

A PEOPLE REJUVENATION STRATEGY FOR MULTICULTURALISM IN THE EMERGING SOUTH AFRICA

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South Africa as a developing country in an emerging economy is under continuous political, social and economic turbulence and conflict. Since democracy, transformation of society, cities, villages and workplaces towards the redress of past people injustice has been slow. Living conditions are substandard. Workplace equity for the majority of African people and other previously disadvantaged people, such as women, has not happened. The country is plagued with conflict, discontent and continuous protest as a result. National toxicity in recent times is due to poor leadership, mismanagement of public funds, unethical decision making, differences in values and multicultural intolerance. This theoretical, conceptual paper explores this research question: What strategy can leaders and managers implement to redress conflict and simultaneously revive and promote employee relations and talent management in the multicultural, emerging South Africa? The purpose and message of this paper is that leaders and managers can and must rejuvenate the consciousness of people into cooperativeness, collectiveness and compassion towards harmonious individual and team interactions within society and especially within the workplace. This paper presents an introspection and review of African, eastern and western leadership theories and practices on conflict resolution, co-creativity, multiculturalism, talent management, mentorship and collaborative leadership. The paper proposes a solution for debate on a people rejuvenation strategy for the integration of multiculturalism and globalisation within the localised context of South Africa. The implications for policy makers, leaders and managers in South Africa, Africa and BRICS are that the strategy can be employed to rejuvenate people towards being productive in a joyful, multicultural, cooperative workplace.

Key Words: people management; people rejuvenation strategy; multiculturalism; collaborative leadership; South Africa

Introduction

There are huge organizational and people dynamics at play when political, economic and societal power shifts within teams, divisions, organizations, communities and countries. South Africa (SA) is undergoing radical transformation due to past inequalities and current changing political and social identities (Booyesen, 2007). The newly established democracy in South Africa faces turbulent toxicity in the form of poor leadership, mismanagement of public funds, unethical decision making, differences in values and multicultural intolerance (Tapscott, 2017). With protest marches, violent clashes and destabilised communities, the triumphs of the freedom, creativity, opportunities and strengths that come with having achieved a political governance structure via democratic processes are lost under poor people engagement strategies. Even strong, competent, confident leaders, managers and professionals become immobilized when faced with the trials, tribulations and turbulence caused by power struggles, injustice, unethical behavior and multicultural conflict.

Literature trends reveal that not much has transformed for marginalised, previously disadvantaged racial, gender, disabled and geographical communities in South Africa. For example, while rural women are subjected to tribalism and a lack of basic services such as water and electricity, urban women are faced with rampant crime, matriarchal managerialism and a scarcity of jobs with inequitable pay and benefits (Sheldon, 2016). Since the birth of its democracy in 1994, South Africa has been transforming via state reform to overcoming the legacy of apartheid; yet social, economic and political transformation is slow, burdensome and often leads to violent multiracial, multicultural and multilingual conflict (Tapscott, 2017).

The continued destabilization in the emerging SA economy threatens its partnership with BRICS countries (Brazil, Russia, India, China, and SA) and discourages foreign investment from globalised markets (Tapscott, 2017). Leaders and managers in human resource, human capital development, line managers and people management positions need to think creatively to implement strategies that promote harmonious, multicultural individual and team interactions within families, social groups, society and especially within the workplace. What is required urgently is a form of ethical, righteous, collaboratively leadership style to unite perpetrator and victim in truth and reconciliation sessions towards humane cooperative solutions (Ibhawoh, 2016; Senge, Hamilton & Kania, 2015; Soudien, 2017)

The problem statement of this paper is as follows: In a multicultural context such as the emerging South African country, leaders and managers who are challenged by multicultural conflict combined with power struggles do not utilise an effective strategy to reconcile people towards transparent, positive engagement and relations. This paper presents the theoretical, conceptual research undertaken to stimulate debate on the following research question: What strategy can leaders and managers implement to redress conflict, instill forgiveness, promote harmonious employee relations, manage talent and adopt a mentoring attitude in the multicultural, emerging South Africa democratic workplace? The objectives of this paper are to present an overview of the literature on African, eastern and western leadership theories and practices on conflict resolution, co-creativity, multiculturalism, talent management, mentorship and collaborative leadership; to stimulate awareness, conscientiousness, introspection, debate and co-creativity on people integration, multiculturalism and globalisation; and to propose a conflict resolution leadership strategy for multicultural people rejuvenation within the localised context of South Africa. The purpose and message of this paper is to create awareness in South African and global leaders and managers that we are a highly intelligent human race, on top of the planet's food chain, and that as such, we must rejuvenate people consciousness into cooperativeness, collectiveness and compassion to redress economic and social injustice, conflict and power struggles, especially in the workplace.

