2022 SIXTH EDITION

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## WELCOME TO THE

## ACCENTURE RISING STAR ANNUAL 2022

#### LAURA BARKER

CEO
BLACKBARK PRODUCTIONS CC

For many businesses, both large and small, the announcement of the lockdown and restrictions on the way we operate was the scariest moment we are likely to experience in decades.

I, personally, tend towards optimism more often than not. I believe in the strength of our institutions (Zondo commission noted), I believe in our society and more than ever, I believe in us. If the past two years (yes two!) have taught us anything, it is the indomitable power of the human spirit. From the smallest neighbourly act to the mass feeding schemes operated by our NGOs and communities alike, we have proven that when the chips are down we can be counted on.

Please don't think I am ignoring the absolute horror many of us have been through over the past two years; the losses, the hardships, the worry and stress. All I want to highlight is that maybe there is a light at the end of the tunnel, and maybe we can stand united and count our wins.

I am proud of my team who have persevered through this, solid in their belief in our programmes: Rising Star and GradStar. In



2020, we managed to safely host the Accenture Rising Star Awards event, although we took GradStar online, and in 2021 through a mixture of luck and determination we were able to conduct both Rising Star and GradStar in person. And what an experience that was!

Rising Stars, you are incredible. Your ability to shine and make a difference in times of change and uncertainty ensures you will have a great future and we hope you will continue to lead with bravery and integrity, at a time when our country needs it most. Shining the light on all of you is the reason I have hope for the future. The depth of your commitment and passion shines brightly and your ability to think creatively and develop solutions holistically ensures we are in great hands. I have also witnessed a greater spirit of collaboration and I invite you to continue to lean on us, other Rising Stars and our wider network of leaders, for it is together that we are stronger.

GradStars, what can I say! You blew us all away in December at the DHL GradStar Awards. Whether it is as young people that you have been kept inside too long or perhaps I am just getting old.... but what a burst of energy! What a delight! Never have I witnessed such enthusiasm, positivity and yes, stamina! If you walk into our companies with this energy, I know you can only succeed, and bring a breath of fresh air to our sometimes staid institutions.

This year, in 2022, we are implementing programmes to try and work even further with our exceptional alumni. The GradStar Ambassador programme is something I am very excited about – asking the assistance from some of our GradStars in promoting both GradStar entries and the app, while at the same time offering them access to mentorship from Rising Stars and opportunities for growth. The GradStar App itself is growing and is succeeding in placing students on grad programmes – a new

approach to the problem of graduate recruitment, matching the exact requirements of grad recruiters to specific students and we hope to expand this further in 2022.

I would like to extend my gratitude to all those who have helped publish this edition of the Accenture Rising Star Annual, and to all those candidates, judges, sponsors, organisations and of course my team who have helped us not just survive, but thrive. I wish the same to you all.



I BELIEVE IN THE STRENGTH
OF OUR INSTITUTIONS,
I BELIEVE IN OUR SOCIETY
AND MORE THAN EVER,
I BELIEVE IN US.

IF THE PAST TWO YEARS
(YES TWO!) HAVE TAUGHT
US ANYTHING, IT IS THE
INDOMITABLE POWER OF
THE HUMAN SPIRIT



There is no doubt that 2021 proved to be another challenging year with the continuation of the pandemic and all it entails. As a business, however, we have been fortunate to continue on our positive trajectory, and this is the direct result of the focus, resilience and determination of our people. We have a positive outlook for 2022 and look forward to a year of increased productivity, continued focus and innovation.

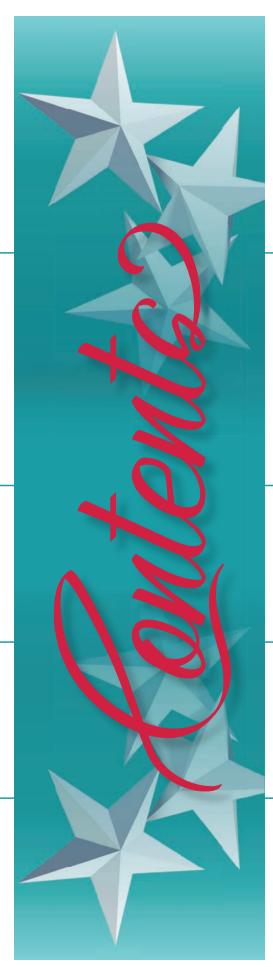
Life is a journey, and we while we certainly haven't waxed this new normal yet, I think people are open to being more agile and looking for ways to do things smarter and better. The pandemic has forced us to slow down and take a step back in some instances, and created opportunities for us to think outside of the box. It has also made us appreciate the smaller, simpler things in life, especially things that we took for granted previously.

As leaders, I think most of us have come to the realisation that there are no hard and fast rules in leading people. We need to adapt and ensure that we remain visible and hands on, to ensure our people trust us, and feel secure with us at the helm. It remains abundantly clear that empathy is one of the most important traits that a leader needs to have.

As you read through the pages of this publication, I hope that you find encouragement in the fact that we are surrounded by great leaders, as well as up-and-coming leaders who are destined for great things. I can only hope the next generation take lessons from the past, but more importantly, finds ways to improve on them.

I hope they exude positivity and lead their people with a servant's heart. Leading by action and not just by words is much more effective in getting your team to come along with you on your journey. I hope that they are prepared for curveballs, are resilient and know that failure is part of this process. Great learnings come from failure and shape all good leaders into great leaders.

In closing, I am reminded of a quote from Archbishop Emeritus Desmond Tutu: "Hope is being able to see that there is light despite all of the darkness." As business leaders and members of civil society, we must use this moment of reflection to imagine the future of our communities, our planet, and business together, rather than falling back into our familiar positions, because beyond this darkness lies a future brimming with opportunity.



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TRUE LEADERS UNDERSTAND HOW CURRENT
REALITY INFLUENCES THE FUTURE

-FOREMATTER



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# RISING STAR CRITERIA AND SELECTION ROCCEGGO



#### **DEVELOPING FUTURE LEADERS:**

CRITERIA AND SELECTION OVERVIEW

Emerging leadership skills include recognising and managing changing realities, being courageous and bold, and having strong ethics, honesty and integrity. USB Executive Development (USB-ED) has developed five criteria against which to assess future leaders. These criteria have been isolated as a result of extensive research in the areas of disruptive forces, predicting the future world of work and emerging leadership skills. It is according to these measures that the Rising Star criteria and selection process is structured.

#### 1. VISION AND THE ABILITY TO CREATE

True leaders understand how current reality influences the future. They are well able to communicate goals and expectations and consider the future when making decisions. They are not afraid of change or taking risks, and recognise and reward creativity.

Leaders who display positive behaviours are clearly able to see and communicate a vision and to inspire people to follow. They scan the environment, act as a catalyst for change and are not risk averse. These optimistic individuals drive creativity and innovation, and are able to see and value different perspectives.

#### 2. TEAM EFFECTIVENESS AND COLLABORATION

Real leaders enable team effectiveness and collaboration. They call on colleagues to obtain their expertise and let employees know what decisions they can take. Leaders with collaborative mindsets respect team decisions and invite people with different views to develop solutions.

They encourage recognition of joint concerns and collaboration and allow teams the space to operate as self-directed teams. Positive behaviour also includes driving a shared agenda and building coalitions with key players across an organisation.

#### 3. TRUST AND ETHICS

Future leaders admit their own and departmental mistakes and refuse to cover up their slip-ups to save face. They expect all employees to be honest and ethical, and would not lie if asked to do so. This type of leader may suffer in their career for doing the right thing, but are careful to consistently adhere to rules. Positive behaviours are indicated when leaders act with courage and conviction

and take transparent and fair decisions. These individuals speak truthfully and demonstrate integrity. They always consider the societal impact of business decisions and adhere to rules and regulations.

#### 4. COMMUNICATION AND LISTENING

Effective leaders use informal tools to communicate quickly, such as having an open-door policy, circulating relevant information and writing and speaking clearly. They make eye contact when conversing with others and do not interrupt others when they are speaking.

These leaders would typically walk around and engage employees on work progress, and invite input from all relevant parties before making decisions. These individuals have good written and verbal communication skills and respect what others say.

TRUE LEADERS

UNDERSTAND HOW CURRENT

REALITY INFLUENCES THE

FUTURE. THEY ARE WELL

ABLE TO COMMUNICATE

GOALS AND EXPECTATIONS

AND CONSIDER THE FUTURE

WHEN MAKING DECISIONS.

THEY ARE NOT AFRAID OF

CHANGE OR TAKING RISKS,

AND RECOGNISE AND REWARD

CREATIVITY.

#### **5. MOTIVATING AND COMMITTED ATTITUDE**

Leaders who are motivated and committed recognise accomplishments and praise their employees when they deserve it. They give new assignments as rewards for work well done, and stay with a project until it is completed well. Such individuals speak positively about their organisation and have positive attitudes when they experience setbacks.

Individuals display positive behaviours when they demonstrate tenacity, perseverance and resilience, and can learn from mistakes and are willing to try again. Leaders also display positive behaviour when they provide constructive feedback and show feelings of gratitude for good work.

POSITIVE BEHAVIOUR
ALSO INCLUDES DRIVING
A SHARED AGENDA AND
BUILDING COALITIONS WITH
KEY PLAYERS ACROSS AN
ORGANISATION.

#### **THE SELECTION PROCESS:**

Each candidate will complete a self-assessment based on five criteria. From this, USB-ED will select the top 10 candidates from each of the 12 industry categories – "the semi-finalists."

#### **SEMI-FINALISTS:**

- + Each candidate will complete a narrative essay on their strengths and weaknesses directly related to the 5 criteria. The essay must be practical and evidence-based.
- + Each candidate will complete a 2-minute video on why they think they are a future leader.
- + The self-assessments of the shortlisted candidates are sent to the candidate's line manager for verification and comment.
- + USB-ED will select 5 candidates from each category, based on the essay, video and line managers comments "the finalists."

#### **FINALISTS:**

- The finalists in each category will face a judging panel comprising relevant industry/HR experts and corporate CEOs and HRDs.
- + The judges will probe behavioural indicators (both positive and negative) for each criteria. Again this round will focus on the evidence of behaviour as well as how the candidate would have applied the behaviour in the work context.
- + The judges will choose the final candidate based on their previous submissions, the final interview and a case study presentation prepared for the interview.

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The Astute Leader Programme is designed to enable deeply personalised development for leaders who wish to equip themselves to be effective in the decades to come. The modular programme is highly flexible, participative and experiential – even online!





For the past ten years now, we have discovered, through the Rising Star programme, that South Africa has got talent. This has been a pleasant but expected outcome. Year in and year out, hundreds of young professionals have been identified and put through rigorous interview and verification processes. Indeed, judges would struggle to select the best because of the high quality and wide range of choice available. Ultimately a winner is identified in each of the categories set. Judges would even wish they had the option to have more winners!

#### THE QUESTIONS, THEN, THAT REMAIN TO BE PONDERED, ARE AS FOLLOWS:

- 1. Why do we continue claiming that there is an acute shortage of skilled people in the country?
- 2. Where do these winners come from? Can an ordinary South African win?
- 3. What happens to the winners after the Awards?
- 4. Equally, what happens to the runners up who made the judges struggle to select because they were equally good?
- 5. How can we make this great success story reach every corner of our country?

#### NURTURING THE TALENT

Today we celebrate our talent. This is not just talent but great talent. Talent that needs to be taken care of lest we lose it to the global market or out of sheer despondency. Talent that cannot just be retained by giving more money. It will be absolutely wrong for us to start worrying about this talent today. We should have started several years back. Let us analyse how:

#### 1. Parents

From birth, as parents, we are appointed to be stewards. Biblical Samuel was entrusted to his mother for the first twelve years of his life. Parents become the first teachers, become the first managers who must identify and nurture this talent. One of the key elements of this nurturing is allowing young people to be. This might include allowing them to follow their own hearts, their own dreams as well as allowing them to think differently from you.

#### 2. Teachers and School

Our education system is faced with a lot of challenges. However, today I choose to address the good that the system can do to help nurture this talent. How can the school system prepare this talent for greater things, especially considering that the jobs of the future are not yet in existence? Schools need to spend a great deal of time on creativity exercises, outcomes-based learning, and asking open ended questions as well as reducing screen time.

#### 3. Human Resources

HR must create a conducive environment to allow talent development. Focus should not only be about 'here and now' but must include the future too, the 'there and later'. I am reminded about the book by Marshall Goldsmith titled 'What got you here won't get you there'.

#### 4. Companies and Line Managers

Organisational culture must be deliberate in supporting and defending talent, particularly young talent. Mistakes must be lessons that are encouraged. Flexibility must be the order of the day. Future planning must be allowed, bearing in mind the big portion of the unknown.

We need parents, teachers, HR professionals, companies and line managers who are going to support and promote talent. These stakeholders need to acknowledge and accept that theirs is a stewardship role of looking after talent that would be far greater than them. Imagine being the parent of a man named Jesus Christ. Imagine being the parent of a man named Nelson Mandela. Imagine being a parent to ladies named Angela Merkel or Kamala Harris and others. Stakeholders need not compete nor feel threatened by the potentially huge talent in front of them. Many have thwarted and discouraged talent because of their insecurities or lack of foresight. Some stakeholders genuinely don't know how to deal with potential greatness under their care. Some become too protective to the detriment of the talent. Others have become too strict and inhibited thinking and flexibility in the

talent. Yet others have failed to provide the guidance required and let the potential talent lose their track. We just need to find the right chord.

