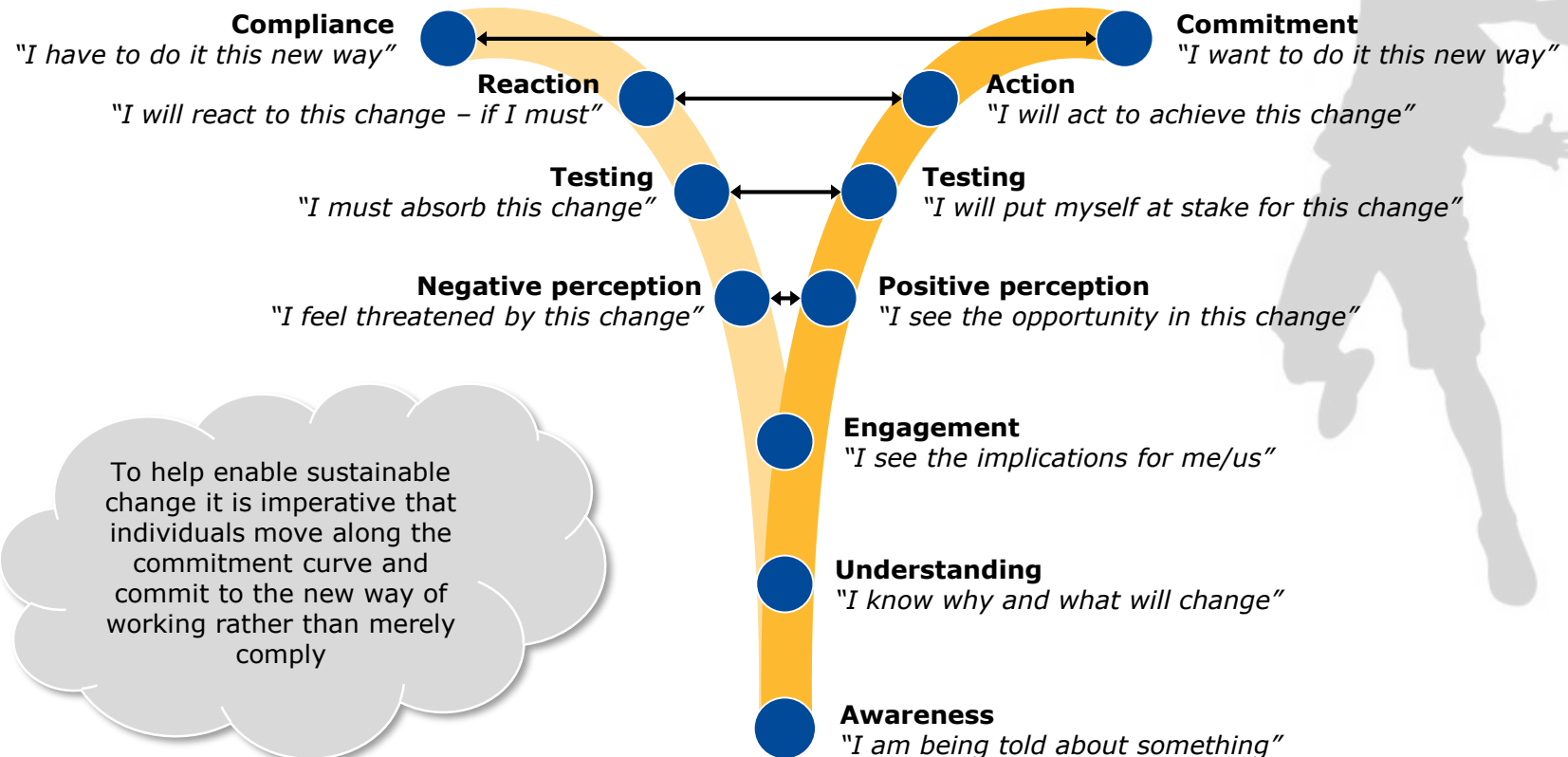
*“We are not asking for hand-outs... nor are saying that just as a white skin were a passport to privilege in the past so a black skin should be the basis of privilege in the future.... What we are against is not the upholding of standards as such, but the sustaining of barriers to the attainment of standards”*