The paper contributes to theory by adding to the body of knowledge on people leadership and management strategies, harmonious employee relations, talent management, mentoring and coaching within the African context. Practically, the contribution is that the paper proposes a seven-step People Rejuvenation Strategy for workplace and societal leaders and managers. The paper has positive implications for leaders, managers, policy makers, employees and employers in South Africa, Africa, other developing countries, emerging markets and developed countries. It allows for transforming conflict, power struggles, turbulence, trials, tribulations and toxicity into forgiveness, cooperativeness, collaboration and co-creativity. This paper consists of the following sections: introduction, literature review, People Rejuvenation Strategy, discussion, managerial implications and conclusion.

Literature Review

This section provides a high level review of the theories and practices of people management, especially for an emerging country with multicultural and other first world, developed challenges. The literature review is represented under these subheadings: evolving people management strategies; leadership in multicultural workplaces; and reviving employee relations and talent management.

Evolving People Management Strategies

Global research consistently indicates that leaders and top management view human capital as a top challenge; yet they do not prioritise people management as a strategic goal. The few organizations that implement integrated talent management practices attempt, but are not entirely successful, to put people before strategy in order to achieve business success. They are aware that businesses do not create value but people do (Charan, Barton & Carey, 2015).

The leadership and management of people today are deemed to be the most challenging of tasks, especially in the globally connected world. Managing people in societal or workplace environments, from positions of authority or as informal leaders, demands miracle, magical, transformative and collaborative leadership styles (Senge *et al.*, 2015; Viljoen & Drotskie, 2017). While people management strategies should be about global collaborative, reinvention, rejuvenation and reengineering, organizations are struggling to grasp the concept of people as assets, intellectual capital and human capital. Furthermore, the strategy of globalizing of the human resource management function has not yet reached the consciousness of most talent managers and leaders (Sparrow, Brewster & Chung, 2016).

In South Africa, the public sector concepts and philosophies of Ubuntu (I am because of you) and Batho Pele (putting people first) attempts to create a strategy for people management; however, these philosophies are rarely utilised even in government department, especially to resolve workplace challenges or even promote social justice and economic growth (Ibhawoh, 2016; Masina, 2000; Tapscott, 2017). In fact the little progress, success and transformation for previously disadvantaged people are quickly overtaken by an inconsistent economic growth path fostering inequality, poverty, crime and injustice. South Africa continues to face serious challenges to its political, economic and social order. There is a call for the rejuvenation of people management and leadership as a strategy for 21st century governance (Comaroff, 2013; Tapscott, 2017).

Other African people management strategies include the Common African Position (CAP) that is guided by the Post-2015 Development Agenda whereby a process of leadership peer reviews is recommended to ensure ethical, collaborative decision making for effective and efficient people leadership (Union, 2014). Knowledge management practices are also taking hold in African organizations in order to manage human capital, promote electronic business partnerships and manage customer relationships (du Plessis & Boon, 2004).

Eastern people management strategies include the 'Chinese Dream' as deliberative slogan for rejuvenation (Kotzé, 2016). This dream for effective people integration calls for intercultural influences on managing African employees of Chinese firms in Africa (Xing, Liu, Tarba & Cooper, 2016). In Punjab in India, the manufacturing sector people leadership is concerned with evolving, growing and rejuvenating management effectiveness through management development programs. They are aware of the impact of globalisation on local people dynamics and consciously aim to promote multicultural, global platforms for talent optimization (Jain, 2016).

