

The SARS Leadership Model



From the
Commissioner

SARS has embarked on a path to rebuild its organisational capability and restore institutional integrity. In framing the journey over the next 5 to 10 years, the following are important issues of clarity:

Higher Purpose: Enabling government to build a capable State, to foster sustainable economic and social development, that serves the wellbeing of all South Africans

Vision 2024: A smart, modern SARS, with unquestionable integrity, that can be trusted and admired

Strategic Intent: To develop a tax and customs system based on Voluntary Compliance.

To give effect to our Strategic Intent, we have 9 Strategic Objectives:

1. Provide clarity and certainty to taxpayers and traders of their obligations
2. Make it easy for taxpayers and traders to comply with their obligations
3. Detect taxpayers and traders who do not comply, and make non-compliance hard and costly
4. Develop a high performing, diverse, agile, engaged and evolved workforce
5. Expand and increase the use of data, with comprehensive knowledge management, to ensure integrity, derive insight and improve outcomes
6. Modernise our systems to provide digital and streamlined online services
7. Demonstrate effective resource stewardship to deliver quality outcomes and performance excellence
8. Work with and through stakeholders to improve the tax ecosystem
9. Build public trust and confidence in the tax administration system.

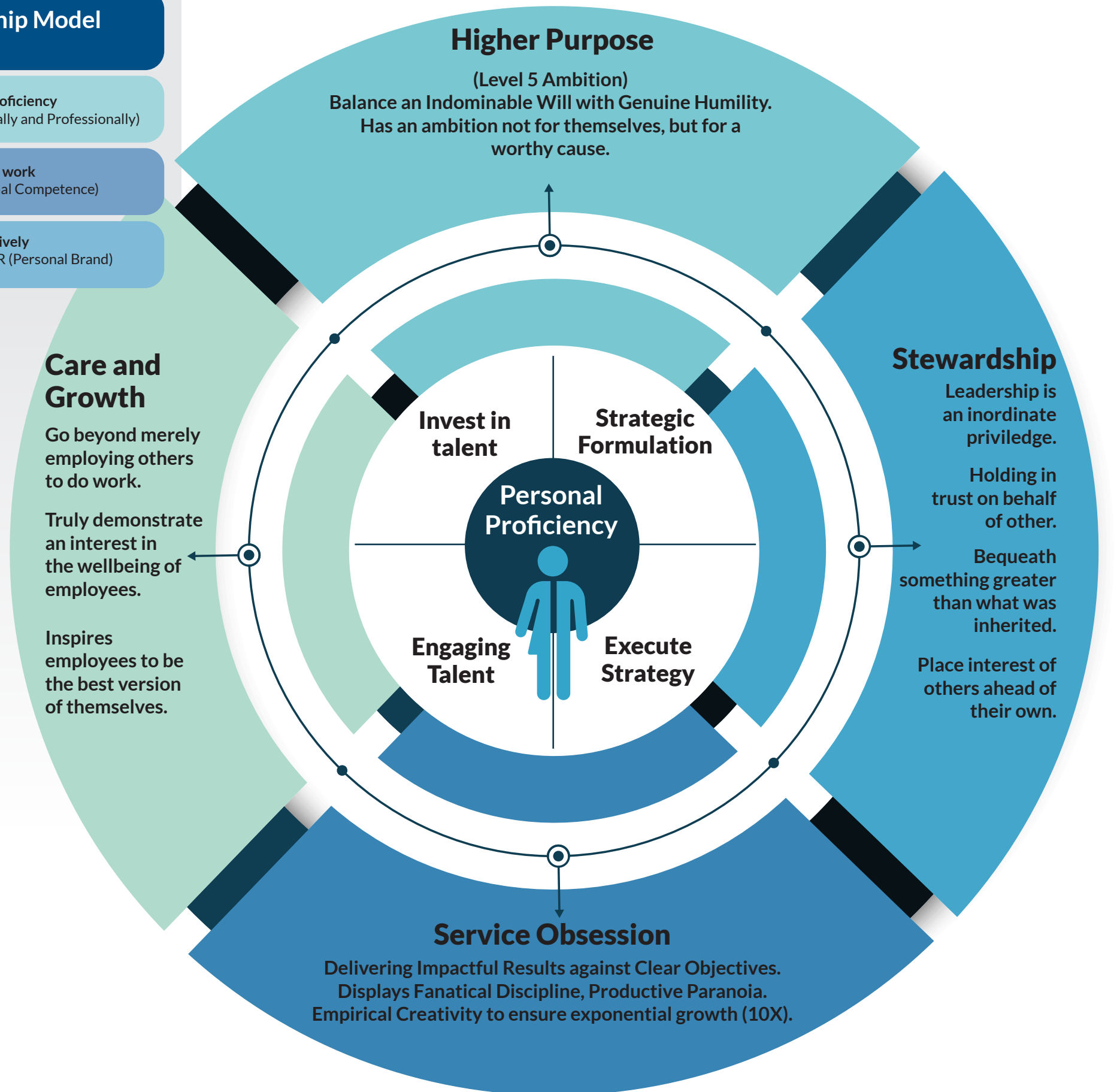
Integral to the work of rebuilding SARS and ensuring institutional integrity, is the development of an appropriate Leadership System. The SARS Leadership Competency and Brand must not only give effect to the legal mandate of SARS, but also build public confidence and trust. It must both exemplify and nurture the Higher Purpose ethos and orientation that is so central to the social good which is provided through the work we do. Led by the SARS Commissioner, we have embarked on a participative and inclusive process, working with the top 70 leaders of the organisation. We have followed a scholarly, yet action orientated approach with reference to well recognised resources and personified studies, as set out in this document.