#### LET THE TALENT RISE UP

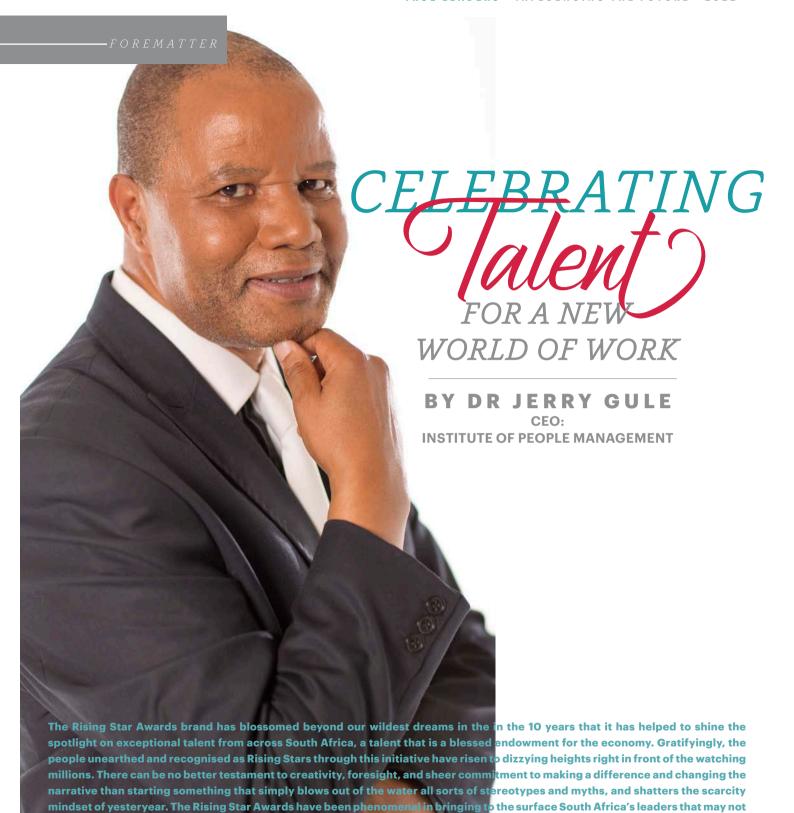
Today my emphasis is on the role of talent itself. The ultimate responsibility for your success and growth lies within you. Too many of us have blamed the environment, our background, our managers and even our families. Yet very few take this analysis further to identify themselves as the key and major role player in their own destiny.

It does not matter where you come from. We have seen in the past 10 years, winners from all backgrounds. Some born outside South Africa and yet others born in less-than-ideal environments within South Africa. We have seen people who attended disadvantaged schools emerging as winners. We have seen people who never formally attended university or who studied while they worked also emerging as winners and finalists. It does not matter where you work. Some winners have come from big corporates and others from small corporates. Others have come from the public service and yet others from the non-governmental space. We have even seen others come from companies that we have never heard of before. It does not matter what race or tribe you are. We have seen whites, blacks, coloureds, Indians and others emerging as winners. Talent knows no colour.

It does not matter what your political views are. While this has not been tested, we are sure that no talent has been disadvantaged because of their political, religious or other views. When excellence is the standard, all other factors do not matter. The diversity of the winners is what makes us proudly South African. Our mixed pot produces the best meal to nourish this nation. We therefore celebrate talent by celebrating our diversity. Since the beginning of 2020 the world has faced a great pandemic as a result of Covid-19. Lockdowns were implemented in almost all the countries of the world. Businesses came to a standstill. Many employees started to work from home. Thousands of employees lost their jobs. Hundreds of companies closed down. The academic year for both schools and universities was almost lost. Millions were affected and others sadly passed away. Despite this sad state of affairs, we are proud to report that thousands of committed employees and entrepreneurs continued working and did not allow this pandemic to push them down. Even the Rising Star Awards went ahead because you cannot stop a good thing.

#### What is your excuse then?

Please stand up and be counted! Stop giving excuses, stop blaming your past. Corona cannot keep you down. Poverty cannot keep you down. Stop and start right. You are unique. You are special. You are one of a kind. The earlier you realise that your difference makes you unique, the quicker you will rise. If you don't rise, we will surely be crying about the lack of skilled individuals in the country. Rise up South African talent and be counted because you matter. If ever there has been a time the country, and indeed the world, needed you, it is definitely now. Ke nako!



The 10th Anniversary of this prestigious event came at time when the world was still in the grip of an unprecedented and devasting health and economic crisis unleashed by the COVID-19 pandemic. Yet in the middle of all that, human ingenuity still rose to the top. During the turbulence of these times, no doubt new thinking has come to the fore, and valuable lessons have been learned, about new survival tactics as well as ways of thriving during a crushing and energy sapping occurrence. Rightly so in a crisis, the first impulse is to survive and preserve lives and livelihoods – saving jobs and ensuring some level of earnings as well as responding with new strategies for an unfolding future. It is in the creation of the new ways of being and working that we have witnessed admirable responses from across the board – at work, at play and in the general community. Indeed, many companies and organisations stepped up to the plate to address

have been nationally acclaimed.

their employees' basic needs for safety, stability and security, and adjusted well to the first wave of the crisis and its concomitant lockdowns. In fact, help was extended by many companies and organizations to ordinary citizens and communities bearing witness to the phrase: "We are in this Together." The result is that there was, for a time, an increase in the trust quotient by employees in their leaders. Also, there was a lot of faith placed on public leaders by the public, alas, for a brief period, until reports of brazen corrupt and looting or thievery of public emergency funds started surfacing. Nonetheless trust in those in authority facilitated change in behaviour, which helped to combat the rampant spread of the virus. People embraced change.

In the face of a crisis our survival instincts enabled us to adjust and become resilient to cope with the stresses that come with having to deal with novel and uncertain situations. With the apparent tapering off the virus, more people opting to take the COVID-19 vaccines and the world opening to trade again, organisations are shifting from survival to a thriving mindset and are embracing disruption as a catalyst for change and growth. As business models are having to being recreated it is having the right talent in the right areas at the right time that will help organisations push forward towards realising exponential growth and deliver great service to their stakeholders. Unfortunately, at the height of the pandemic, some of the common strategies for surviving the pandemic that companies and organisations initiated included lay-offs, retrenchments, reduced wages or total wage freezes. The result is that we have witnessed a spike in job losses across the globe and especially in South Africa in 2020 and 2021, and a reported unemployment of well above 31%. Tragically, the bulk of people affected negatively by the unemployment situation is the youth, especially Generation Z.

It is thus imperative that particular focus must be placed on upskilling the youth in a post-pandemic world. Those that are already in job situations need to must retained. Through the Rising Star Awards we have witnessed the beauty of the diversity of available talent. This means that to create space for this talent to thrive and continue to make a difference wherever it is deployed there must be a focus on diversity, equity and inclusion. This is crucial for ensuring that organisations can continue to experience growth. Key to enabling diversity is to create a work culture that includes a representation of different age groups and backgrounds, amongst other things. Diversity and inclusion places emphasis on a collaborative, supportive and respectful environment that increases the participation and contribution of all employees.

It is right and just that to ensure productivity and growth, employers are developing a higher level of awareness of the potential benefits and challenges of having a multi-generational workforce and building effective talent pipelines, as well as ensuring that there is a flow of the right talent for critical roles over time. For instance, Gen Z bring completely different skill sets, learning habits, and motivation that is valuable in a post-COVID-19 workplace. Employers are recognising this and bringing these talented individuals in to their teams. Crucially, new systems and processes should be developed for a new type of worker and work and continuous upskilling must become the norm and not the exception, post-pandemic.



### ENCOURAGING CREATIVITY AND EXPERIMENTATION

The pandemic has also permanently accelerated digital transformation and the adoption of emerging and future technologies. Leaders have placed greater focus on the reskilling of people to transition their skills from being for highly manual environments, systems and processes to ones that are automated and agile. Of course, these new digital work systems and processes bring with them many risks including being highjacked by cybercrime. It is having talented individuals that will help organisations combat such threats.

Studies also show that employers are shifting their focus from optimising to reimagining work. There are a lot of emerging or in-demand soft skills training programmes such as emotional resilience, transformational leadership, psychological safety in the workplace, change leadership, to name a few. New behaviours, attitudes and trends are emerging too. For instance, organisations are shifting from a culture of "getting it right the first time" to being more entrepreneurial, "fail fast and fail forward", encouraging creativity and experimentation. Leaders acknowledge that to thrive, employees must be allowed to think freely and innovate. Also, there is a refreshing growing acceptance that leaders may not have all the answers, and therefore should provide for exploration of ideas and experimentation by their teams.

Leaders now know that it is not because of their position of authority that people listen to them. Therefore, organisations can no longer apply old paradigms. Leaders must transform and go down new paths. They have an ability to develop a vision and strategy for the future and to mobilise people to work towards achieving that vision. As the world of work emerges from a global catastrophe and near economic collapse in many jurisdictions, as it recreates and embraces a new future in which work is done in flexible and adaptable ways post the pandemic, employers will more than ever need to attract and retain the best talent that they can find. As new forms of working become the norm such as hybrid working, and the gig economy, new processes will have to develop to create positive employee experiences.

The new world of work allows employees to make choices that include where they work from – home or company office or have an "office" outdoors or a social space wherever they want. This will require a high level of mutual trust between the leader and the led, as well as clarity on what the expected deliverables are by all role players. Knowledge workers now have acquired immense flexibility to decide in hours they are productive and not depend on a clock-in and -out system. The beauty of the Rising Star Awards is that it shows us that the true stars can do much more for their companies, communities, and the world. The unearthing of talent, recognising it and breathing self-confidence by publicly celebrating it, is a mission that should be maintained for all intents and purposes.

FOREMATTER

# Talent) DEVELOPMENT

IS EVER EVOLVING

BY BEDELIA THEUNISSEN

GROUP TALENT & ORGANISATIONAL EFFECTIVENESS MANAGER, AECI

The pandemic had a major impact on development over the last 18 months. Organisations were required to adjust their talent management and development strategies to adapt to the new requirements. As industry professionals, we have seen many changes being necessitated, and have had to adjust accordingly

The first change, and one that affected many of us instantly as lockdown was declared, was the increase in remote working. Suddenly training had to adapt from the normal face-to-face delivery to online delivery. As we moved onwards from the first hard lockdown, we have found that a blended learning approach enabled by effective technology is becoming increasingly more important.

Career management and development have also become more individualised. Employees no longer have a job for life, and have to be developed to be resilient, adaptable and agile to cope with changing demands. Marcus Specht said: "The student of the future will demand the learning support that is appropriate for their situations or context. Nothing more, nothing less."

Although it might go without saying, digitisation has resulted in many routine jobs becoming redundant, and talent managers have therefore had to adapt their strategies to focus on reskilling rather than upskilling. Line managers have also had to learn to know their employees personally to understand their skills and talents and how best to use

them – they've almost had to adopt the role of coach. We are also seeing a rise in the delivery of "just in time" training, where people are developed for projects as they are needed for them. Greater learning has always taken place on-the-job.

Lastly, we've seen virtual work environment make it easier for employees to be exposed to global work assignments, and seconded to other countries or roles.

Research has shown that employees who are developed believe that they have a future in the organisation. They are happier and more productive overall, and the retention rate of the organisation is higher. In the wake of the COVID-19 pandemic, it has become increasingly more important for employees to feel valued and fulfilled. The workforce faces an increasingly isolated environment, with enhanced risks of economic inequalities, loneliness, stress, burnout and addiction.

There is a shift from just focusing on physical health and wellness. Many organisations have moved towards increased employee engagement and have programmes in place to focus on wellness and mental wellness. There is a greater emphasis on fostering a culture of collaboration, togetherness and meaningful conversations. Virtual coffee sessions have become very popular. Wellness consultants also have greater engagement with EAP services and increased employee counselling sessions, and access to online health and fitness programs have also become quite popular. Offering programs such as online fitness training classes, meditation and virtual therapy can be a great way to ensure employees are well both physically and mentally, and many have given rise to virtual team building sessions.

How employee benefits are structured has also changed. Organisations are placing a greater focus on employee wellness. Some companies have introduced wellness leave over and above the employee's annual leave, and employees are also encouraged to place more focus on work-family balance. Many organisations have introduced "COVID" allowances to affected employees and their families. This provided relief for employees who were experiencing financial difficulties. EAP add-on services such as resources for parents, and offering assistance to children with homework and exam preparation whilst parents are at work, are other elements of enhanced employee benefit structures due to the pandemic.

Managers play a vital role in the overall happiness levels of employees, and I would encourage them to play an active role in ensuring their employees stay engaged. Have regular conversations that focus on setting clear expectations, identifying development needs and opportunities, and provide continuous feedback. Adapt the time of meetings and screen time for employees; be available and create moments for meaningful engagements; and do not micro-manage – focus on output not input. It is also important to listen and provide mentoring where applicable. Importantly, remember to exhibit empathy, and lastly, celebrate successes!

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The talent management and development field will see further change over the next few years, as we continue to navigate our "new normal". Development opportunities will become one of the greatest retention tools in organisations. In the 2019 Deloitte Global Human Capital Trends report, development was noted amongst some of the highest reasons that employees will take or leave a job. Nelson Mandela also famously said: "Education is the most powerful weapon which you can use to change the world."

The development of agile succession pools will be key to ensure organisational sustainability. A personalised and intelligent learner experience is more important now than ever. The emphasis will move towards developing critical skills for critical roles, and towards reskilling and upskilling to ensure employees can further their abilities and employability. Adaptive learning to empower employees, enabling them to perform amid unexpectedly changing circumstances, will be key, as will data-driven development will become key. As organisations leverage new technologies to improve their learning and development solutions, and/or employees are under new working conditions like remote learning, it's critical to listen to and constantly integrate employee feedback.

We are in exciting times! The field of talent development and management is ever evolving and the key to success for talent managers will be creating an integrated talent and development approach that is the centre of business strategy.

#### **SECTOR OVERVIEW**

BANKING & FINANCIAL SERVICES

### SOUTH AFRICA'S BANKING SECTOR -

# Growth Prospects

The South African banking industry is regarded by the International Monetary Fund (IMF) as one of the best banking systems in the world and major local banks are highly rated by global banking consultancy Lafferty Group. The industry's image, however, has been tarnished by a corruption scandal, which resulted in the collapse of VBS Mutual Bank.

According to the South African Reserve Bank (SARB), the banking industry's total assets rose by 10.2% year-on-year to R6.5-trillion in September 2020. South African banks have played a critical role in the coronavirus pandemic response, providing more than R50bn in financial relief to financially distressed individuals and businesses. Stakeholders have reported a significant increase in non-performing loans as a result of the pandemic, and while local banks are well capitalised, analysts say that their creditworthiness could be threatened by South Africa's crippling burden of debt.

With savings totalling around R50bn in 2020, South Africa's 810,000 pooled savings and investment clubs, (commonly known as stokvels), are an integral part of the country's communal savings culture. The National Stokvel Association of South Africa estimates that more than 11 million adults are active stokvel members. Following the launch of FNB's new stokvel banking product in February 2021, stakeholders say that informal savings and investment clubs are increasingly becoming part of the economic mainstream.

South Africa's banking system remained stable during the first and second waves of the coronavirus crisis, despite a significant increase in non-performing loans. Given the sector's built-in capital and liquidity buffers, role players are confident that it will remain strong enough to weather an anticipated third wave of the pandemic and associated financial stressors.

However, in its Financial Stability Review released in November 2020, the South African Reserve Bank highlights the risks associated with South Africa's ballooning national debt, warning that the interdependency of the financial sector and the government represent a threat to financial stability. Although the roll-out of vaccines is underway, role players anticipate that the growth prospects of the banking sector and the domestic economy will remain constrained over the next three years. Segments that could offer significant growth potential include the domestic home loans market and stokvel investment and savings products.