The western people management strategies are conscious of workplace conflict, turbulence and toxicity, especially amongst leaders and managers. They encourage leaders and managers to become toxic handlers to systematically manage organizational conflict, pain, stress and disturbance by providing employees with stress training. For example, Motorola and Hewlett-Packard manage strategic change projects by teaching employees to collect their thoughts, connect with their emotions, and then ask the other person to analyze his or her own unhappiness. This is a radical departure from the standard operating procedure of grievance handling via disciplinary hearings and dismissals (Frost & Robinson, 1998; Nyberg, Moliterno, Hale Jr & Lepak, 2014). Other authors reveal that the developed world organizations are fast moving towards globalized, collaborative, reinvention and rejuvenation of their human resource management function (Charan, Barton & Carey, 2015; Sparrow, Brewster & Chung, 2016).

Leadership in Multicultural Workplaces

Effective leadership involves leading, managing, mentoring and coaching all types and all levels of managers and people, especially in conflict and turbulent situations. Conflict management requires emotional intelligence, especially if the conflict concerns multicultural, multigenerational and multinational interactions (Wang, 2017). A study in seven countries (USA, Greece, China, Bangladesh, Hong Kong, South Africa and Portugal) proposes a model to promote self-awareness, self-regulation, empathy, social skills, motivation and problem solving instead of just a competitive, bargaining strategy for leading multicultural workplaces (Afzalur Rahim, Psenicka, Polychroniou, Zhao, Yu, Anita Chan, ... & Ferdausy, 2002).

There is an urgent call for preventing racial, gender and other multicultural conflicts by promoting an integration of all types of people living and working faithfully in a multicultural world (Maggay, 2017). Leaders and managers have opportunities to leverage cultural differences by eradicating stereotypes through transparent communication, thus creating a global multicultural business environment (Gut, Wilczewski & Gorbaniuk, 2017).

Co-creative leadership styles present opportunities for entrepreneurial collaboration when African and foreigners from developed countries engage in business practices in localised South African contexts (Bayat, Basardien, Parker, Friedrich & Appoles, 2014). Furthermore, multiculturalism as management practices in South African organizations has been found to prevent racial harassment and increase job satisfaction (Stoermer, Hitotsuyanagi-Hansel & Froese, 2017). Currently, corporate South Africa is undergoing higher levels of consciousness by recognising that multicultural knowledge sharing enhances work performance, productivity and profits (Finestone & Snyman, 2005).

Reviving Employee Relations via Talent Management

Joyful workplace partnerships promote effective people wellness, positive employee relations and successful talent management. Organizations are urged to move away from leading and managing people using blanket policies, bureaucratic procedures and punitive measures. Organizational development and psychology is moving towards the transformative practices of learning of forgiveness, partnerships and co-creation (Bush & Middlewood, 2013; Masina, 2000). In the developed countries, human capital and talent management is revived, for example in technology-based firms in Portugal, by accepting and embracing foreign ownership, diverse leadership and multicultural employee management practices (Teixeira & Tavares-Lehmann, 2014).

In the developing countries and emerging markets, decolonised talent management practices call for different, integrated and localised management styles instead of just utilising western, capitalistic models for leading people. Decolonised approaches are supported, especially if knowledge management capabilities and organizational

performance are increased when universalistic, contingency and complementarity management practices are used to manage employee relations and talent engagement (Cohen & Olsen, 2015). Developing talent for future-fit globalised contexts, instead of just western, eastern or African contexts, are fast becoming the human capital management practice in multinational organizations (Tan, 2014). The current trends are to co-create new leadership strategies to manage multigenerational, multicultural talent challenges, to encourage talent retention, and to deliver on the psychological-contract (Festing & Schäfer, 2014).

Leadership development in South Africa and the methods that are currently used to develop emerging leaders focus on a dynamic, changing, unpredictable postmodern era. The dualistic Afrocentric and Eurocentric leadership approaches are prevalent in South Africa. This leads to complexities, challenges and threats for its diverse, multicultural socioeconomic contexts, peoples and social systems (Yawson, 2017). There is some evidence that the critical and scarce skills and competencies are promoted through effective integrated talent management strategies especially for the rejuvenation of historical homogeneous neighborhoods in South Africa (Sineke & Smallwood, 2016). There is also evidence of mentorship and coaching being used as talent strategies to grow, build and uplift both employees and employers in agriculture towns in South Africa (Malan, 2015).

Although the literature trends indicate that South Africa and the world are in the process of embracing a multicultural approach and strategy towards the management of human capital, there is limited evidence of a people management strategy to rejuvenate the multicultural people of South Africa after a power struggle, conflict or turbulent workplace racial incident.