# Principles of the TSA Transformation Strategy

- TSA's transformation strategy will be multi-dimensional and focused on **changing demographic profiles** on and off the field of play
- It will ensure **equitable access, participation and resource availability** through extensive **community involvement**
- It will **develop skills and capability on and off the field**
- It will build and shape relationships with **future support and spectator base**, future leaders, and decision-makers on the basis of **broad-based community engagement**
- As an organization, TSA is committed to practicing **Employment Equity, Gender Equity, Preferential Procurement**, and the Promotion of **Disability Sport**
- The Strategy will be underpinned by **Good Governance**
- It will **uphold standards**, while at the same time removing barriers to access, thus creating a system that is accessible, demographically representative, sustainable, and competitive
- The Strategy will seek to co-operate with **government initiatives** and to align its portfolio of programmes/projects with that of national, provincial, and local government and sport structures

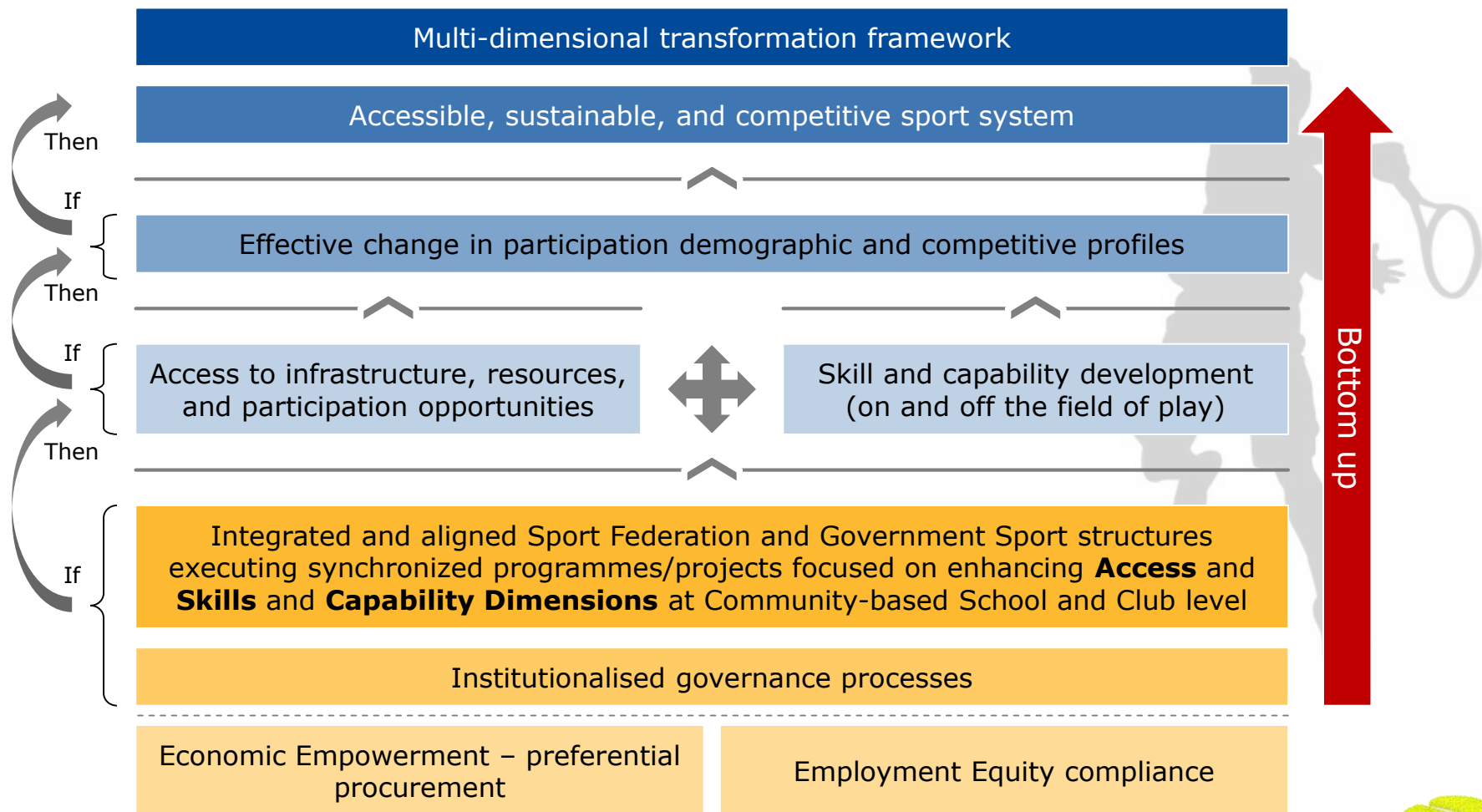
# The Individual Change Journey

When organisations go through large scale organisational transformation, it is important to note that a considerable portion of change needs to happen at an individual level. The people who are charged with "transforming" the organisation need to move from merely complying with the new way of doing business to behaving in ways that show commitment and therefore ensure sustainability. The diagram below shows the individual change journey