SOUTH AFRICA'S BANKING SYSTEM

#### REMAINED STABLE

DURING THE FIRST AND SECOND WAVES OF THE CORONAVIRUS CRISIS, DESPITE A SIGNIFICANT INCREASE IN NON-PERFORMING LOANS.

This article is an extract from a report generated by Who Owns Whom, titled 'The Banking Industry in South Africa, including Stokvels', published on 16 March 2021 and available at https://www.whoownswhom.co.za/.

#### RISING STAR WINNER 2020: BANKING & FINANCIAL SERVICES

#### **MBALI MAKHATHINI**

HEAD: ESG, STANDARD BANK, MELVILLE DOUGLAS



MBALI MAKHATHINI IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE BANKING AND FINANCIAL SERVICES CATEGORY. AT THE TIME OF WINNING THE AWARD, SHE WAS ENVIRONMENTAL AND SOCIAL RISK MANAGER AT FIRSTRAND LIMITED, AND IS NOW HEAD: ESG AT STANDARD BANK, MELVILLE DOUGLAS.

"There were many memorable moments through the Accenture Rising Star Awards journey, but the reflective nature of the judging process is what stood out for me," says Makhathini. "It gave me an opportunity to look back and reassess. Doing this gave me an opportunity to celebrate where I had done well and also identify occasions where I could've done things better. It also gave me a renewed sense of where I want to go and the type of leader I want to be in the future."

Makhathini says that winning the Accenture Rising Star Award in her category was a wonderful feeling. "It was such an honour to have been recognised at such an esteemed award ceremony," she says. "I can be quite self-critical, and I was not happy with some of my responses during the case study stage of judging, so I was convinced I would not win. So, when I was announced as the winner,

# EXPLORING PERSONAL Arouth)

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STARTED

I was ecstatic that I had achieved one of the personal goals I had set for myself when the year started."

Many winners use their success at these Awards as a platform for growth and development. "I have already seen the benefits of being a Rising Star Award winner," she explains. "It has opened doors and started conversations with individuals I might not have had access to prior to participating in this programme. It has given me credibility and a platform to explore avenues of personal growth."

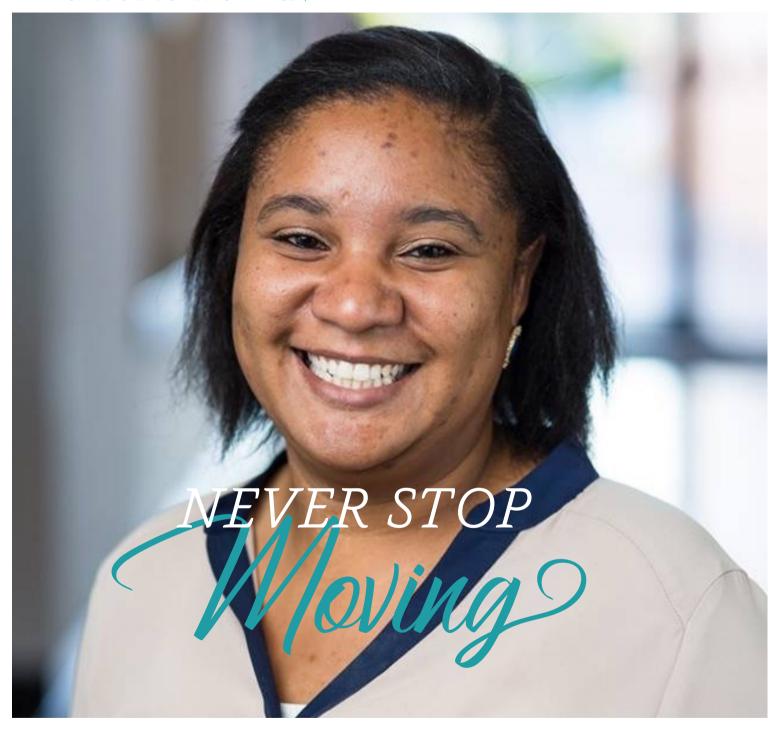
The previous 18 months have been tough for all of us, and Makhathini says she has learned some important lessons during this crisis. "We are more resilient than we think," she says. "It has been such a trying time around the world but we have adapted with such rigour to the constantly changing environment. We have dealt with so many unknowns, but we have persisted, and life has carried on. In some cases, we have even found success and thrived. COVID has been a personal reminder that I am capable."

Makhathini would like to close with the following words: "Thank you to everyone who makes these awards a reality. The Rising Star Awards are making a real change in the lives of young South Africans."

#### **ALUMNI: BANKING & FINANCIAL SERVICES**

VICTORIA CHABELI

NATIONAL BROKER DISTRIBUTION MANAGER, MIWAY



Victoria Chabeli was a finalist in the Banking and Financial Services category of the Rising Star Awards in 2019. At the time, she was Intermediary Services Manager at Bryte Insurance, and is now National Broker Distribution Manager at MiWay.

Victoria Chabeli was a finalist in the Banking and Financial Services category of the Rising Star Awards in 2019. At the time, she was Intermediary Services Manager at Bryte Insurance, and is now National Broker Distribution Manager at MiWay.



# DURING THIS PANDEMIC, THE IMPORTANCE OF PEOPLE AND THE ROLE THEY PLAY IN MOVING THE BUSINESS FORWARD BECAME A CRITICAL LESSON. HUMANS ARE **THE CENTRE OF BUSINESS RESULTS** FROM BOTH AN EMPLOYEE AND A CUSTOMER PERSPECTIVE

"As a young female African professional in the insurance industry, the Rising Star programme ignited a sense of urgency and purpose in me," says Chabeli. "Rising Star gave me exposure and appreciation for the importance of living life to the fullest, while also contributing meaningfully to other people's growth and wellbeing. Opportunities are afforded to all of us notwithstanding your social status. Rising Star helped me understand the importance of being mindful and curious at the same time, in order to achieve life's ultimate goal of making every moment and opportunity presented, count."

Chabeli says that the COVID-19 crisis taught her a valuable lesson about work/life balance. "My husband and I are both workaholics," she says. "In July, we both tested positive for COVID-19, and unfortunately my husband was admitted into ICU and diagnosed with COVID pneumonia. His condition was so bad that he required full-time oxygen in order to treat his COVID pneumonia.

"During these two months, I had to juggle work, taking care of my husband and our small children. The biggest lesson I learnt during this life-changing experience was that you cannot balance work vs personal life, however, you must learn to prioritise each and be disciplined enough to not allow one to encroach on the other's time. Simply put ... I no longer serve my family whilst checking my emails and vice versa, I don't bring home to the office."

For Chabeli, the "new normal" at work means being more flexible and understanding of each other's personal circumstances. "For example, my team would compete for leave allocation instead of meeting each other halfway, to ensure that everyone gets to rest," she explains.

"Now with the new normal – everyone gets to work from home on a particular day in consultation and agreement with the rest of the team. "We also started including family members in our team building activities because this pandemic has taught me that as much as our work family matters, equally important is our home family and the relationship between the two support structures for myself and employees."

As with many professionals, motivation has changed for Chabeli over the past year. "I have absolutely become more spontaneous and outgoing," she says. "I don't procrastinate any longer because I almost lost my husband to routine and comfort-zone thinking and way of life. If I think about doing an activity, I do it! I don't let money or perfection deter me ... I just do it!"

Chabeli has also learned valuable leadership lessons throughout the pandemic, and navigating through the crisis. "People are our greatest asset," she affirms. "During this pandemic, the importance of people and the role they play in moving the business forward became a critical lesson. Humans are the centre of business results, from both an employee and a customer perspective."

The person who most inspires Chabeli is her manager. "We've only been working together for a short period, but I have learned that he is a leader that is comfortable in his abilities," she explains. "He knows how to create an environment for optimal performance and encourages me to do the same with my team. My manager creates the space for me to think freely and exponentially about my life, career and dreams."

For those young leaders coming up through the ranks during our current economic climate, Chabeli has the following words of advice: "Don't waste time entertaining any thoughts of self-doubt. Get your hands dirty and do that piece of work, finish that project, launch that idea! Whatever you do never stop moving... keep going. Don't lose momentum because tomorrow is not guaranteed."



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**DEPUTY CEO: MOMENTUM METROPOLITAN GROUP** 

**CEO: MOMENTUM INVESTMENTS** 

One of the best opportunities for learning, especially leadership lessons, is to have a mentor - someone you admire and respect, and who can teach you things you won't learn in a classroom. There has been many mentors throughout my career that helped guide me on my leadership path towards the roles I hold today. I have always been fortunate that there was always someone who was prepared to give me guidance and feedback. Research shows that people who have mentors experience greater job satisfaction, show higher organisational commitment, and enjoy more career success and fulfilment, than those who navigate their careers without a mentor. Sometimes you will find a mentor within your organisation, but it also pays to consider those outside your organisation, or even in other industries, as they can bring a fresh perspectives to challenges and opportunities you are presented with. All of my mentors have been men, and while I learnt invaluable lessons from all of them, I would have liked the opportunity to learn from a woman leader. For this reason, I place great importance on being a trailblazer for other women in our industry - I feel a sense of duty to help other women navigate their careers, and I spend time doing this every day. I also believe that while one can – and should – learn many positive lessons from other leaders, it is also important to learn from those who do not display the leadership traits you desire to emulate. Learning who you don't want to be as a leader is critical – it helps reinforce your chosen leadership style and gives you the guidelines for setting your boundaries for leadership behaviour.

When I entered this industry 30 years ago, I quickly learnt a very important lesson – hard work pays off. I was one of very few women in a white male-dominated industry at the time, and I realised that if I wanted to stand out and be recognised for the contribution I knew I could make, I was going to have to work hard. I had to make a choice every day to succeed, and knew that if I failed, I was responsible. I vowed that the day the organisation was ready to appoint a female manager, that manager was going to be me. Instead of seeing being different as a challenge, I saw it as an opportunity, and I encourage others in similar situations to do the same. Put your hand up for projects, be the hardest worker in the room, show what you're capable of. You can't wait for opportunities to come your way, you have to create them, and be open to the fact that an opportunity might very well be disguised as hard work.

While I believe diversity in business is improving, we are still not seeing enough women in senior leadership roles. Women make up over 50% of our population, but it's not reflecting in boardrooms, on payslips, or even the everyday financial decisions couples make at home. Those women who are in senior leadership positions have a responsibility to open doors for other women, share their passion with them, and encourage them to take charge and step up. I also believe that all leaders, both men and women, need to be true to themselves. We need more authentic leaders – leaders ho stand up for what they believe in, who trust their gut and aren't afraid to make the tough decisions. When you bring your true self to a leadership role, you bring magic to the table. All of us have strengths and weaknesses, and instead of hiding those weaknesses by trying to be someone you're not, a leader should focus on turning those weaknesses into strengths. Every

night before I go to sleep, I reflect on my day – what I did well, and what I could have done better – and I try to learn from my mistakes and do better the next day. It sounds simple, but it's a formula for success that will stand you in good stead.

The path towards leadership primarily entails growing yourself, but once you become a leader, one's focus also have to include growing others. Being able to have a positive impact in the lives of others is a privilege, and one we shouldn't take lightly. We also don't always realise the influence we have on others - something small that we do or say can have a long-lasting impact on a person's life. My drive for success, for example, comes from watching my mother fight for her identity and independence as a stay-at-home mother of five children. After qualifying as a teacher, she gave up her career to raise us, and I grew up watching her having to ask my father for money every time she wanted to buy something for herself or her children. This made me realise from a very young age that money is a form of control, and I knew I didn't want someone else to have that kind of control over me. In the back of my mind, every achievement throughout my career was for my mother - it was my way of repaying her for the sacrifices she made for our family, and the lessons she taught me along the way.

In the same way, we as leaders can have a profound impact on those we lead – we can choose to lead by example, teaching them lessons that will last a lifetime. It's a great responsibility, and one I don't take lightly. I want people to be able to realise their potential before life takes them in a direction they don't want to go in, where they lose the autonomy to make decisions about who they want to be and where they want to go.

It's no secret that the world is beset by many challenges at the moment, and while nothing could really have prepared us for what we are facing now, I firmly believe that knowing yourself, and being true to your leadership style, will always work in your favour. You might not have all the answers, but if you have the courage to make decisions, as well as the humility to change direction when you see something isn't working, you will gain the respect of those you lead, and create a position from which you can make a real difference.

Again, however, no leader is an island, and I am a firm believer in the strength of the team. I can honestly say that if it wasn't for the incredible team I work with, I would not have been able to lead effectively through the challenges of the recen Drawing on their collective wisdom and support invaluable to me, and I am proud to be navigating this journey alongside them. If I had to offer only one ece of advice to our future leaders, it would simply be, back yourself. You will always be your own best advocate, and you owe it to yourself to make the most of your potential. If an opportunity presents itself, put yourself forward. If hard work needs doing, get it done. If an opportunity for growth doesn't exist, create it or move somewhere where you can grow. If you don't back yourself, nobody else will - you need to have the confidence to set your own goals, reach them, and then reach for more.

#### SECTOR OVERVIEW

#### CONSTRUCTION & INDUSTRIALS

## SA'S CONSTRUCTION INDUSTRY SEES

## The South African construction sector is a driver of socio-economic development and a key employment multiplier, yet despite its strategic importance, declining infrastructure expenditure and mothballed public sector projects have affected the sector. In 2019, the value added by the construction sector

accounted for around 4% of GDP and it employed well over 1.3 million people. The construction sector

contributed over R427.3bn to gross fixed capital formation in construction (GFCFC) in 2019.

The ailing construction industry experienced a turbulent decade and was in distress prior to the onset of the coronavirus crisis. Its performance has been exacerbated by a decline in government and private sector investment. Some local construction companies have diversified into other sectors, while others have gone out of business or sold their local construction business to focus on other markets.

The construction industry was not classified as an essential service prior to the 27 March 2020 lockdown. With the exception of construction services relating to the health sector and urgent repairs and maintenance, work on construction sites was suspended, and projects have slowly resumed with the phased reopening of the economy. With the coronavirus crisis having dealt a crushing blow to an industry already in distress, role players warn that thousands of jobs in the construction sector and its value chain are at risk.

The impact of the pandemic on major construction companies has varied, as many operate in other countries. Given the impact of the lockdown on the economy, analysts anticipate that demand for general building services will remain severely constrained over the short term and possibly the medium term.

As part of its plan to revive the economy, the South African government has announced a massive infrastructure development programme. Stakeholders say that urgent implementation is critical if the economy and the construction sector are to recover.