Edward Chr Kieswetter
SARS Commissioner

SARS Leadership Model

Every SARS Leader shall

1. Display Personal Proficiency
WHO I AM (Personally and Professionally)
2. Manage people and work
WHAT I DO (Personal Competence)
3. Impact others positively
WHAT I STAND FOR (Personal Brand)



SARS Leadership Model -The 5 Leadership Attributes

	Stewardship	Care and growth Model	Level 5 Leadership	10 X Leadership	OKR Model
What does it mean – “Descriptors”	<ul style="list-style-type: none"> » Regard leadership as an inordinate privilege without a sense of entitlement » Understand that they hold in trust what belongs to another » Desire to bequeath something greater than what they they've inherited » Place the interest of others and their cause ahead of their own 	<ul style="list-style-type: none"> » Understand that our engagement with those we lead must go beyond simply “employing” their expertise and contribution » We demonstrate care and growth when we are truly invested in their wellbeing and personal development » That this approach creates the conditions: <ul style="list-style-type: none"> » Where our employees are willing to contribute not simply because they have to , but because they want to » Where they feel that in making their contribution , they themselves benefit and become better people 	<ul style="list-style-type: none"> » Balance an indomitable will to achieve their goal with the genuine humility that they need the contribution of others » Are driven by an ambition not for themselves, but their organisation and or cause 	<ul style="list-style-type: none"> » Strive for 10X performance improvements, instead of simply achieving a 10 % improvement » They achieve this by an unrelenting commitment to 3 management attributes: Fanatical Discipline, Productive Paranoia and Empirical Creativity <p>Their management culture is based on:</p> <ul style="list-style-type: none"> » Curious experimentation » Data and/or evidence based decisions » They do not shoot from the hip . 	<p>OKR Leadership at its core is about creating a culture of discipline and transparency ; embedding strategic objectives within a daily practice and intended to drive growth.</p> <p>OKR Leaders:</p> <ul style="list-style-type: none"> » Follow a collaborative framework for clear , ambitious goal setting towards performance excellence » Expresses goals as clear Objectives and measurable Key Results that are : Concrete , Action oriented , Aspirational , Inspirational , and Verifiable » OKR works along with CFR Conversations , Feedback and Recognition
How does it manifest behaviours that reinforce “Enablers”	<ul style="list-style-type: none"> » Does more than what is asked for to serve others » Invites constructive feedback to grow own leadership competencies » Shares knowledge , skills and experience unconditionally » Solicits and listens to the views and opinions of others » Continuously improves work processes for better service delivery » Empowers and develops teams promoting a culture of continuous learning » Communicates clearly and consistently irrespective of the audience » Respects all and encourages engagement and dissenting views » Stands up for what's right in a courageous manner and calls out injustices » Builds organisational cohesiveness by promoting diversity and inclusivity in decision making 	<ul style="list-style-type: none"> » Engages employees in a trustworthy manner » Inspires diverse work teams to become fully committed » Has empowering performance conversations with employees » Gives recognition where it is due » Creates an environment where people can learn from their mistakes and successes » Provides constant and honest feedback » Regularly “check in” with employees » Acknowledges people people's personal circumstances » Mentors and coaches teams to improve performance » Creates an environment where the employee's rights are respected 	<ul style="list-style-type: none"> » Acts in the interest