



Republic of Namibia

**Deputy Minister, Ministry of Sport, Youth and National
Services**

Hon. Emma Kantema Gaomas

At

Ministerial Retreat

On

18 May 2023

Rietfontein, Grootfontein

Master of Ceremonies, Mr. Tembwe

Mr. Erastus Haitengela, Executive director of the Ministry

Delegates and representatives from the respective regions

Personnel of the Media,

Ladies and Gentlemen,

Good morning all!!

Thank you ED for that warm welcome.

I am elated and honoured to stand before you today to deliver the keynote address under the theme “Building a culture of high performance”.

At the onset I would like to thank ED and management for organizing this very important retreat for the staff members to come together and plan, share experience and revive how to best discharge our mandate. We are entrusted with the most sensitive and yet demanding portfolio dealing with the majority of the population thereby directly impacting the future of this country. In our daily tasks we guided by our high level statements, cascades in our strategic plan and broken down into annual plans that eventually culminate in performance agreements.

We have the plans, which is resourced financially and human resources. It then becomes imperative for the staff members to

take ownership of the plans and together as team plan on how to execute it.

Allow me to rather share with you some of the points that will assist us to create a high performance culture.

Organizations that does well focus on the following:

1. Execute strategy- vision, mission guided by our core values.
2. Strategy as executed at different levels that can be referred to as altitude, corporate map that the accounting officer is held accountable. Executive level, management which is operational
3. Agile - organizations should recognize that we l've in an environment that is changing, more so the constituents we serve is dynamic. Youth are not homogeneous group therefore the ministry must be agile to adjust.
4. Innovate- very important in our quest to strive for excellence. We have to improve public service delivery and cannot operate in the past.
5. Set the organizational culture. This is to create a cultural identity. What do we want to be known for me. The culture should be entrenched in the organization so that even if a new member join he or she can quickly adapt and identify with.
- 6.. The job we do here is essential and I would like to accentuate that we need one another in order for us to deliver the best

service to our custodians. However, needing one another isn't the only ingredient to having a high performance culture.

What we need is:

A conducive environment- Government who is the employer is creating an environment, the PM on wellness OMA's that they are working on having trained and dedicated wellness officer.

- Employees that feel valued. When an employee feels valued they will always go the extra mile because they have a sense of belonging and take full ownership of the entity.
- Managers that reinforce positive behaviour and encourage open communication. When employees feel comfortable enough to open up about the challenges they face it creates a culture of trust. Management should lead by example. Supervisors must have difficult conversations with staff members.
- The ability to set measurable goals. Everyone in life works towards a certain target, the work place is not an exception therefore when targets are set such as the performance agreements it gives employees a common end goal.
- Accountability. When accountability is lacking, performance, company culture and moral suffer. When employees are not held accountable for missed deadlines, bad behaviour or poor performance, a leader's credibility is damaged and loyalty from their team wavers.

These are a few examples that will help us achieve and maintain a high performance. But what can we do as individuals to ensure we bring our part?

- Commitment- serve with duty of care, diligently
- Continuous personal development- have to take charge of your destiny, never blame anyone or a situation as you give power. Develop yourself, read, walk, find a hobby. Mental health is very important. Seek help.
- Communication
- Collaboration
- Teamwork
- Hard work is imperative but there are times when you should work smart not hard.
- Having good emotional intelligence. There isn't a work space that doesn't have conflict. It is imperative that you pick your battles. Not every action deserves a reaction.

However, it is important that we get to know one another in a different environment hence the fun activities such as teamwork that will be played tomorrow. It is with that that I would like to thank the office of the ED for this initiation. I would further like to thank all of you for remaining committed to the Ministry. You easily could've opposed coming to the retreat and spent your time with your family (even though that was not possible with the stern memo the ED wrote a few days ago). But your presence shows your commitment

towards the Ministry and your willingness to excel in your positions, and that deserves a round of applause.

I would like to close off with the 3 Cs in life choice, chances and change". I quote from Jim Rohn " your life does not get better by chance, it gets better by change" we have an opportunity, we have a choice to make changes.

May we continue to strive for high performance, we are more than capable.

I wish you all an amazing retreat and safe travels back to your respective homes.