The impact of the coronavirus pandemic has highlighted the urgent need to provide affordable housing and improve the delivery of basic services to vulnerable communities. Stakeholders have welcomed the South African government's increased focus on infrastructure development as part of its post-pandemic economic recovery plan.

Master Builders South Africa executive director Roy Mnisi has welcomed the gazetting of the initial tranche of strategic infrastructure projects, but has expressed concern that local authorities could hinder their implementation, as has occurred in the past. Mnisi said that the association and its members were "ready and available to help government roll out these projects." With 50 "shovel-ready" projects set to break ground in the spring, local contractors are cautiously optimistic that the beleaguered construction industry's fortunes could be turning.

This article is an extract from a report generated by Who Owns Whom, titled 'The Construction Industry in South Africa', published on 29 September 2020 and available at https://www.whoownswhom.co.za/.

#### RISING STAR WINNER 2020: CONSTRUCTION & INDUSTRIALS

#### **INNOCENTIA MAHLANGU**

SENIOR CIVIL ENGINEER AND PROJECT MANAGER, HATCH AND FOUNDER, SHENGINEERS



INNOCENTIA MAHLANGU IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE CONSTRUCTION AND INDUSTRIALS CATEGORY. SHE IS SENIOR CIVIL ENGINEER AND PROJECT MANAGER AT HATCH, AND FOUNDER OF SHENGINEERS.

"I was nervous and excited at the same time when I heard I had been nominated for the Accenture Rising Star Awards," says Mahlangu. "It was incredibly humbling. I had always seen many accomplished people I look up to, who were making incredible strides in their careers and their industries being honoured. I did not imagine that I would one day be nominated, let alone become a finalist and a winner."

Mahlangu says that the judging process made her think critically about her strengths and allowed her to reflect on her role as a young leader. "The judging process is unique in that it allows you to define who you are as a future leader under the pillars of the Accenture Rising Star Awards," she explains. "This process allowed me to not only consolidate my career growth over the past years but to also reflect on how far I have come. One of the highlights from the process was the final interview with the judges. The case study was unexpected: it

## YOU ARE Worthy

allowed me to hone in on my problem solving abilities and also communication skills, which are important leadership qualities. The award process is a steep learning curve."

When asked how she feels about winning the award, Mahlangu says that 'ecstatic, disbelief and proud' are three words that best summarised her emotions. "Although, I must admit that no words could perfectly describe how I felt," she says. "To have stood on the platform with the other deserving finalists and then to have my name be announced was surreal. I was incredibly honoured to have my work recognised on such a prestigious platform and it gave me the encouragement to keep going."

Mahlangu believes that by winning the award, she serves as a beacon of hope for many young women that are navigating careers in largely male-dominated industries. "I have since been approached by other women to support them with their applications," she says. "The fact that someone like them could go on and win such an award is empowering. I have dedicated my life to giving back through mentorship and providing career guidance through my non-profit organisation, SHEngineers and adding this award is an inspiration to many other women. One of my other goals is to become more involved in the GradStar Programme, and I look forward to it when the opportunity arises."

The Accenture Rising Star Awards assesses leadership potential, which is important in the current crisis. "I believe we have entered an era that calls upon a different type of leader," says Mahlangu. "We need leaders who are people centric; who are collaborative and persuade people through helping them understand the vision and drive their teams through helping them understand the 'why'; who communicate; who are agile and adaptable to change."

Mahlangu concludes by encouraging people to guard against "imposter syndrome", where people who have achieved something extraordinary do not believe they deserve the recognition. "Lack of confidence in your abilities and accomplishments will affect your leadership potential and may also prevent you from embracing growth opportunities," she says "I wish to encourage those that are nominated to accept the nomination and believe that you can be a winner. I encourage you to silence that voice in your head, and go for it. Because you are worthy."

#### **ALUMNI: CONSTRUCTION & INDUSTRIALS**

SARISHA HARRYCHUND PrEng, PMP®

SENIOR ENGINEER: HIGHWAYS & BRIDGES, HATCH AFRICA



Sarisha Harrychund was a finalist in the Construction and Industrials category of the Rising Star Awards in 2019. She is a Senior Engineer, Highways and Bridges, at Hatch Africa.

"The Rising Star experience had two phases for me," says Harrychund. "The first was applying for and receiving the award, and the second is being a Rising Star Alumni. The application process allowed me to reflect on my achievements and appreciate my growth in technical and leadership roles. We are often so busy getting the job done, and being forced to prove my eligibility as a Rising Star Awards contender forced me to reflect on my journey, lessons learnt and the values developed over the past years. "When I received the Finalist award I was disappointed to not be the winner of my category. I had to remind myself that at age 31, distinguishing myself as one of the Top 5 professionals in the construction and industrials sector on a national level was a huge accomplishment, and that since the age range was between 30 to 40 years, being a finalist at the entry-level age was a validation of outstanding leadership capabilities and experience."

As a Rising Star alumni, Harrychund is grateful for the bi-monthly CEO mentoring sessions exposure. "I never imagined I would have the privilege of being mentored by South Africa's top CEOs," she says. "The ongoing mentorship support and motivation gleaned from my fellow Rising Star Alumni peers have assisted me in navigating the COVID-19 crisis. Strong leadership in this uncertain time has been key. My biggest lesson from the Rising Star experience was that especially in times of uncertainty, leaders need to not only have strength and vision to withstand tough times, but also need to be able to elevate their teams to higher levels of strength and vision. When everyone else sees an impossible situation, leaders need to find courage to face the brutal facts, strategise around the less-than-ideal circumstances, and then maintain unwavering faith that their strategy, with hard work and determination, will successfully lead their team forward." Harrychund acknowledges that she speaks from a position of privilege when talking about the leadership within her organisation during the pandemic. "I work for a rigorous, global organisation with excellent foresight and leadership, and for that reason I was not significantly affected by the impacts of COVID-19," she explains. "But juxtaposed against this, I can see how different leadership priorities in local companies in my industry, have led to the instability of those companies, and had adverse impacts on employees. I think that many companies had pre-existing challenges prior to the pandemic that were unresolved or had no strategic resolution, and the poor economic climate that was synonymous with the pandemic worsened those challenges, and made the pandemic impossible for some companies to endure."Her most important leadership lesson learned through COVID-19 is to be proactive. "Leaders need the systems in place to help them identify problems, and once a problem is identified, it should not be ignored," she says. "Along with identifying and solving problems, a leader must also be ambitious to drive the longevity of their organisations. This practically manifests in leaders ensuring that the company metrics are always moving forward, employees are aligned with the vision of the company, ensuring that the company is relevant in an evolving world, and appropriately phasingin new technologies into the business to keep employees in the organisation connected and equipped to do their best work."When asked about the person who inspires her most, Harrychund replied that given the diversity of the world she is inspired more by a specific personality type rather than a specific person. "People who are unafraid to live their values and have a strong sense of personal integrity - who are true to themselves, and are in harmony with themselves, are the individuals who have made the greatest impact on me," she says. "Many of us are conditioned by societal expectations and it takes a lot of grit, personal will and self-confidence to live to one's full potential. In my experience, sometimes those who are closest to us, can also be the persons who hold us back, because they impose their fears or dreams on us, or because we feel morally obligated to them, or because we fear judgment from others on our decisions I think what matters most, is that morally and emotionally, we are in harmony with who we are right now, and with the direction in which we are taking our lives."

Harrychund concludes with words of advice for young leaders entering the workplace during these turbulent times: "Although the world is changing at an incredible pace one can be sure that a good system of values will always remain one's best personal asset. We live in a time where there has probably never been more articles and literature published on good leadership. But when we look around us - why is poor leadership predominant? Poor leadership stems from poor personal values, and a lack of priority to teamwork. A good leader not only embodies sound values, but in executing their leadership role, a good leader is more concerned about building a sustainable future for the rest of the team and organisation, as opposed to solely focusing on short term strategies that improve his status and achievements only."I encourage future leaders to remember that their power is given to them by their followers; those persons who believe the leader will lead them towards a goal that is beneficial to the future of the organisation. Be a leader who is committed to the long-term success of your followers and organisation. With that goal, a leader will act with vision, a disciplined approach and integrity, with the attitude to earn trust, and to ensure that their successors are positioned to attract even greater success in the future. With this goal, a leader is well-positioned to have the strategy and capital in place to last through good and tough times."



Tough times are defining moments in a leader's career – moments that result in greatness or mediocrity. Great leaders emerge in tough times, especially when they are able to transform fear into excitement for their people.

Taking full responsibility for a situation may be the most critical leadership attribute in tough times. Leaders need to step up and take responsibility for the condition of their organisation, even when external factors impact it. It is also important to establish a clear vision – in difficult times, people crave clear inspiring vision from their leadership for two reasons. Firstly, it gives employees confidence in the future and secondly, it allows employees to align their goals and behaviours with the success of the vision.

Courage doesn't mean the absence of fear, and of course being a leader certainly doesn't mean charging ahead blindly in the face of adversity. It does mean you can't allow your fear to become contagious. Your team needs to believe you're in control of yourself, if they're to have confidence that you can make smart decisions in tough times. Effective communication can help alleviate fear, and it should be encouraged throughout the organisation.

As a leader, I've learned that everyone is a leader in their area of gifting, and each person you meet should be treated with respect and love. Another lesson I've learned is that true leadership is not about control but about service, and part of that is taking care of the less fortunate within our communities – making a difference on a daily basis. Leadership is not about power but empowerment. You'll never know how ready you are for the next season or next challenges until you find yourself in that process. Growth and challenges go together. One needs to learn to embrace challenges as part of personal growth. An attitude of excellence, hard work and resilience gives you a good foundation for stormy seasons.

Although the past two years have been challenging for all of us, I found that my leadership style did not change drastically because some of the traits that were required to deal with the situation were already embedded in me. I improved on my frequency of communication with employees and making time to check on how employees are doing without necessarily dragging work into the conversation. People are going through a lot in their personal space so it's important to give that moral support without it feeling like you're only checking up on work. What I've learned now is important for my foundation but might not necessary be relevant for the future. We are living in a rapidly changing environment and we need to continuously enhance ourselves in order to stay relevant for tomorrow.

Futureproofing our organisations is critical, and certain leadership strategies will help us in this task. Focusing on diversification, new markets and reorganising management structures is an important strategy. In the highly competitive construction industry in which I operate, service delivery is of utmost importance. Our organisation provides services nationally across South Africa, with offices in Gauteng, KwaZulu Natal, Eastern Cape and Western Cape. Our new management structure will allow us to expand our presence and services within all nine provinces. We've taken a different approach in terms of our client selection and tapping into markets that represent significant growth areas in the construction industry value chain. We have embarked on a diversification strategy in order to achieve balanced growth across the board. Growth has its risks, but the right strategy can deliver stability, security and long -term profits. We have assessed our current strengths, weaknesses, opportunities and threats to our business we are well equipped to handle them. We have the capacity to contribute to the infrastructure space and different construction sectors such as building and civil construction, electrical reticulation, fibre reticulation, residential accommodation for all levels of income, conventional building, mechanical works, fire systems and water preservation. Over and above these sectors, we operate our own Academy, which provides training in a variety of forms to all participants in the projects. Considering our range of offerings within the group, we're committed to make a meaningful contribution towards the company's bottom line, and will form strategic pillars for its next level of growth. When aiming to inspire your team, it's important to stay positive, as with your attitude, so goes your life. Having a good attitude will in turn generate good will and positive moral amongst your employees/peers. Focus on the victories, not defeats. Most importantly, Keep Moving Forward. Continue to search for ways to further your education and knowledge and don't dismiss constructive criticism along the way. You don't have to know it all right now keep yourself open to learning new things through seminars, trainings or classes. Change can be quite painful, but it is required in order to reach new levels. Change will force you to adapt, grow and further yourself within your career.

I have realised that crises present an opportunity for diversification, growth and change. Innovation is born in the midst of chaos. The COVID-19 crisis has a had a huge impact on the construction industry as a whole. This pandemic has already put pressure on an already pressurised economy and forced companies who continue to operate to adapt and evolve to suit. This has presented the industry with a challenge to change to remain relevant and sustainable.

Motheo has not come out of this situation unscathed, but we continue to show resilience regardless of the pandemic. Thanks to the quick thinking, planning and agility of our management team, decisions were taken to ensure that we retained our staff and operations. Motheo has been able to adapt to the current "new" way of operating and navigating through this pandemic. Although the company's growth was stunted in the financial year 2020/2021, there was growth, nonetheless. We continue to advocate for absolute compliance on all COVID protocols and will continue to do so.

I'm inspired by selfless leaders who have successfully discovered their assignments in life. Leaders that are ethically leading others in the achievement of assigned goals and the greater good for the benefit of all others before oneself. Leaders that focus externally on enabling and achieving the success of the organization and people before their own personal success. For those young leaders reading this, know that recognising your own worth and abilities will show your peers that you are confident, and someone who can be counted on to get the job done. No one will appreciate your contributions until you appreciate them yourself. Know that you are a unique and valuable part of the team, and that you bring an important perspective and skill set that was missing without you there. Being yourself in your career will open up opportunities and ultimately make you feel more fulfilled.



liquefied petroleum gas, contributes about 8.5% to the country's GDP while supplying about 18% of its primary energy. Investment in South Africa's aging refineries is necessary to avoid a widening trade deficit for liquid fuels, particularly as half of the country's six refineries currently remain shut.

However, Karoo shale gas reserves and two recent gas discoveries could transform South Africa's reliance on depleting local gas reserves and gas imports.

While the petroleum sector was classified as an essential service during the Coronavirus lockdown, allowing fuel stations and refineries to continue operating during the pandemic, falling demand led to refineries shutting temporarily. Petrol sales fell by about 40% and diesel by 34% in 2020 due to a sharp decline in demand.

The pandemic led to the oil price falling to US\$37 a barrel for the first time in history. The collapse in fuel demand left many petrol stations struggling.

The downstream refined product market has gradually shifted from a net export market to net imports. South Africa has a trade deficit in petrol and diesel, driven by demand from Eskom's open cycle gas turbines, and demand from strategic sectors. South Africa is expected to become more dependent on fuel imports as the country's six refineries face an uncertain future.

The immediate outlook for the petroleum sector remains uncertain, with half of the country's refineries shut, uncertainty over whether fuel demand will recover to pre-2019 levels and with investment in renewable energy expected to outpace that of oil in the years going forward. Fuel consumption is likely to remain constrained by the increased number of people working from home, lower new vehicle sales and the poor economic outlook.