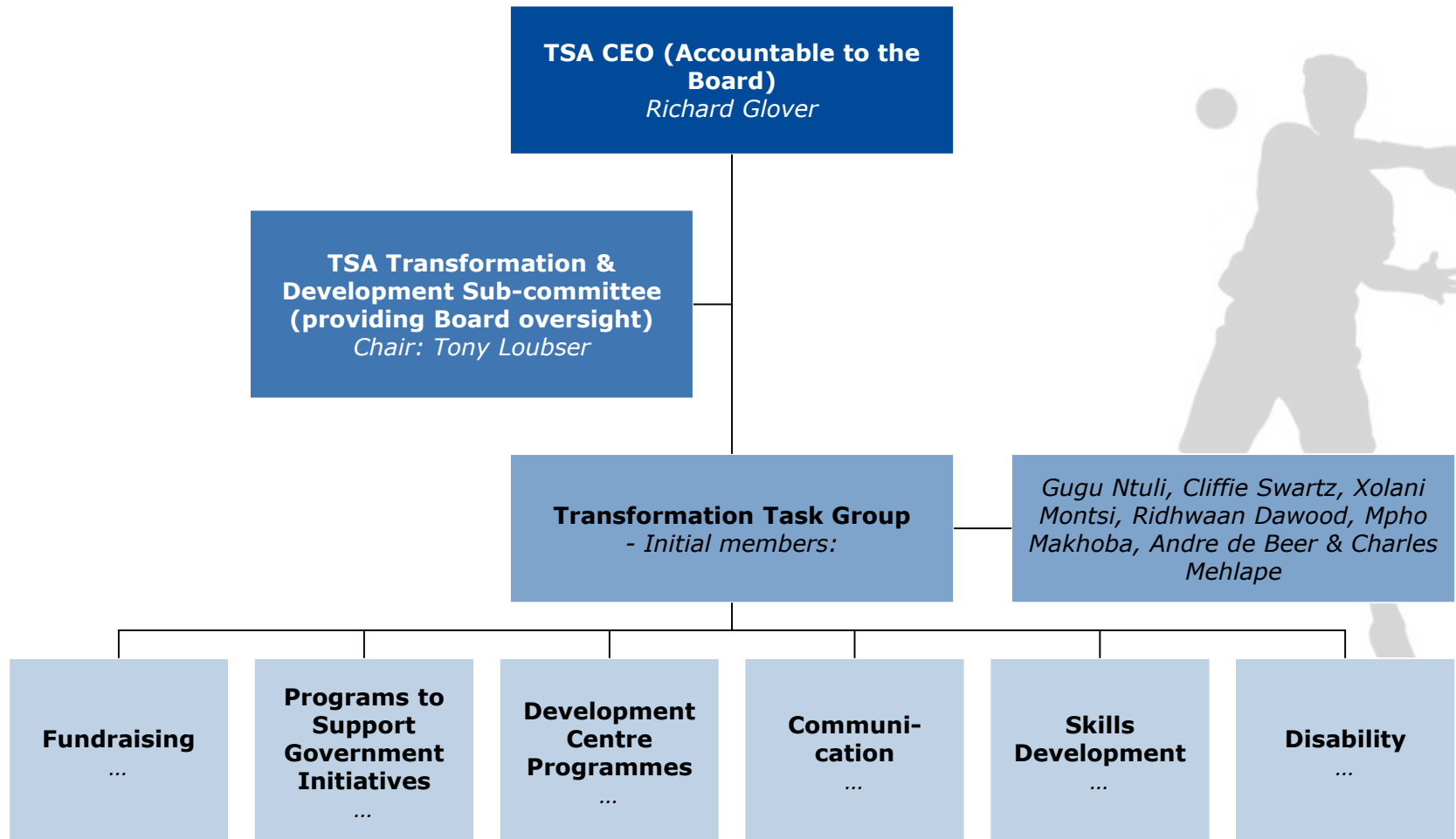


To help enable sustainable change it is imperative that individuals move along the commitment curve and commit to the new way of working rather than merely comply