Proposed People Rejuvenation Strategy for Multiculturalism in South Africa

Rejuvenation is defined as the rebirth, regrowth, revival and the repairing that happens after some damage has occurred. It is mostly associated with medical science and with physical matter such as the rejuvenation of skin tissue after a burn incident. Organizational rejuvenation is a neglected subject that hints of restructuring only in the arenas of branding, marketing and change management.

There is limited empirical research conducted or theoretical literature available on the rejuvenation of organizations, strategy, management or leadership; especially on the rejuvenation of South African people or employees, after they have been through multicultural conflict, workplace power struggles and the undermining of personal dignity. Perhaps this can be attributed to the fact that most leaders, managers and employees continue to dwell on the causes of and the turbulence itself rather than become creative towards rejuvenated strategic planning and people management.

Frost and Robinson (1998) intimated that in the current market-based, knowledge-driven world, knowledge workers are the organization's intellectual capital and success intelligence. Knowledge workers operating as organizational talent generate great ideas that lead to the success of organizations; providing that they are kept engaged, energized, and emotionally involved with the organization. These great ideas dry up and become dormant when people are hurt or suffer emotionally, mentally and psychologically due to organizational conflict, turbulence and dysfunction. Leaders and managers are advised to become toxic handlers who can step in and co-create a platform to manage the pain, eradicate the turbulence and rejuvenate the people so that high-quality work continues to get done (Frost & Robinson, 1998; Senge *et al.*, 2015; Soudien, 2017).

This paper argues that it is imperative for organizational leaders and managers to assist their people to rejuvenate themselves and their teams especially after a conflict that occurs due to competitive work projects or multicultural intolerance or both. In South Africa, multicultural conflicts, poor work performance, unethical practices and toxic leadership are rife. The call is for deep introspection, discussions and debates on how leaders and managers can rejuvenate and reengineer themselves and their strategies towards more effective people management – implementing strategies where people of all nations, cultures, religions, languages and rituals can work professionally, peacefully and productively to co-create a positive, joyful country, continent and planet. The highlight of this paper is to propose, as an example, a People Rejuvenation Strategy to manage multiculturalism in the South African workplace. Table 1 presents the proposed seven-step People Rejuvenation Strategy for the emerging SA country.

Table 1: People Rejuvenation Strategy for Multiculturalism in South Africa

| STEP | STRATEGY | ACTIONS |
|------|----------|---------|
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|---|---|--|
| 1 | Admit to people toxicity in immediate environment. | Transparency; Communication; Forgiveness; Manage stress; Provide safety net |
| 2 | Identify, manage & eliminate cause of the toxicity. | Visible values; Creative leadership; Compassion; Ubuntu; Batho Pele |
| 3 | Co-create a positive, sharing, forgiving solution. | Rejuvenate the people; Co-create work ethic; Global space; Cooperativeness; Re-inventiveness |
| 4 | Revive employee relations (ER) via credible projects. | Joyful partnerships; Decolonise; Multiculturalism; Research; ER projects |
| 5 | Identify, engage & retain talent. | Who are talent?; Talent pools; Retain talent; Develop leaders; Incentives |
| 6 | Mentor & coach at all occupational levels. | Mentor; Coach; Accelerate; Leadership style; Leadership strategy |
| 7 | Reinvent ourselves towards Ubuntu, Batho Pele & collaborative leadership. | Collaborative legacy; Rejuvenate ourselves; Put people first; Human race; Collaborative future |

A brief explanation of each of the steps of the People Rejuvenation Strategy are presented below.

Step 1: Admit to Toxicity

Step 1 is to admit to the people toxicity/ turbulence in the immediate environment. It requires the following actions of leaders and managers:

- Transparency: Engage in conversations that matter on who did what, when, how and why?
- Communication: Hold dignified, purposeful dialogues on crisis, shock and trauma, power struggle or violation of dignity; provide counselling, debriefing and developmental sessions.
- Forgiveness: Establish objective in-house truth and reconciliation commission (TRC) sessions (Ibhawoh, 2016); and prompt admissions, questions, seek and offer forgiveness.
- Manage stress: Treat physical, mental, psychological and emotional stress by allowing for the redress of emotional rollercoasters.
- Provide safety net: Learn and teach how to expose all wounds and weapons by using examples from the peace circles of indigenous cultures; and provide non-threatening, non-abusive and safe way to use South African, African & other methods to heal ourselves and others in our midst.