The future of the country's gas sector is more promising, following new recent gas finds off the southern Cape coastline and shale gas in the Karoo, provided that infrastructure and policy challenges can be met. Sasol says the pressure for cleaner energy could increase the demand for gas, if affordable, in the South African energy mix. Total in its Total Energy Outlook 2020 says while oil demand has fizzled, gas will likely continue to play a key role for decades in power systems, transport and heat.



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This article is an extract from a report generated by Who Owns Whom, titled 'The South African Petroleum Industry', published on 13 April 2021 and available at https://www.whoownswhom.co.za/.

### RISING STAR WINNER 2020: ENERGY & ENVIRONMENT

### **GONTSE MADUMO**

HEAD OF TALENT ACQUISITION, STANDARD BANK



GONTSE MADUMO IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE ENERGY AND ENVIRONMENT CATEGORY. AT THE TIME OF WINNING THE AWARD, SHE WAS TALENT ACQUISITION TEAM LEAD AT SASOL, AND IS NOW HEAD OF TALENT ACQUISITION, AFRICA REGIONS FOR STANDARD BANK.

"My Rising Star journey began by coincidence, my leader at the time was requested to chair a panel of speakers and he decided he'd delegate that responsibility to me, to my great delight of course!" she exclaims. "Pre-COVID, I got on stage at a Rising Star event and interviewed people whose minds I deeply admire, they were the true catalysts to my accepting the nomination in 2020. The session was thought provoking and made me feel like South Africa's future is secured. Watching their careers grow in leaps and bounds since 2019 has given me even greater confidence in these awards."

Madumo says that at any competition, you will often hear that win or lose, you have all done well. "Those words may be used to comfort but when it comes to this competition, those words ring true," she says. "Winning the Accenture

## FINDING MEANING IN THE Journey?

Rising Star Award in my category was quite something but more meaningful to me was the journey it took to get there. I was forced to reckon with myself, who I am as a leader and where I want to take my leadership journey. It gave me the stretch I didn't know I needed. When do we get these opportunities to really reckon with ourselves, who we are and why we should be tasked with leadership? The confidence of making it right to top of this competition still fuels me today."

She recalls spending a full day recording a two minute video on why she thinks she is a future leader. "I truly gave myself to the process and it rewarded me equally," she says. "My highlight might be a strange one, when Adv. Thandi Orleyn announced my name as part of the Top 10 finalists. That moment mattered so much because to get there I had completed gruelling questions on who I am and what leadership means to me. Knowing that my authenticity through that process had led me to Top 10 was confirmatory of what I had always lingered at the back of my mind. That was also the moment that I decided I was going to win (hence the two-minute video that took 8 hours to record!)."

After winning the Accenture Rising Star Award in her category, Madumo started a new position as Head of Talent Acquisition, Africa Regions for Standard Bank. "Working for an organisation whose purpose is Africa's growth is enthralling because this continent has so much to offer itself and the world," she says. "Knowing that I wake up each morning and contribute to Africa's growth is more fulfilling that I had ever expected. I didn't know that my days would be made by listening to beautiful African accents, perspectives and serving my home continent with pride."

Madumo says she will carry her Accenture Rising Star Award throughout her endeavours. "As an alumni I take it upon myself to spot talent and invite them to consider being nominated for the competition," she says. "In my two-minute video, I referred to myself as a multiplier – a leader who creates more leaders and that is true to me. To BlackBark Productions, you're doing incredible work, I am grateful! If you're a young person looking to enter the Rising Star Awards, I assure you – it is absolutely worth it!"

### **ALUMNI: ENERGY & ENVIRONMENT**

**BULALI MDONTSANE** 

NATIONAL DEPOT MANAGER & SPECIAL PROJECTS, EASIGAS



Bulali Mdontsane was a finalist in the Energy and Environment category of the Rising Star Awards in 2018. At the time, he was Industrial Infrastructure Manager for Easigas, and is now National Depot Manager and Special Projects for the same company.

"The biggest lesson that I have learned through facing the current crisis that has taken over our world, is coming to the realisation that 'it is in my hands'," he says. "To be in the same space with some of the best young people in the country during the Rising Star Awards made me realise that we all have the power to contribute to a better society. We need to use our energy and drive to innovate towards solving our country's challenges. We are the ones we have been waiting for."

Mdontsane says he also learned a lot about managing work/life balance. "I realise that one has to prioritise scheduling down time," he explains. "Transitioning to the digital way of working meant conducting meetings from 8 am to late in the evening. When colleagues can't walk across the office to have a chat, they just dial in, when they see you are 'online', they make contact. I had to make a conscious decision to set boundaries. I make time for exercise, running 5km almost daily, and I have learned to schedule 'digital downtime' where I move away from all screens and either go outside or go on a date with friends. Losing loved ones during the COVID crisis was a reminder that life is precious and it is meant to be sayoured."

Mdontsane says that he and his team are dealing well with the "new normal". "We are big on boundaries, allowing people space to recharge whenever fatigue sets in," he explains. "There has also continued to be a heightened sense of sensitivity towards health precautions. Post-vaccination, we remain with all social distancing and other COVID prevention protocols in place."

He has also noticed a deeper appreciation for life. "There is an increased motivation to do work that matters," he says. "The motto is that 'you get what you give', so it is important to bring your A game, and show up consistently."

Mdontsane says that the most important leadership lesson that he has learned through navigating the current crisis is ubuntu – I am because you are. "The operations part of the business had to continue throughout all levels of lockdown, as we were deemed an essential service," he notes.

"Looking out for each other was the only way to keep COVID at bay. The decisions I took as a leader had the same impact on multiple livelihoods as they did an ordinary team member. We had minimal disruptions to our operations throughout the pandemic. Our success was through a collective effort to follow all protocols at the workplace and at home, even when nobody was watching. Our motto was 'if you look after me as much as I look after you then collective success is guaranteed'. I am because you are."

Mdontsane says that he is inspired by the Chairman and Founder of the Reatile Group, Simphiwe Mehlomakulu. "The Reatile Group has a strategic focus in the energy, petrochemical and industrial sector," he explains. "I admire how he has led and built one of the most



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vibrant players in the South African energy space, while positively impacting lives through creating employment and direct social upliftment projects. To see someone who looks like me contributing towards tackling some of South Africa's toughest challenges, such as poverty, inequality and unemployment, and making a success of it, is truly inspirational. It shows me what is possible with the right drive, motivation and energy."

Lastly, Mdontsane shares some words of advice with new entrants into the career world, especially during the difficult times we are all now facing: "Bet strongly on yourself; no one is coming to save you. Do the work to develop yourself in the direction of your goals. Don't wait for permission to go for it. The world is changing, the ones before us don't have all the answers to solve problems of the future (think 4IR or Web 3.0). Be bold without being arrogant, consult those that are experienced but don't seek their permission to do innovative things. As young leaders, you are the ones you have been waiting for, just have a go at it. Whatever you choose to do with your life, DO IT BIG!"



### VALUES-BASED LEMMENGALIA

As leaders, we often look for a blueprint to help us face the challenges of our roles. However, at the onset of the COVID-19 pandemic, leaders found themselves having to navigate unprecedented challenges with no rules of the game to refer to, and it became apparent to me that there are three key things leaders need to focus on during times such as these.

TAELO MOJAPELO CEO | BP SOUTHERN AFRICA

### WHETHER LEADING OR PARTICIPATING, MAINTAINING YOUR VALUES IS KEY. IF YOUR VALUES ARE IN PLACE, YOU CAN CHANGE YOUR LEADERSHIP STYLE

The first is the art of listening. So often, we're tasked with communicating our expectations, our vision, or organisational priorities. But equally important is the ability to truly listen. I always say the answer often lies in the room – if you practice the art of actually listening so that you understand, and not just listening to say you have heard someone, you will start to learn the value of the collective. As Mark Twain says, 'wisdom is the reward you get for a lifetime of listening when you would rather have talked'.

The second – and probably the most important as it speaks to my values and who I am – is ethical practice and a sense of community. At the start of the pandemic, companies that only focused on profits, would have ended up compromising the safety and health of their people. By practicing ethical leadership, companies will understand that their most important asset is their people and do everything possible to protect them.

The third is humility. As we navigated the pandemic, we all made mistakes, but if you practice the art of humility, you will realise the answer doesn't belong to you, and to give credit where it is due. I truly believe in giving people the space and the platform to shine – it brings out the best in them and benefits the whole organisation.

Shaping the careers of others through mentorship is important to me, especially as I had the benefit of a number of mentors throughout my own career. You learn something different from each person who mentors you – one particular leader taught me the valuable lesson of learning the difference between working hard and giving your best. At the time, I thought the effort I was putting into my work was enough, and although I was doing well, he helped show me that I wasn't reaching my full potential. While it was a hard lesson to learn, it served me well. I learned that I was capable of more than I was doing, and that I had a tendency to let the loudest voice win, even though it was not necessarily the correct voice. I was quite young and impressionable at the time, and although it felt demoralising for a time, I learned that we all have areas of development, and that I had to learn to trust my instincts and be more assertive in how I communicated.

It is however, in my nature to be inclusive, and I didn't want to give that up, so I had to learn how to balance these two sides of my leadership style. Now that I have the platform to do so, I ensure that those voices that are not as loud as others, also have the opportunity to be heard.

It is also important to me to not only ensure that I have a sense of purpose as a leader, but that I instil a sense of purpose in others. In order to grow as a leader, you have to learn to grow others, and the place to start is ensuring that everybody understands what you are working towards as a collective. This clarity of purpose builds resilience in teams and reminds you of your reason for being when the going gets tough.

As leaders, our strength lies in our flexibility. Sometimes leaders are called upon to lead, and then you have to stand up and lead from the front, but other times you are called upon to participate, and you must have the insight to accept that you are there to listen and learn. As the leader, you will ultimately need to make the decision, and if you understand that your information in these instances comes from subject matter experts who can teach you what you need to know, you will be able to make better decisions for the good of the organisation.

Whether leading or participating, maintaining your values is key. If your values are in place, you can change your leadership style depending on the situation and ensure that you get the best out of the team you are working with, without compromising what you stand for. If you can adapt and be dynamic, you will be comfortable with encouraging diversity of thought within your teams, allowing you to tap into a world of knowledge and experience from various sources, while maintaining a uniform culture and clarity of purpose.

Being clear about your values and your ethics as a leader is certainly the golden thread that pulls everything together for me, and I believe that these should be the compass that guides leaders into the future. So much is changing, and stability is not a guarantee. We are moving towards new ways of working, living, communicating, commuting – if you try and play the short game instead of the long game in these instances, you will fall short. Making decisions for now is much easier, but when change comes – and it will – you will have lost an opportunity to become more sustainable. The decisions we will have to make are based on what I call value-oriented decision-making – and must be at the core of your leadership strategy. In everything you do, you must realise that change is imminent and your decision-making should cater for that change.

Staying true to your values, and being authentic, are the hallmarks of a great leader, but you do not have to wait to be a leader to embody them. Even at the start of your leadership journey – more importantly then – you should be clear about what you stand for and who you are. When you know yourself, and are authentic about who you are, you will easily identify and understand your areas of development, and what you need to do to grow and improve. You will also gain the confidence to fight for your space, and for what you are worth, without compromising on your values. We are all different, and our paths as leaders will not be the same as those of others, but by being authentic, we will be able to reach our full potential as leaders and gain the freedom to lead with strength.

### **SECTOR OVERVIEW**

ENTREPRENEUR

WOOWIAAW

### ENTREPRENEURSHIP AND SELE-EMPLOYMENT

The 13th edition of the 'South Africa Economic Update, Building back better from COVID-19', with a special focus on jobs, examines how supporting young entrepreneurs could be one of the ways the country could address, unemployment, among its other pressing social challenge in an environment of weakened economic growth.

The Economic Update expects South Africa's growth to rebound to 4% in 2021, the fastest pace in over a decade, bouncing back from last year's deep contraction of 7%. However, medium-term prospects for higher and more inclusive growth remain constrained. Growth is expected to slow down to 2.1% in 2022 and to 1.5% in 2023.

This report reviews the impact of COVID-19 on South Africa's labour market, which has been marked by high levels of unemployment and inactivity, even at the best of times. The report finds that South Africa entered the COVID-19 pandemic with low levels of employment and a decade of weak job creation, far below the standards of most upper middle-income countries. It finds that despite the government's solid response to the pandemic, jobs have been severely impacted, and recovery is slow.

By the end of 2020, despite two quarters of employment growth, the number of employed people had fallen by nearly 1.5 million, and the wages of workers who still had jobs had fallen by 10 – 15%. At the time of releasing this report, only 40% of employment losses had been recovered. The report suggests that entrepreneurship and self-employment offer the biggest opportunity to create jobs in South Africa, particularly with the increasing number of start-ups, especially in the digital sector, which could become an engine of jobs growth in the future.

"If South Africa were to match the self-employment rate of its peers, it could potentially halve its unemployment rates," said Wolfgang Fengler, World Bank Program Leader.

"In South Africa, self-employment including own-account workers with own businesses, freelancers, only represents 10% of all jobs, compared to around 30% in most uppermiddle income economies such as Turkey, Mexico, or Brazil."

"To generate employment, South Africa would have to address three chronic labour market challenges: extremely high rates of inactivity, high rates of unemployment, and low levels of self-employment," said Marie Francoise Marie-Nelly World Bank Country Director for South Africa, Botswana, Eswatini, Lesotho and Namibia. "By improving the business climate, the entrepreneurship ecosystem and access to financing, as well as investing in skills, the government can encourage self-employment and support the growth of micro-and small enterprises. "The report also suggests that South Africa consider policies that target labour market outcomes and that can make a difference in the pace of employment recovery. It offers four sets of interventions that would combine time-bound emergency support for poorer workers with reforms to increase the size of the labour market, namely strengthening labour market linkages of the social transfer system; considering a negotiated moratorium on specific pieces of labour regulation; relaxing constraints to entrepreneurship and self-employment; and improving the effectiveness of active labour market programs through broader public-private partnerships and system enhancements.

This article is an extract from an article published by the World Bank, titled 'South Africa Economic Update: South Africa's Labor Market Can Benefit from Young Entrepreneurs, Self-Employment', published on 13 July 2021 and available at https://www.worldbank.org/en/country/southafrica.

### RISING STAR WINNER 2020: ENTREPRENEUR

### SIYANDA MTHETHWA

FOUNDER & CEO: KULOOLA APP



SIYANDA MTHETHWA IS THE 2020
WINNER OF THE ACCENTURE RISING
STAR AWARD IN THE ENTREPRENEUR
CATEGORY. HE IS THE FOUNDER AND
CEO OF KULOOLA APP, SOUTH AFRICA'S
FIRST RURAL ONLINE GROCERY STORE
AND DELIVERY SERVICE.