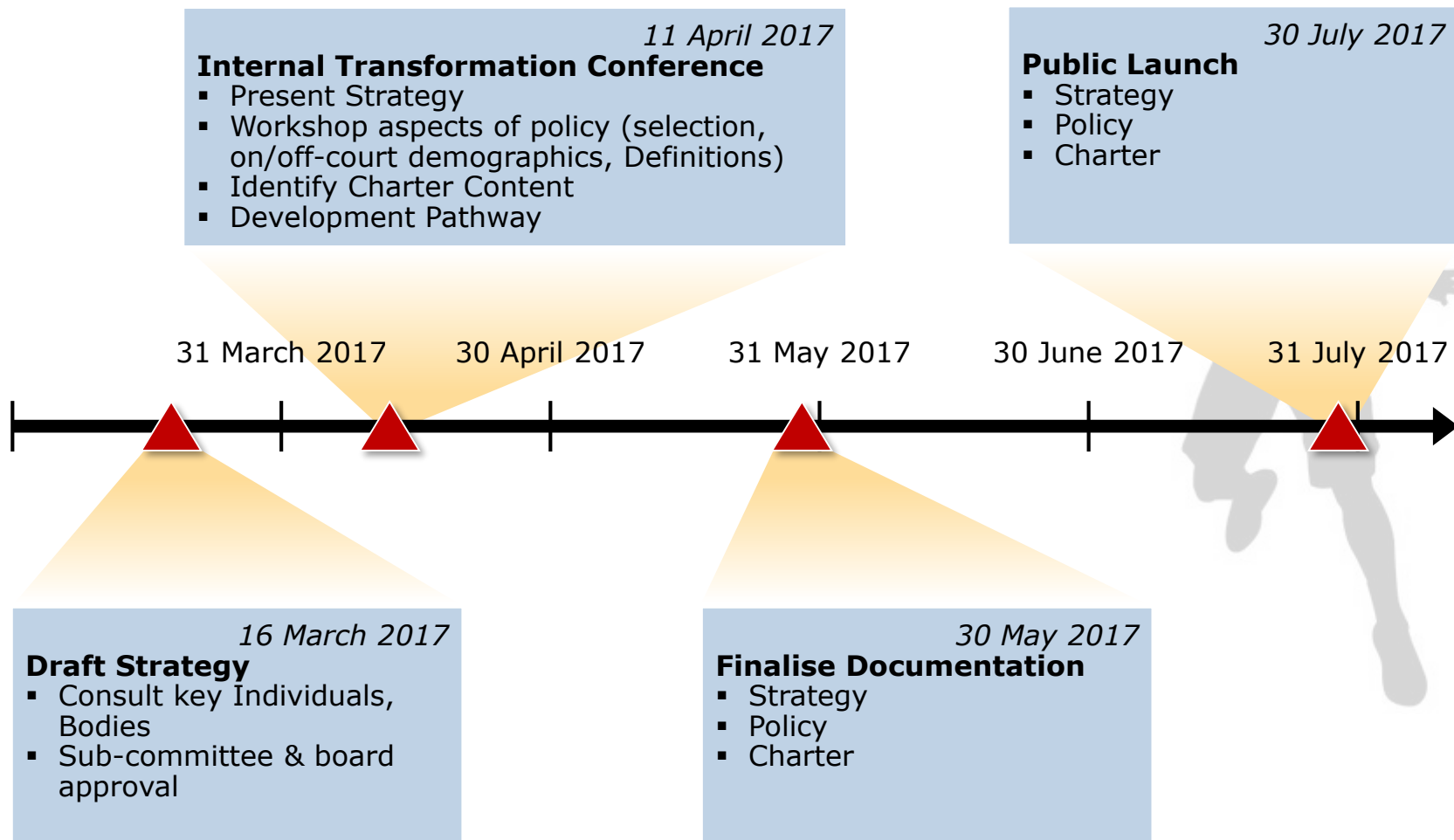




# Transformation Governance within TSA



# Transformation Roadmap





# Key Transformation Focus Areas



**Infrastructure and  
Participation  
Opportunities**



**Human Resource and  
Skills Development**



**Demographic Profile**



**Performance**



**Contribution to  
Government Priorities**



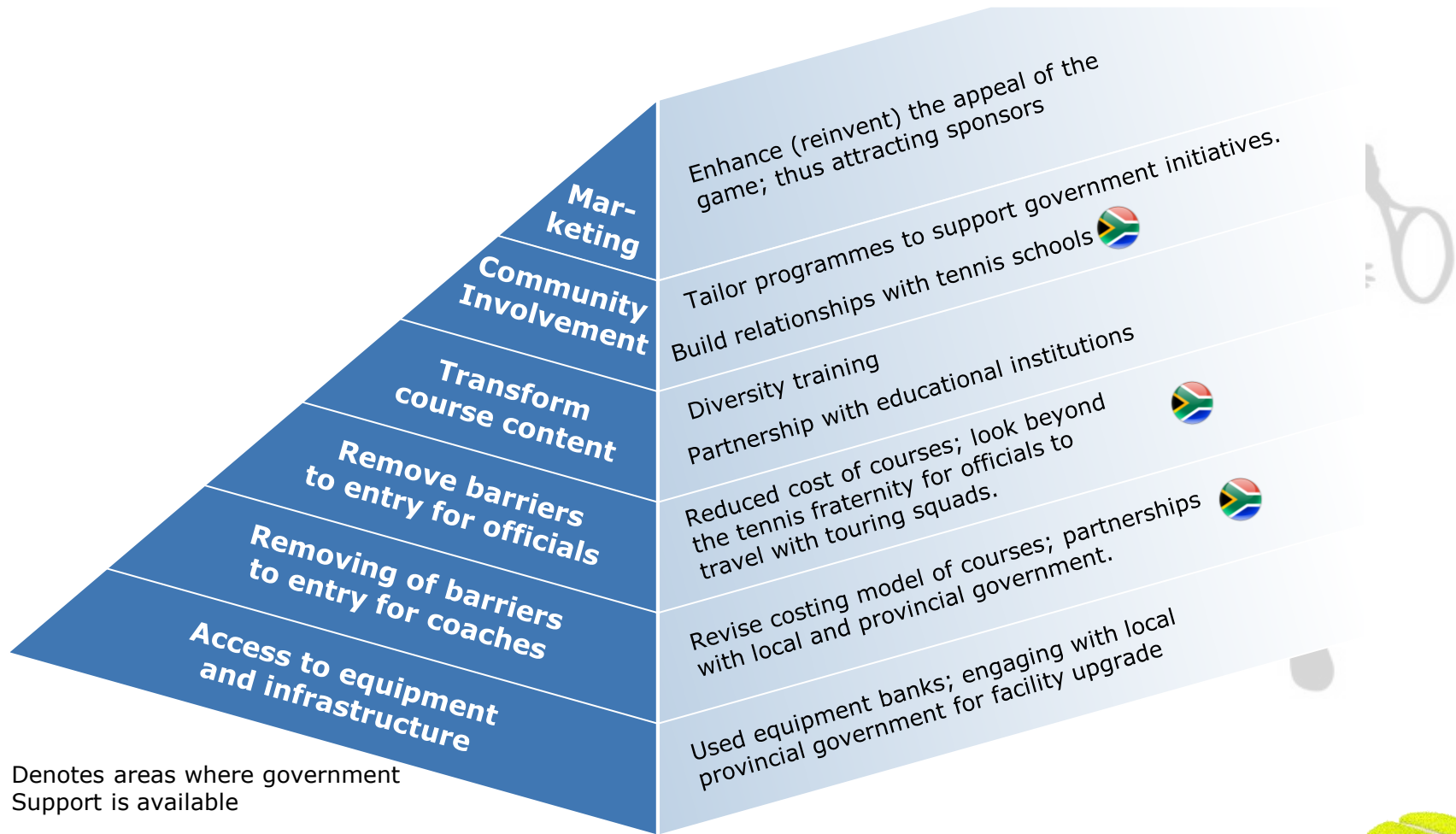
**Good Governance**

# Key Principles for the Development Pathway

- The most important requirement for the success of the Development Programme is **The Provision of Coaching** and the **Level of Coaching** provided
- The Programme needs to start around existing initiatives and expand based on the success of these initiatives and the support of government and the corporate sector
- The Programme needs to be driven and managed centrally by TSA