Step 2: Cause of Toxicity

Step 2 is for leaders and managers to identify, manage and eliminate the cause of the toxicity by undertaking these actions:

- Visible values: Promote caring and visible values through transparency, honesty, humanitarianism, developmental approach and pro-activeness.
- Creative leadership: Use a creative, developmental approach to monitor, measure and manage the toxicity/ turbulence.
- Compassion: Address perceptions and realities of inequity and injustice; learn and teach how not to be negative towards each other in thoughts, feelings, behaviour, action, speaking and writing; and learn and teach how to show respect, caring and compassion to all, anywhere, every time.
- Ubuntu: Encourage each other to see ourselves from the eyes of the other; and invite ethical, local community builder and others from Africa and the world to teach us about principled engagement.
- Batho Pele: Put people first at all times; and explore indigenous, South African & African leadership methods on collaborative decision making.

Step 3: Co-create the Solution

Step 3 is to co-create a positive, sharing, forgiving solution by undertaking the following actions:

- Rejuvenate the people: Envision creating a new SA that sets an example to the world (again) in the way we handle inequity, injustice and unethical practices through dealing with the truth; establish TRC sessions; and reconcile people through compassion, cultural integration and rejuvenating people's cooperative work ethic.
- Co-create work ethic: Co-create a positive (not punitive) culture of working that recycles toxicity into healthy, joyful, productive performance at all occupational levels.

- Global space: Invite local and international Black and other academics, artists, industrialists, women, men, young and old to help us manage toxicity and learning by taking an African and global perspective on a local solution.
- Cooperativeness: Ensure regular collegial peace circles and other innovative interventions are held to embrace, sustain and promote positive, cooperative productiveness.
- Re-inventiveness: Work daily at purposefully and consciously forgiving and developing ourselves and others at work, home, society so that we reinvent ourselves and humanity.

Step 4: Revive Employee Relations

Step 4 aims to revive employee relations (ER) via credible projects. The actions for leaders and managers are as follows:

- Co-create joyful partnerships: Practice a globalised ER with our localised work families by promoting harmonised IQ (intelligence), EQ (emotional), CQ (cultural) and real, healthy, joyful partnerships.
- Decolonise: Employ local, African and global theories, models, methods, stories, art and practices to manage how people should work, be led, be managed, be developed, be celebrated; let old, young, past, present, African and other tactics, toolkits and techniques lead the way (Senge *et al.*, 2015; Ibhawoh, 2016; Soudien, 2017).
- Multiculturalism: Promote the rights of all cultures via multiculturalism, multi-ethnicity, multilingualism; prioritise SA's place in the world; allow African and SA leaders, practices and examples to prevail; engage with BRICS innovations; and employ globalised body of knowledge from Africa, the east, middle-east and west.
- Research: Encourage research and development; conduct studies and publish on organizational/ department People Rejuvenation Strategy.
- ER projects: Produce annual ER Report on organizational wellness projects and SWOT (strengths, weaknesses, opportunities, threats) analysis.

Step 5: Talent Management

Step 5 allows leaders and managers to identify, engage and retain talent by undertaking these actions:

- Who are talent?: Identify organizational talent in all occupational categories.
- Talent pools: Create talent pools, pipelines and succession plans via people engagement, performance assessment and continuous development opportunities.
- Retain talent: Proactively implement talent promotion and talent retention practices.
- Develop leaders: Co-create a new generation of leaders, especially Black women and men leaders, managers and professionals using the elderly and young African leaders, managers and professionals.
- Incentives: Co-create immediate, short-term and long-term incentives and gains for high quality performance at all levels that promote healthy, multi and transdisciplinary partnerships and projects.

Step 6: Mentor and Coach

Step 6 encourages leaders and managers to mentor and coach employees across all occupational categories. The actions for this step are as follows:

- Mentor: Nurture all human capital at all levels of our workplace so that we and the African and global marketplace are enriched.
- Coach: Transfer subject matter knowledge, skills, values and attitude from senior to junior, skilled to semi-skilled, and experienced to amateur in all occupational categories.
- Accelerate: Implement accelerated development and action leadership at all levels by employing positive psychology, appreciative inquiry and other workshops; measure the impact of people rejuvenation as return on investment (ROI); and manage strategy and operational risks.
- Leadership style: Employ African, BRICS and other global leadership, management, mentor and coaching styles.
- Leadership strategy: Host events to showcase a new generation African leadership strategy employing a global perspective to decolonise and integrate ourselves within a localised context.