"It was a great recognition to be nominated for the Accenture Rising Star Awards," says Mthethwa. "As founders and entrepreneurs we are often in a lonely and difficult place," he says. "This type of recognition, especially from such reputable awards, give us the encouragement we need to keep moving forward."

Mthethwa says that his stand-out memory from the Accenture Rising Star Awards judging process was the problem-solving task each finalist received before judging, to pitch to the judges. "I think it is a great opportunity to get the judges to fully pick your brain and discover your character. I enjoyed the problem-solving task because it fits with my entrepreneurial self – I am a problem solver." Winning the Accenture Rising Star Award in his category resulted in Mthethwa being amazed by the response he received from colleagues and

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I THINK IT IS A
GREAT **OPPORTUNITY**TO GET THE JUDGES
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CHARACTER

industry leaders in his LinkedIn network. "Clearly the award and recognition give the winner both industry respect and awareness," he says. "For me, the win was a clear validation that the direction we have undertaken is indeed the right and impactful one. The award was for me and myself only. I will use it as a personal reminder of my abilities at the most challenging of times in my entrepreneurial journey."

Mthethwa says while every crisis presents a great opportunity, he is afraid that South Africa, especially the private sector, has allowed a great opportunity to pass it by. "The current crisis and the recent uprisings are a direct result of bad governance, economic inequality and structural racism in the private sector," he explains. "Government and private industry leaders should have used this time to fully reflect and find solutions on how to be more, to govern better, be inclusive, be equitable, and to fully involve the majority of South Africans into 'South Africa Inc.' The task of fixing South Africa cannot and should not be entrusted to government alone, the problems are too big, too historical and need innovative thinking and will. The 'we will rebuild' and 'we will come back stronger' project has failed to fully encapsulate core South African problems."

Mthethwa closes by wishing to thank those who have worked in the background of the Accenture Rising Star Awards throughout the year. "They are the ones who help identify industry leaders, arrange interviews and many other tasks," he says. "They work hard to put us on the map. This is a special shout out to them."





### **IAMS Powerhouse Consulting**

IAMS Powerhouse Consulting provides innovative people management solutions. Leading Human Resources Technology and Organisational Development partner. We help develop and empower individuals, entrepreneurs and corporates to achieve optimal performance. Our purpose is "to unearth potential, empower leadership and enable performance excellence globally".



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### We Change the Way People Learn and Grow.



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It is hard to read any recent technology related publication and not be instructed on the impact the Fourth Industrial Revolution (4IR) is forecasted to have on pretty much every aspect of how we will live and work. In most cases, we are being compelled to take action now in order to prepare ourselves and our organisations for a rapidly changing future world of work, or risk becoming out-of-touch and redundant.

A survey conducted by Deloitte in 2019, which polled more than 2,000 C-suite executives across 19 countries with the aim of assessing Industry 4.0 readiness, found that leaders, many who thought they were ready, may not be as prepared as they need to be. The study indicated that while executives conceptually understood the profound business and societal changes Industry 4.0 may bring, they were less certain how they could take action to benefit from it (Renjen, Punit, 2020). Quite a daunting scenario, which no wonder has left business leaders feeling either caught between acting as an ostrich with their head in the sand versus managing burnout from complete information overload, whilst trying to figure out the best technology to invest in to stay relevant.

In addition to the uncertainty facing leaders on determining what technologies to invest in, equally it was found that organizations were struggling to ensure that their workforces possess the skills needed to succeed in an Industry 4.0 environment. "Only one-fifth of executives completely agreed that their organizations are currently ready, and just 10 percent said they are making a great deal of progress identifying, attracting, and retaining the right talent" (Renjen, Punit, 2020). A key reason for this gap, is not necessarily that leaders don't want to prioritise skills development, but rather that executives are unsure of what skills they need to invest in that would be necessary to succeed in the ever-changing world.

### **Navigating the Change & Re-positioning: Leadership**

The 4th industrial revolution has shifted the leadership paradigms as well as organisational culture. Leaders are expected to move



away from the command-and-control type of leadership and into a more transformative approach style that is collegial, cooperative and integrative. Leaders are now expected to introduce digital strategies that will see the workforce adapt in Industry 4.0.

It is also important to note that organisations will most likely experience resistance from workers and/or organised labour when undergoing the reskilling process thus leadership should also be equipped to handle the resistance. Furthermore, some jobs will be rendered absolute (especially the unskilled and manual labour type of jobs) again placing leaders under pressure to manage both the technical as well as psycho-social impacts of workplace displacement into workplace transition. The key differentiator that will set employees and organisations apart will be driving home the importance of continuous reskilling. This places the Learning and Development function of any organisation as central enabler of any organisation's digital strategy. As taken from the popular magazine, Executive Talent, the below illustration highlights the far-reaching implications for managing Talent in Industry 4.0. (2021): What is clear is that Industry 4.0 will require a lot of courage from leaders in the oncoming years to re-engineer workforces and lead transformation, whilst figuring out transformation themselves.

### **Determining Future Skills**

Just like in the industrial revolutions prior to this one, there is a reduced requirement for manual trade and a greater move towards machine to labour augmentation. In the latest Future of Jobs Report published by the World Economic Forum, "by

### The talent implications of Industry 4.0



CEOs (and general managers) need to be transformers who can identify and capitalize on disruptive trends rather than watch and fall victim to them.



All C-suite members need digital/technology fluency (similar to an acceptable level of financial expertise) in order to remain relevant.

The same holds true for board directors.



Companies need to add technical expertise around IOT technology (sensors, connectivity and data & analytics) and there is a new war for talent in software in particular.



Traditionally vertically integrated and somewhat insular, slow moving industrial companies need to learn to operate effectively in ecosystems, partnering for the latest technology while jockeying to capture maximum value. This has created demand for a new type of ecosystem business development leader.

- David Finke, Global Technology Practice Leader, Russell Reynolds Associates

2025, the capabilities of machines and algorithms will be more broadly employed than in previous years, and the work hours performed by machines will match the time spent working by human beings" (2021).

Locally, a study conducted by McKinsey on the impact of digitization on the workforce forecasts that technologies could displace 3.3 million existing jobs by 2030 in South Africa's economy. (Magwentshu, Rajagopaul, Chui, & Singh, 2019). But all is not lost, as conversely the same study predicted that South Africa has the potential to create up to 4.5 million new jobs across many sectors as a result of technology advancement driven by digitisation, machine learning and automation (Magwentshu, Rajagopaul, Chui, & Singh, 2019). This would result in a net gain of 1,2 million jobs overall, but these technology-driven gains in employment will emerge in different sectors and industries and require higher skills that the jobs displaced (Magwentshu, Rajagopaul, Chui, & Singh, 2019).

The implication is clear, South African leaders need to take bold steps to ensure that there is sufficient reskilling to help reabsorb workers into the workforce. This requires both strategic intent and investment to drive continuous learning within their existing workforce. The two areas that organisations can focus the reskilling process on are technical skillset as well as human skills. Technical skills with digital components such as Al initiatives or data analytics as well as human skills such as emotional intelligence, empathy and critical thinking are essential to Industry 4.0 and should be often revised and updated.

Leaders need to be concerned about not only driving reskilling of employees in new technology-related capabilities but also in upskilling employees in life skills required to keep up with rapidly changing world, such as learning agility, adaptability, empathy and trans-disciplinary intelligence. As Industry 4.0 will continue to disrupt, business leaders will need to be flexible and able to continually pivot their strategy, invest in new technologies and ensure their people can support these changes. So lifelong learning skills will be essential for

employability capabilities and for the general workforce as ways of work and business models continue to change.

The world is changing and the work of the future requires adaptability to new ways of work through technology and the accompanying new ways of learning. Learning will play a central role in Industry 4.0 and it will be focused on cognitive skills, computer skills, and interpersonal skills- how we think, our creativity, keeping an open mind about what is going on around us, and self-awareness.



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ALUMNI: ENTREPRENEUR
SIPHELELE BUTHELEZI

FOUNDER AND DIRECTOR, SPHELENHLANHLA HOLDINGS



Siphelele Buthelezi was a finalist in the Entrepreneur category of the Rising Star Awards in 2019. She is Founder and Director at Sphelenhlanhla Holdings.

"The Rising Star programme has taught me a lot and I'm forever grateful for the wonderful experience," says Buthelezi. "First and foremost, I learned to believe more in myself – I was not even sure I would reach the finals. I have also gained immense value from the platforms and programmes available. Attending the Rising Star Female Forum, and engaging with fellow powerful businesswomen and those who have succeeded in their businesses and industries, has taught me to be resilient, bounce back quickly, and to take care of my mental health and wellbeing, because as an entrepreneur, there is a generation that depends on my competency – I don't have the option of giving up."

"The Rising Star programme has taught me a lot and I'm forever grateful for the wonderful experience," says Buthelezi. "First and foremost, I learned to believe more in myself – I was not even sure I would reach the finals. I have also gained immense value from the platforms and programmes available. Attending the Rising Star Female Forum, and engaging with fellow powerful businesswomen and those who have succeeded in their businesses and industries, has taught me to be resilient, bounce back quickly, and to take care of my mental health and wellbeing, because as an entrepreneur, there is a generation that depends on my competency – I don't have the option of giving up."

Buthelezi says that she has also learned a lot from the COVID-19 crisis. "As an entrepreneur, anything can happen or change in a split second," she explains. "When things are going smoothly, it is important to take time for your family and friends, and juggle your work in between, so that you can be where you need to when there is an emergency or crisis. Family and friends are so important – when all hell has broken loose, when your health deteriorates, because our health is not guaranteed – they are our strongest resource. They look after us, we can talk openly to them, and they speak positivity into us."

The "new normal" has not always been easy, but Buthelezi says that it is important to see the good in each other, and motivate each other. "As a leader, one should lead by example," she says. "We need to spread positivity to our co-workers, and help provide solutions instead of only discussing problems."

Buthelezi says that focusing on motivation has changed her a lot. "I have learned to adapt to a pattern of self-motivation," she says. "However, I have also chosen specific people to open up to, and share the challenges I am facing. They have, in turn, shared inspiring attributes they see in me, and that has helped to keep my spirits up. I've learned to focus on using thinking as a tool, and coming up with solutions that produce good results."

One of the most important leadership lessons that Buthelezi has learned is what she calls the power of jurisdiction. "Not every domain is within your control, and instead of trying to control everything, one needs to be patient and learn resilience," she says.

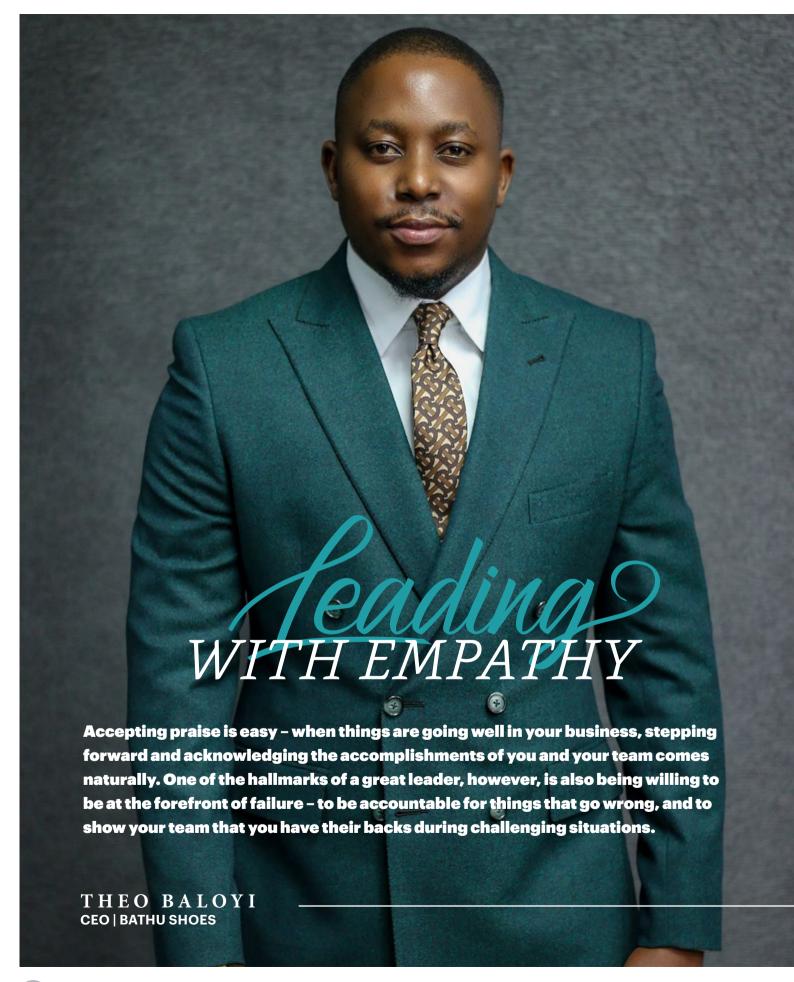
Buthelezi says that she is not inspired by any one specific individual. "I am, however, inspired by other women, especially elderly women living in rural villages," she



AS A LEADER, ONE
SHOULD **LEAD BY EXAMPLE.** WE NEED TO
SPREAD POSITIVITY
TO OUR CO-WORKERS,
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OF ONLY DISCUSSING
PROBLEMS

says. "As someone who comes from a small village in KwaZulu-Natal, and an underprivileged background, I have first-hand experience of how these women wake up before dawn to go to farms to harvest, and look for what they can sell on street corners to feed their families. They do it with passion and without a single complaint, in order to ensure that they can send their children to school. They do this with hope for a better tomorrow. I draw my strength from women like them, and an awareness that there are those who have a far more difficult time of things than I do. I have positioned myself through hard work and determination, and living in the time that I do, with so many better systems in place, I know I can make a difference."

The current economic climate is tough, and Buthelezi has good advice for those entering this new world of work: "Never give up on your dreams. Anything is possible. Remember that a tree that bears fruit does not tell anybody it is doing so, it gets on with the job of bearing fruit. This is an important mindset to cultivate – patience and endurance are weapons, and combined with hard work, will be the keys to your success. It is also good practice to ask for guidance from those who have gone before you. Focus more on growth than desire, because chasing worldly things can be a neverending pursuit."



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### **MENTORSHIP**

SHOULD GO BEYOND JUST
MEETING OVER COFFEE
AND HAVING A GREAT
CONVERSATION - YOU NEED
TO LEVERAGE THEIR WEALTH
OF KNOWLEDGE IN ORDER TO
GROW YOURSELF

Without their teams, leaders would not be where they are today. How you lead your team during the hard times is often far more valuable to them than how you lead during the good times. I've found it's important to be vulnerable in front of my team – to show them I am also human, that I don't have it all figured out, and that we all fail sometimes. Too often we feel that as leaders, we need to have all the answers, but we don't learn if we aren't prepared to ask questions, and be willing to change.