of SARS » Makes personal sacrifices for SARS » Sets ambitious but fair goals and pursue them prudently » Establishes relationships based on honesty and fairness » Is diligent but humble about achievements » Empowers others to meet strategic objectives » Encourages new ideas and cocreation » Inspires participation » Develops self and team to remain current » Also learns beyond own field of specialisation 	<ul style="list-style-type: none"> » Unbending and focused to achieve the best » Focuses the team towards achieving set objectives » Displays perseverance in the midst of challenges » Displays high levels of commitment to the cause » Does proper planning » Peruses goals without overstretching team members » Effectively balances creativity with risk and discipline » Follows planned activities through to ensure perfect execution (Fanatical Discipline) » Uses evidence to inform judgement (Empirical Creativity) » Is hypervigilant to risks (Productive Paranoia) 	<ul style="list-style-type: none"> » Creates buy in to SARS vision and strategic objectives through continued collaboration and communication » Develops objectives , key results (OKR's), and actions to indicate what needs to be done » Creates a culture of performance through the provision of regular performance feedback » Constantly measures and tracks progress on strategic objectives » Sets up regular meetings to assess progress with achieving the OKR's » Provides both individual and team feedback regarding performance progress to achieving Key Results » Sets clear objectives and provides performance feedback » Seeks and promotes the thinking out of the box approach to challenges » Is transparent in all endeavours and takes the team with him her » Engages and collaborates well with others
How does it manifest behaviours that distract “Derailers”	<ul style="list-style-type: none"> » Ignores SARS policies and procedures when under pressure » Pursues his/her own needs above those of the team » Lies to get out of trouble » Acts in a demeaning way and belittles others » Takes decisions without including the views of others » Handles younger generation in a correcting and dismissive manner » “Is always right” mentality » Does not allow for diverse opinions and view points » Favours some employees over others » Is myopic and focussed on immediate results 	<ul style="list-style-type: none"> » Humiliates co-workers » Speaks without considering the impact on others » Is not transparent when taking decisions that affects others » Makes decisions without consultation and explanation » Does not listen to what others have to say » Acts self centred and egoistic » Ignores personal challenges that affect the work of team members » Lies to others » Expects staff to follow instructions rigidly » Threatens and harasses staff members 	<ul style="list-style-type: none"> » Sets unrealistic targets and chases them relentlessly » Bullies peers or team members » Only commits to tasks where personal benefit can be obtained » Easily loses focus » Acts misaligned to the SARS values » Driven by self interest » Does important tasks themselves and does not delegate or invite participation » Distrusts employees » Raises destructive opinions » Is rigid 	<ul style="list-style-type: none"> » Gives up quickly on challenges » Takes ill informed decisions » Easily loses focus from goals » Does not set clear goals » Starts projects haphazardly » Is unorganised » Tolerates ill discipline » Bases decisions on assumptions rather than evidence » Does not plan for contingencies » Is derailed easily 	<ul style="list-style-type: none"> » Incoherent translation of strategy into objectives and key results (OKR's) » Sometimes breaks the rules when under pressure » Is unconscientious » Sets unclear OKR's » Authoritarian in setting of OKR's » Rigid in setting of OKR's » Creates blurred focus » Does performance reviews infrequently » Avoids difficult discussions » Lack of urgency