Step 7: Reinvent Ourselves

Step 7 of the People Rejuvenation Strategy requires us as leaders, managers, employees and citizens to reinvent ourselves towards collaborative leadership by implementing these actions:

- Collaborative legacy: Empower the people towards collaboration, collectiveness and common purpose; and learn and teach compassion from former African leaders, such as Mandela, the Nubians (Moller & Roberts, 2017; Soudien, 2017) and others.
- Rejuvenate ourselves: Build capacity for people to rejuvenate and reinvent themselves and be inclusive of the world in spirit, mind and heart; learn and teach respect for the SA rainbow nation; empower all to believe in individual intelligence, creativity and talent.
- Put people first: Practice, communicate and teach Ubuntu (I see me through your eyes) and Batho Pele (putting people first) principles at all occupational levels.
- Human race: Undertake fieldtrip so people are exposed to the SA Cradle of Humankind; remind people of where humans originated; respect those who undertook different journey across the planet; and respect ourselves for allowing those travellers to return to SA.
- Collaborative future: Promote thinking, feeling and doing for humankind leaning, living and loving; lead towards the common purpose of co-creating a real rainbow nation; and embrace multiculturalness towards a collaborative future.

Discussion and Implications

The People Rejuvenation Strategy is an example of the actions that should be embraced by leaders and managers when managing conflict in a multicultural workplace whilst simultaneously promoting positive, cooperative employee relations and talent management with a continuous mentoring leadership style. The debate for global leaders and managers is whether it is critical in our current era to prevent further catastrophic situations for business, society and environment, especially in a multicultural, emerging country context. If contemporary globalised growth strategies are to gain a foothold in developing countries and emerging markets, a strategy to manage multicultural workplaces during times of crisis, change and conflict is critical. This paper argues that people rejuvenation strategies have a place in the scramble for power, stature and identity in the emerging South African and African context. The debate encouraged by this paper is on how the proposed people rejuvenation strategy can be used as a tool to enhance globalized harmonious workplaces, especially in a country such as South Africa.

Emerging economies and societies are burdened by the ravages of imperialism, colonialism and competitive capitalism, and as a result struggle to reconstruct and redefine themselves. The westernised systems, structures and processes in countries such as South Africa are foreign, hence the local people and citizens have to decolonise their minds, hearts and spirits if they are to discover and take ownership of their personal and cultural identities. Rejuvenation in the form of employee engagement on local leadership strategies may prevent racial and other conflict, promote social and economic freedom, and embrace cooperativeness instead of competitiveness. The paper was designed to stimulate debate around the proposed People Rejuvenation Strategy and on its capacity to unite the divided and conflict ridden South African rainbow nation with themselves, other African people and other people of the world.

The proposed People Rejuvenation Strategy was designed to motivate South Africans leaders, managers and employees to promote workplace transparency, acceptance and forgiveness by co-creating a collective future. The debate surrounds the issue of how the South African multicultural workplace could function effectively and efficiently in a globalised world, economy and market from a localised, emerging market context. The country requires strategies to revive the Madiba magic (Viljoen & Drotskie, 2017; Soudien, 2017) that former SA president Nelson Mandela exuded in order to rejuvenate the country after the debilitating apartheid racial segregation and subjugation of local and other people of colour. It also revolutionises African thinking and inspires other developing countries and the world towards collaborative leadership. It is hoped that this paper enhances a collectiveness consciousness in all human beings, especially leaders and managers, to ensure that all people are considered, respected and treated as human assets, especially when engaging with each other in the workplace.

The implications, especially of the proposed People Rejuvenation Strategy, are that they stimulate debate on ethical leadership, management and employee engagement in the emerging, evolving, multicultural South Africa. There are direct and indirect implications for the country, Africa, the BRICS countries and for the international marketplace on resolving multicultural conflict whilst promoting a healthy, transparent, globalised respect for all human beings. The paper calls for South African leaders and managers to employ a simple yet effective strategy to manage conflict, turbulence and toxicity using a collaborative, cooperative, co-creative leadership style. A practical, multicultural leadership strategy allows leaders and managers to effectively and efficiently manage diversity, unity, cultural tolerance, integration and respectful caring for all. It promotes individual and team rejuvenation towards growing

talented employees and teams, creating effective mentors and coaches, and developing a new generation of African leaders.