At no time during our lifetime has this been more true than during the global uncertainty we are all facing. The human race has very seldom faced a crisis of such vast proportions, that has attacked us on so many fronts – our health, our economy, our mental wellbeing; the very fabric of what holds us all together has been threatened. People from all walks of life have had to face these challenges – the pandemic has affected all of us.

Over the past 18 months, I've been truly reminded of the value of the dedicated people that work for us. During very tough times, teams have stuck together, showing up even through times of immense personal loss. As leaders and managers, we are trained to focus on both profit and people, but this pandemic has shown us that people are everything. Yes, the commercial element is important – without it we wouldn't have jobs – but it is people that keep us in business, that remind us why we do what we do, and that bring humanity and empathy to our roles.

Our people have made me so proud – not only because of their great attitude, but because they've stepped up and been willing to learn and better themselves. We have people who used to be packers who are now working in our eCommerce division or as warehouse supervisors; students who started doing vacation work who are now managing stores; people who've bought their first cars, or homes for their parents. Many of our people have broken the poverty cycle in their families through their work at our company, and have become role models in their communities. Witnessing this transformation in our people, and some of it during very difficult economic times, has been a privilege.

Leading with empathy has been the most important lesson I've learned during these challenging times. As leaders, we primarily make decisions for the good of the whole, which can result in us losing sight of the individual. While the good of the whole is important, and essential for sustainability, recognising that the

people in our organisations are individuals, with unique needs, feelings and thoughts, goes a long way towards entrenching the kind of culture we want to see in our organisations.

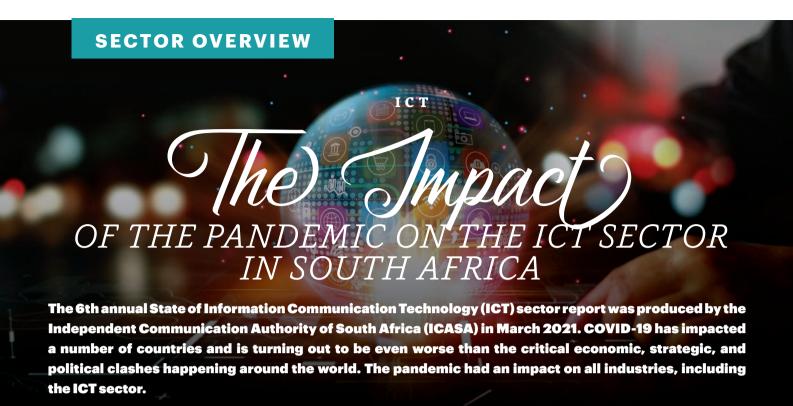
Another lesson I have learned during this time is the value of connection – with so many of us working remotely, connecting with others has sometimes taken a back seat, and can be challenging when everyone is working to different schedules and with different priorities. Making sure that we continue to connect, using the various technological tools at our disposal, and both inside and outside of the work environment, has been critical in maintaining our great culture, and in ensuring that our people feel seen and heard.

We have also encouraged people in our organisation to connect with each other though a mentorship programme we have developed, where those with more experience are mentoring graduates and newcomers to the business. I am so grateful to have had various mentors throughout my career, whose lessons I have often turned to, especially during these tough times. I believe it's important to surround yourself with different kinds of mentors – people who have been successful in various roles, and in more than one type of organisation. I also believe that you can have a mentor for a season of your life – each one has a role to play, and sometimes that role is short-lived or situation-specific. Being able to draw on the experiences of others, to learn from the lessons they have learned through both their successes and their failures, is invaluable.

My advice to the leaders of tomorrow is firstly, find yourself a mentor if you haven't already. Finding your first mentor can be challenging, and you need to be intentional about it. Mentorship should go beyond just meeting over coffee and having a great conversation – you need to leverage their wealth of knowledge in order to grow yourself, to become the person you want to be, and to help you reach your goals. It's also worth pointing out that mentors can often be found in unlikely places – if someone embodies the change you want to effect in your own life, you don't need to come from the same organisation, industry or cultural background.

Secondly, be true to yourself. Being authentic is a currency you will never run out of – you will save yourself a lot of time, effort and failures if you are true to yourself, and if you act and lead accordingly. Coupled to that is being clear about our intentions. It's important to know who you are, but it's also important to know where you're going, how you plan to get there, and why this destination or goal is important to you.

Lastly, it's important to always strive to be of service to others. People never forget how you make them feel, and when you go the extra mile for the people you serve, they will remember you for it. In great service lies excellence – be humble, respectful and diligent, connect with your purpose, and you will stand out amongst the crowd.



Since the outbreak of the coronavirus pandemic and subsequently the lockdown initiated by the South African Government in March 2020, there has been an impact on the three sectors that the Authority is regulating, with broadcasting and postal sectors being the most negatively affected.

The Authority recognises that access to a comprehensive and timely set of ICT indicators is vital for the proper regulation of the sectors for which it is responsible, namely: the telecommunications, broadcasting and postal sectors. The intention is to use these indicators to benchmark values, inform sector policy analysis and ensure compatibility with global benchmarking and data compiled by other regulators.

According to the 2019 Stats SA's general household survey (GHS) report, the proportion of households who have access to the Internet anywhere is at 63% nationally. Gauteng province is the highest at 74.2% and Limpopo province is the lowest at 43%. In 2019, 58.7% of households nationally had access to the Internet using mobile devices, with the majority living in metropolitan areas sitting at (67.8%) with internet access. Mobile devices are also the most used means of accessing the Internet by households in rural areas.

The total revenue reported for the three sectors (telecommunications, broadcasting and postal) increased by 2% from R238 billion in 2019 to 243 billion in 2020. The broadcasting services revenue decreased

by 6.6% from R38 billion to R35 billion; however, postal services revenue has increased by 3.6% in 2020 and the telecommunication services revenue slightly increased by 2.4% from R194 billion in 2019 to R201 billion in 2020. Total numbers for the three sectors employment slightly decreased by 0.3% in 2020.

For the same period, employment changes in the specific sectors were as follows: telecommunications sector employment slightly increased by 1.6%, broadcasting sector employment decreased by 2.6% and the postal sector employment decreased by 5.1%. Over a 6-year period, the total sector employment slightly decreased by 0.6%. Telecommunications increased by 2.1%; broadcasting employment decreased by 4.5% and postal services employment still shows a decline in terms of growth as it decreased by 2.4% for the same period.



### THE PANDEMIC

HAD AN IMPACT ON ALL INDUSTRIES, INCLUDING THE ICT SECTOR.

This article is an extract from the executive summary of the ICASA report titled 'The State of the ICT Sector Report in South Africa', published in March 2021 and available at https://www.icasa.org.za.

### RISING STAR WINNER 2020: ICT

### **LUSANI NEMALILI**

SENIOR SPECIALIST: PUBLIC AFFAIRS, VODACOM



LUSANI NEMALILI IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE ICT CATEGORY. AT THE TIME OF WINNING THE AWARD SHE WAS A SPECIALIST: PUBLIC AFFAIRS AT VODACOM, AND IS NOW A SENIOR SPECIALIST: PUBLIC AFFAIRS, ALSO AT VODACOM.

"Being nominated for the Accenture Rising Star Awards in the ICT category made me feel recognised, and was a nod to the fact that my work indeed has impact to the business and to society," she says. "This affirmed the purpose-led work I have always wanted to do and this was one of the stops in the journey affirming it."

Nemalili says her stand-out memory from the Accenture Rising Star Awards judging process was the process of judging being more like a conversation with the judges, as opposed to an interview.

"Furthermore, after every submission and final interview, to stand back and at eagle's view, see my efforts through my answers," she explains. "I have also found value in picking up some constant principles that have anchored

### REFLECTING ON THE Towrney

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### I PLAN ON USING THE VALUABLE ENGAGEMENTS

FROM WEBINARS AND
DISCUSSIONS TO
EQUIP MYSELF FOR
GREATER LEADERSHIP
RESPONSIBILITIES

my character as a leader and how they have proven to work over time. This takes one to a place of reflection about your professional journey thus far but also nudges a prospective approach to where one would want their career to go. From here, one walks intentionally in becoming the kind of leader that impacts people's lives every day."

Nemalili says that winning the Award was an honour for which she will remain eternally grateful. "ICT is usually seen through the lens of machinery, platforms, online services and mostly non-human related technologies," she says. "Working every day to co-create and foster human-led technologies will always shape a better future for ourselves and our descendants. It definitely reinforced to me that technology must certainly be human-led."

Nemalili says that she will use her Accenture Rising Star Award as a platform for growth and development by mentoring others both within and outside the programme.

"I plan on using the valuable engagements from webinars and discussions to equip myself for greater leadership responsibilities and to also equip others for the same in their own professional journeys," she says. "Through this process, and through the tough times we are all facing at the moment, I have learned the importance of doing your best that you can with whatever resources are at your disposal for others. When all is said and done, it will be enough."



Refilwe Nkabinde was a finalist in the ICT category of the Rising Star Awards in 2017. At the time, she was Chief Financial Officer at BCX, a wholly-owned subsidiary of Telkom, and is now Finance Director at Vodacom South Africa.

"As part of the Rising Star judging process, one of the judging criteria that I identified as requiring most development and improvement for myself was 'excellent communication and listening skills'," says Nkabinde. "I've always regarded my communication and listening skills as good but not excellent. The COVID-19 crisis and the remote work environment forced me to perfect this very important characteristic. Naturally with any change in ways of work, teams tend to feel anxious and restless at the initial phase. Through my inspirational leadership, I have been able to provide clarity and comfort to my team during this initial phase of change. I have also had to stretch myself in areas I regard as developmental opportunities, specifically my ability to listen and communicate, to ensure the change is well managed. Looking back over the past 18 months, team effectiveness has improved with me receiving positive feedback from my team and key stakeholders regarding the outcomes we have been able to achieve during this period."

Nkabinde says that for her, the pandemic has highlighted multiple learning opportunities, with work/life balance being one of them. "I have not managed to land perfect balance between work and family, and have resorted to what I call work/life harmony," she explains. "Work/life harmony allows me the freedom to over-invest in my family at times and at other times to over-invest in work requirements. I'm able to attend to high priority work and family requirements while ensuring both operate in a healthy harmony. I have found that work/life harmony is better to manage compared to the balance requirement implicit in work/life balance."

Nkabinde and her team are all keeping an open mind as they reshape the new normal. "We have positively surprised ourselves with what we were able to achieve working remotely," she says. "Whilst outcomes and deliverables were met on time and in full, we've missed the face-to-face engagement and collaboration. We are now being more deliberate about outcomes to be achieved on work from home days and on work at the office days."

For Nkabinde, as for many others, the past year and a half has been a true test of leadership, motivation and inspiration. "An important ingredient of a leader is their ability to have a positive influence on others," she notes. "When a leader's motivation is low, it becomes very difficult for a leader to show up in a positive way and to radiate optimism. I'm very conscious about the shadow I cast as a leader – both at home and at the office. To keep myself motivated, I regularly read auto-



### MY ADVICE TO **UPCOMING LEADERS**,

AS THEY PUSH
THROUGH THE
RANKS, IS FOR THEM
TO ALLOW THEIR
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WORK

biographies of positive leaders like Steve Jobs and Nelson Mandela. This give me a sense of hope at times when I'm not at my best and when my energy levels are low. Their stories allow me to pivot my thinking and focus."

The most important leadership lesson that Nkabinde has learned is the importance of winning through teams and embracing team diversity. "Creating an inclusive environment where team players can bring their true authentic self to work allows everyone to win, through team collaboration," she explains. "This proved highly valuable in navigating through the crisis. The current climate requires leaders to be more in touch with their emotional intelligence. Customers are more inclined to support brands who focus on more than just the bottom line – it's about purpose."

"I find inspiration in everyone around me, from my late Mom, to my family, my leaders, my team and key stakeholders. The crisis has reminded me just how precious life is. I intend living every day of my life striving to be the best that I can ever be, by growing myself and others."

"My advice to upcoming leaders, as they push through the ranks, is for them to allow their teams to be the best version of themselves at work. In so doing, we fully benefit from team diversity and maximize on everyone's potential. Ultimately, the broader team, the organisation and the customer benefits from this."



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LEADERSHIP WILL
REQUIRE A NEW
SENSE OF FLUIDITY
- EMBRACING
THE KNOWLEDGE
WORKER - FINDING
NEW PURPOSE
- CHANGING
WHAT AND HOW
YOU MEASURE
AND YOUR VERY
UNDERSTANDING OF
WHAT SUCCESS IS

To do this, one needs to trust your instinct. One needs to delegate a certain level of decision-making to the edge – this in itself is extremely powerful, as you allow people that are most experienced to make the call. Never be complacent – the sphere of the organisation must thrive on learning – as the journey is never done. In the infamous words of Sheryl Sandburg, "Leadership is about making others better as a result of your presence and ensuring that that impact lasts in your absence".

One of the most important lessons I've learned as a leader is that having access to people smarter than you is a blessing, not a threat. We have a motto at Gijima, that "none of us is as good as all of us". Collective success is powerful.

We find ourselves in unpresented times of change, where one needs to adapt or die. My past leadership experience has been coloured with leading from the front. Innovation has been a core focus of my career – creating new products, new markets and most importantly not being blind-sided by the revolution that is going on – ensuring that your business never has a "Kodak" moment. This agility, combined with a strong sense of innovation, has allowed me to navigate these challenging times successfully.

Over the past year or so, my leadership style has evolved to focus more on the eco-system. For example, I would traditionally gain leverage by controlling the supply chain through trying to lock out partners to one that is more inclusive. Now, I'm focusing on the ultimate realisation that the more networks that I build that place our company at the centre of value creation, the more lockin and growth I can help create, as it is all underpinned by value.

If organisations want to future-proof themselves, they need to be more purpose-driven and intentional on "who they are" as an organisation. You have to "unstick" your organisation from the traditional operating models. Become flatter and fitter so that you can operate faster. Most importantly, take data seriously, as its not simply about reporting ... data is the business of the future.

To inspire one's team towards the cause for change, one needs to understand the team itself, as this will influence how you get team members to buy in to the change at hand. Once you can purposefully connect with your team, the rest of the journey starts to evolve on its own. In my experience, if the path for change is collectively agreed on and not autocratically dictated, the team becomes the change agents, and they catapult the rest of the organisation on the cause for change. There is no person too small on the journey towards change – ensure that you reach the breadth and depth of your business. Also, always remember – action ... action! Actions always speak louder than words.