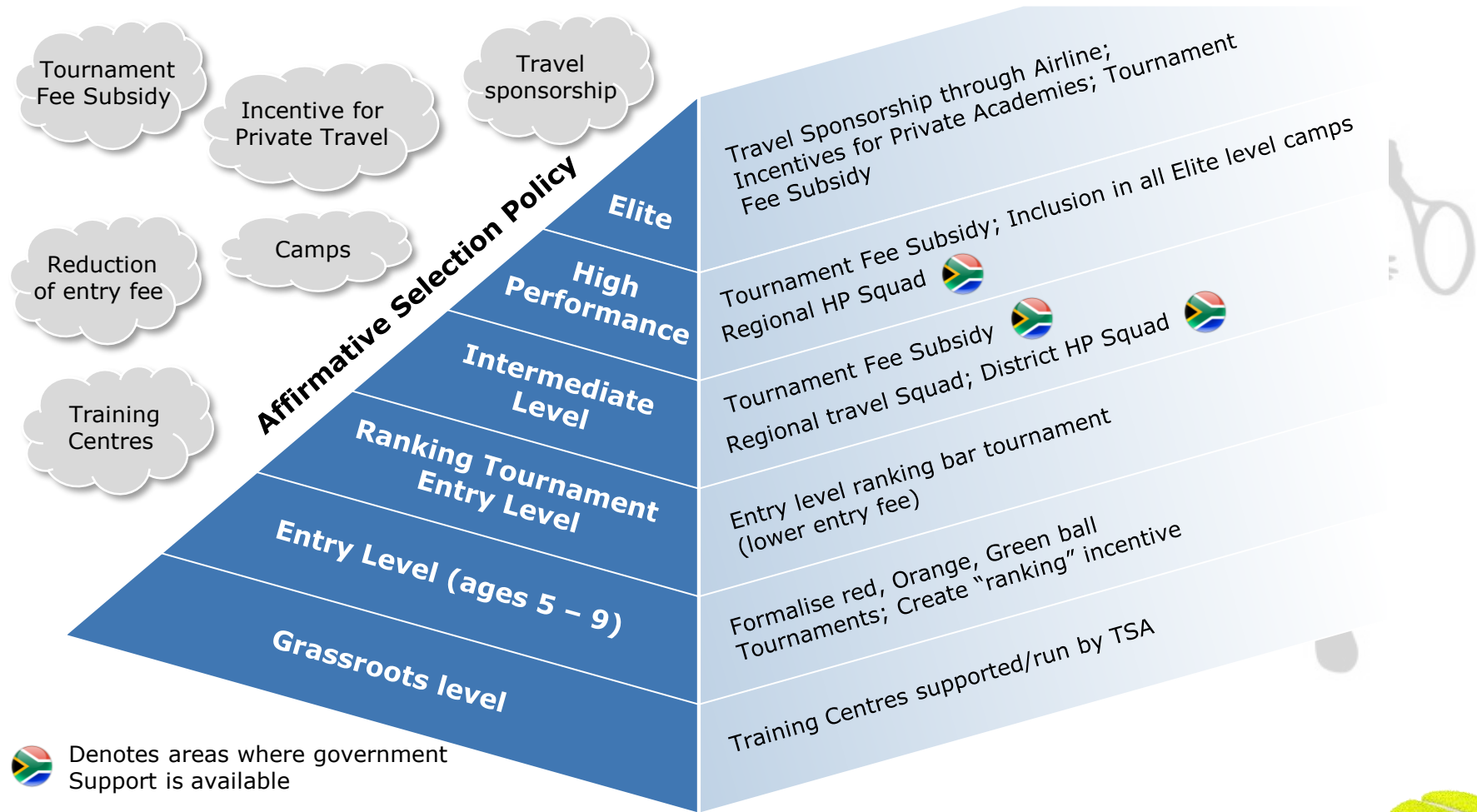
# Development Pathway

## Off Court



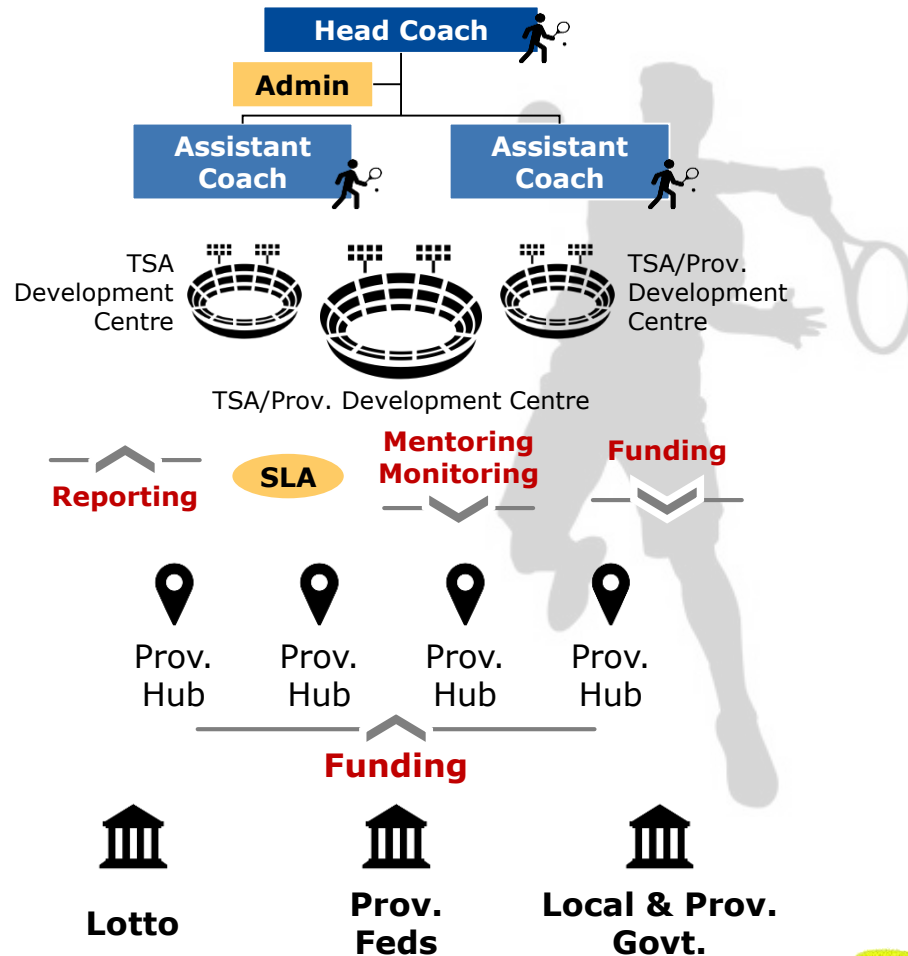
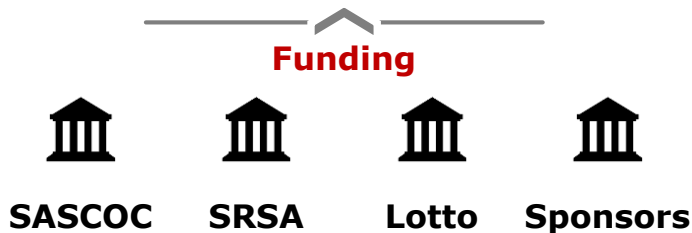
Denotes areas where government support is available

# Development Pathway On Court



# Development Pathway

## Tier 1



# Development Centre

## *A Closer Look*