The positive implication for leaders and managers is that when they adopt a multicultural, co-creative, cooperative leadership style, they leave a collaborative legacy and footprint. Employing leadership strategies such as the People Rejuvenation Strategy, allows multiculturalism to thrive whilst local cultures can explore their strong roots, heritage and identities with confidence and pride. If leaders and managers can impart the spirit that all Africans and all other peoples of any decent or origin should be respected for their ideas, creativity and intelligence, then human beings of the world can begin to heal ourselves. Africans and in fact all of humankind should be proud to celebrate the collaborative legacy left by African fore-parents and those of others; especially that of the former African Nubian people, considered to be more intelligent than any of our current nations across the planet (Moller & Roberts, 2017).

The main implication for globalisation is we can and should build a collaborative future. Humankind leaning, living and loving as real rainbow nations must begin with accepting our multiculturalism. You and I must walk together as global citizens first before we ask others to join along. The positive implication for global citizens is that we get the opportunity to rejuvenate ourselves. We have the opportunity to rethink, reinvent and reengineer ourselves, and to be inclusive of all peoples of the world in our spirit, mind and heart. For South Africans, let us begin with where we are, at the bottom of beautiful Africa, respecting our rainbow women, men and youth leaders in all sectors of society, in all occupational categories, in all professions.

The implications for the South African government, business and societies are that we can begin by implementing Batho Pele principles by putting people first and allowing Ubuntu (I see me through your eyes) to prevail in every thought, feeling and action, especially when implementing national, provincial and local policies. South Africans have evidence in the Cradle of Humankind that the oldest humanoids originated and began their journey across the planet from this country. Being born on African soil is especially significant as all humans of the world have inhabited it at some time or other throughout the ages. If we accept the premise that humanoids who originated in Africa travelled across the planet to form different nationalities of humans, then we are all one nation after all. Furthermore, social, economic, political and technological inter and multicultural intermingling and integration feels natural, timeless and leads to collaboration if leaders and managers take ethical decisions to ensure that all concerned are treated equally.

The implications for the SA rainbow nation is that South Africa is that we should be proud of our origins, especially since we house the oldest of our species, and as such, the country is suited to provide the humane, co-creative, collaborative people management strategies required for a globalised integrated, multicultural work space. As South Africans, if we begin the journey towards multicultural freedom on the path of co-creating a collaborative future at the dawn of our democracy (now), we could have the world cheering us on by 2025, in time for a global multicultural work space by 2035.

Conclusion

Globally, the developed and developing countries as well as the emerging markets are faced with conflict and turbulence with its people, projects and places, especially in the multicultural workplace. In the developed countries, toxicity from leaders, managers and employees are recognised yet ineffectively managed with non-sustainable solutions. In developing countries, such as South Africa, where there is rapid change, rampant unemployment, high levels of crime, unethical leadership decision making, mismanagement of public office and funds, power struggles and other trials, tribulations and toxicity, the strategic management of its multicultural, multilingual, multigenerational workplaces are grossly neglected.

Theoretical, conceptual research was undertaken to explore, introspect, reflect and propose a strategy to manage people during and after a multicultural conflict or turbulent situation, especially that involving cross cultural competitive power struggles. The People Rejuvenation Strategy is proposed to stimulate debate and test its effectiveness as a tool for leaders and managers to co-create collaborative thinking individuals and teams who can rejuvenate themselves, others and the organization. The strategy advocates seven strategic steps where the people admit to the toxicity, manage the toxicity, co-create a solution, revive employee relations, manage talent, mentor and coach, and reinvent themselves.

This paper, strategy and debate have implications for South Africans, Africans, BRICS countries and the world. The collaborative, multicultural leadership style and Madiba magic of former SA president, Nelson Mandela, that is admired by the people of the world is advocated for managing the toxicity seeping into the globalised workplace. This paper hopes to stimulate debate on how to promote peaceful, harmonious, joyful workplace partnerships through the creative empowerment of multicultural people, managers and leaders.

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