The new normal is upon us, and the only way to equip ourselves for it is by "futuring": you have to be planning for multiple futures concurrently. Tap into and refine your sensing – ensuring that the many signals from the diverse eco-systems that you receive are used.

I find inspiration in many places. On the topic of innovation, I am inspired by biomimicry, which draws on natural organisms and processes to spark innovation. This has led to some of the most amazing innovations like birds = jets, and from a leadership perspective, I think there is a lot that one can learn from nature – the agility, the adaptation, the design and most importantly the resilience. On a more personal note, my biggest inspiration is my daughter. The lens through which she views life is untainted and simple and through that simplicity lies the most amazing innovation.

For up-and-coming leaders reading this, I would point out that the old rules of management are being unwound by unprecedented automation, fundamental societal shifts and rising interconnectivity enabling free moving information, which bypasses and challenges existing hierarchies. To improve your odds of thriving, simplify your business and operations – be intentional with your vision and purpose and what you stand for, and most importantly, prioritise creativity, speed and accountability.

Leadership will require a new sense of fluidity – embracing the knowledge worker – finding new purpose – changing what and how you measure and your very understanding of what success is. As a future shaper you must be on the dance floor, but most importantly, take time to stand on the balcony and set direction. How you show up is how your people show up!

Lastly, in the words of Arne Sorenson, "You've got to make sure the team is empowered to take risk, expected to take risk and, at all costs, expected not to be satisfied with what we've done so far."



The effects of the lockdown that started on 27 March 2020 made trading conditions even more challenging than during the previous four years of recession. Supply chains were disrupted in the first few months of the lockdown, most FMCG products were declared non-essential, and sales stopped for almost three months. The worst-affected markets were tobacco and liquor with bans on sales, while pharmaceuticals, fruit and vegetables experienced huge demand. Panic buying led to product shortages, e.g. flour, yeast, soap and hygiene products. The lockdown was a driver for rapidly rising online sales. Before coronavirus retailers have been trying to divert the effects of operating cost increases from consumers by passing the costs on upstream. Price sensitive consumers keep competition among retailers high and they shop for the best prices.

Strong rivalry exists in fragmented markets with a multitude of competitors in the informal sector and numerous small businesses. In the formal sector, the four largest supermarkets are dominating causing high levels of concentration. Overall, market forces are exercising moderate pressure on competitors. The biggest force is coming from price sensitive buyers in spite of their reduced disposable income. Supermarkets are under investigation by the Competition Commission for unfair price increases of certain foodstuffs, while pharmacies, wholesalers and manufacturers of face masks, sanitisers and other sanitising products have been found guilty and fined for unreasonable price hikes during the

lockdown. Following the grocery retail market inquiry, the Commission made recommendations to reduce the dominance of the leading supermarkets. Should these not be implemented regulations to enforce the recommendations might be promulgated.

Commentators see the current trends continuing in the short term, but the pandemic and the lockdown will still be drivers of change in FMCG markets. Economists do not see trading conditions improving in the next four to five years. Lifestyle changes that the pandemic is bringing about will affect the business models of retailers. E-commerce as a retail channel should continue to increase in popularity even when the pandemic ends. Role players expect consumer demand for fresh produce to continue growing. Fresh food supply volumes are hoped to be sufficient as favourable weather conditions are expected. Adequate supply should keep price increases lower while the Competition Commission keeps an eye on the pricing behaviour of retailers. FMCG market players are expected to continue their focus on sustainability and product innovation to meet the wellness demands of consumers.

This article is an extract from a report generated by Who Owns Whom, titled 'Trends in South African FMCG Markets', published on 15 April 2021 and available at https://www.whoownswhom.co.za/.

### RISING STAR WINNER 2020: MANUFACTURING & FMCG

### **MIGUEL CAETANO**

NATIONAL SALES OPERATIONS MANAGER: HPCB, TIGER BRANDS



MIGUEL CAETANO IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE MANUFACTURING AND FMCG CATEGORY. AT THE TIME OF WINNING THE AWARD, HE WAS INTERNATIONAL CUSTOMER MARKETING MANAGER FOR THE TIGER BRANDS INTERNATIONAL BUSINESS UNIT AT TIGER BRANDS, AND IS NOW NATIONAL SALES OPERATIONS MANAGER FOR THE HOME, PERSONAL CARE & BABY BUSINESS UNIT, ALSO AT TIGER BRANDS.

"I felt honoured and proud to be nominated for this prestigious award," says Caetano. "I also felt nervous at first as I was not sure what to expect, but the nerves soon gave way to excitement as the process commenced. The key stand-out memory for me was the inclusion of the judges' feedback for the winners that were broadcast at the awards ceremony. The process of presenting to the judges was both nerve-wracking and exciting – challenging in a great way. To have received such positive feedback at the awards ceremony and including it as part of the celebration was a really great touch that I have not experienced before. In a tough year that saw the COVID-19 pandemic hamper efforts to gather in person, I

### LEARNING THROUGH Deflection and Insight

was extremely impressed with the awards ceremony evening and very grateful to have been a part of it. The team went out of their way to make it a very special event, and it showed in the splendour of the evening."

Caetano says that winning the award was an immense honour: "I felt incredibly grateful to have been selected as the winner for my category! My fellow finalists are incredibly talented and excel in their fields, so I was truly humbled to be selected as the winner. It was exciting, and I will remember it as a top highlight of my career for a long time to come."

He says that the reflection and insight he gained on his leadership skills through the process was an invaluable learning experience. "We so often get so caught up in our careers and personal lives, that we often do not take the time to journal and reflect on our approach to events, challenges and situations," he explains. "One of the most beneficial outcomes of having embarked on the Accenture Rising Star Awards process, has been my ability to learn from the experience and identify areas of further development in terms of my leadership journey. It has been invaluable as I continue to grow in my career, and I continue to share my knowledge and experiences with my teams to further their leadership development."

Caetano notes that resilience is an important leadership attribute that has been thrust into the spotlight during the current global pandemic crisis. "Now more than ever, resilient leadership is critically important to continue riding through the current storm," he says. "Staying true to my values system, creating a calm environment and being clear on the direction and requirements to achieve our team's goals has been an important lesson learnt during these uncertain times."

Caetano closes by wishing to thank the Blackbark Productions team, the corporate sponsors and the esteemed judges for bringing together an insightful, exciting experience that was the Accenture Rising Stars Awards journey. "I am very grateful to have been a part of it and to be selected as a winner. I encourage young leaders to actively take part if they are nominated and to also be on the lookout for young leadership talent in their organisations so that they may also utilise this platform to nominate and recognise outstanding leadership."

### **ALUMNI: MANUFACTURING & FMCG**

BOOTA PITSO



Boota Pitso was a finalist in the Manufacturing and FMCG category of the Rising Star Awards in 2018.

At the time, he was Head of Commercial Planning and Activations at Heineken South Africa, and is now

Channel Lead: Wholesale at Coca Cola Beverages South Africa.

"The Rising Star experience taught me to never give up, even in times of adversity," says Pitso. "My final panel interview was held a few hours after my son was born. I had contemplated not attending the final round, but I thought I owed it to myself and my new-born son to see it through and not take the easy way out. It was this resilience that has carried me through the global pandemic we are facing. I am glad that I went through the process, and I am very proud of my achievement of being a finalist in such a prestigious awards ceremony."

Pitso says that the COVID-19 pandemic has made work/ life balance extremely challenging to manage. "In the initial stages of the pandemic, one not only had to work from home, but you also had to assist your children who were also studying from home," he explains.

"In between work, you played the role of parent and teacher at the same time. One thing about this experience, is that I will likely never again have the opportunity to spend the amount of time I spent with my children as I did in the last 18 months since the pandemic started. I learnt a lot about my children and that is time I cannot regret having spent. As we are navigating this new normal, I have learnt to become strict about the hours I spent at work and log off at appropriate times so that I can still spend time with my family after work."

Pitso says that the new normal has been difficult, especially in the sales environment that he works in. "We are a customer-facing team and it has been challenging having to set up meetings with customers virtually," he says. "We have had to adapt to the new way of working and setting up meetings. I try to connect as much as possible with the team for lunch or drinks in person, just to bring a sense of normality in our new reality."

As many have found, Pitso says the pandemic has been emotionally taxing. "I saw many loved ones succumb to the virus and it has been difficult to remain motivated," he says. "But, during a pandemic, you learn to appreciate some of the things we take for granted. While many have lost jobs, houses, cars etc., I still continue to remain employed and in good health and that has kept me motivated to continue to keep going."

The most important leadership lesson Pitso learnt throughout the crisis is patience. "The crisis instructed that we learn to be patient with ourselves, our colleagues and the people we lead," he says.



LIFE CAN
SET SO MANY
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THAT ONE CAN
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AND FURTHER
AND FURTHER
AWAY FROM YOUR
DREAMS. SET UP
GOALS AND REVIEW
QUARTERLY AND

"We work in a world that is so fast-paced and deadline-driven that we do not even have time to reflect on ourselves and our leadership styles. Everything is urgent and sometimes we are not cognisant that the colleague who has missed a deadline may have just lost a relative due to COVID-19. The team member that you always struggle to hear in an online meeting may have genuine connectivity problems and is equally frustrated. I have learnt to be patient throughout this crisis as it is as new to me as it is to the next person, and we are all just trying to navigate through it as best as we can."

Pitso is inspired by his mother. "She came from very humble beginnings and has managed to work her way out of a very difficult up-bringing to pave a path for her family," he explains. "I have learnt from her that one can still remain triumphant in the midst of adversity and that even through life's ups and downs, one must never give up on your dreams."

Pitso's advice for young leaders coming up through the ranks during our current economic climate, is that they must set achievable goals and consistently work towards those goals daily. "Life can set so many distractions that one can find yourself moving further and further away from your dreams. Set up goals and review quarterly and pivot if necessary to ensure that your focus remains consistently geared towards achieving your goals and dreams."



throughout my career.

LUC-OLIVIER MARQUET

CEO & EXECUTIVE VICE PRESIDENT SOUTHERN AFRICA | UNILEVER

It has been an exciting journey, and one I am very grateful for. I have learned so much about the history of the countries I've worked in, and the role it has played in shaping the people of each culture, and every experience has taught me valuable lessons about leading others. One of the most important lessons I've learned is to be flexible. When you learn a new culture, you learn a new approach to leadership, and it's important to me that the people I lead shouldn't have to get used to my style of leadership – rather, it is my job to get used to the local way of doing things and adapt my leadership style accordingly.

In practising flexibility, one also learns the need to understand the broader aspects of the business you are leading. While leaders do not need to be experts in every field, we do need to learn about the pressure points and opportunities in each part of the business, and the best way to do so is to learn from your people. At Unilever, our job is to serve the people in the markets we operate in, and there is a wealth of knowledge on how best to do that within the organisation. If you take the time to engage with people, both inside and outside of the business, not only will you be able to lead more effectively, but you will gain the respect and trust of your team.

As a leader, one quickly realises that your success is dependent on the success of your team, and that surrounding yourself with experts is key. So many leaders are wary of people who know more than they do, or have more experience, but if you want to deliver a great set of results for the business you work for and the people you serve, you have to surround yourself with top talent.

When the going gets tough, you want the best people working with you, and this was very evident during the recent challenges we have faced due to the pandemic. We needed to protect the entire ecosystem of the company, starting with the health of our employees, but also including the indirect beneficiaries of our operations, such as contractors and communities.

Our leadership stepped up to the challenge admirably, ensuring that our people were protected in various ways – we enabled remote working quickly and effectively, ensured that those who relied on us financially continued to be supported, and adopted flexible working conditions to accommodate the 'new normal' we all had to deal with. We also focused heavily on the mental wellbeing of our people, and we continue to do so.

One of the things that I believe has helped people cope during the pandemic is having someone to turn to as a soundboard for ideas, challenges and support. For me, the practice of having a mentor spans my entire career – I have learned so many valuable lessons from various people across organisations throughout my career, and I always encourage those I lead to find a mentor – or a number of mentors – who can help guide them on their journey. I have also learned that a mentor does not always need to be someone more senior than you are – we can learn a lot from the younger generation and the way they approach both challenges

and opportunities. Along these lines, it is also important to build a network of people you trust and admire – inspiration can come from many sources, and the more sources you cultivate, the more inspired you will be.

In my interactions with people from all walks of life, I've learned that leaders need to demonstrate three key leadership attributes – compassion, heart and authenticity. The pandemic has crystallised the need for these attributes even further – now more than ever, people need to see their leaders as real people, who are truly concerned for their wellbeing. For me, one of the ways to demonstrate this is to instil the importance of lifelong learning in the people I lead. Once a week for an hour, the entire company is enabled with the tools and the time to learn something new. We provide online access to a broad range of topics presented by people both inside and outside the organisation, with the aim of ensuring our people continuously upskill themselves and remain relevant in an ever-changing business environment.

Another important part of being an authentic leader is being willing to make tough calls when required. It's not always easy, and the temptation is always to delay making a difficult decision, but being a strong leader means putting the best interests of the business first, as by doing this, you will be creating a sustainable environment for your people to thrive in.

Being prepared to make tough decisions quickly also helps creates a mindset that is open to making quick decisions about innovation and opportunities – if you are practiced in the art of decisiveness, it can benefit your organisation's competitive advantage.

My advice to future leaders is twofold. First, ensure that you build resilience within yourself for the tough times ahead. These days, careers are spanning longer and longer, and if you want to be in it for the long haul, you need to be resilient. It's not always going to be easy, and sometimes you will have to deal with some very difficult situations – in these instances, resilience will carry you through.

Secondly, always be curious. The world is changing so quickly around us, and if we aren't careful, thinking we know everything and are set for life, we're going to be left behind. One of the most dangerous things to say is we've always done it this way' – times change and we need to change with them.

The best way to cultivate curiosity is to continue learning. Learn whatever you can, whenever you can – no learning is ever wasted. In this way, you will remain relevant, and develop the capability to change and innovate when the situation demands it of you. It's one of the best ways you can set yourself up for success, and it's there for the taking.



Ornico, in collaboration with World Wide Worx, launched this much anticipated SA Social Media Landscape Report event live on YouTube on 30 June 2021. The aim of this 90-minute virtual panel discussion was to inform the leading thinkers and pioneers of marketing, media, public relations and advertising about the behaviours of South African social media users and provide a detailed analysis of the data to acquire valuable insights for the future.

"The South African Social Media Landscape 2021 study, conducted after a full year of Covid-19 lockdowns, provides the most in-depth picture yet of the shifts in online behaviour brought about by the pandemic," says Arthur Goldstuck, CEO of World Wide Worx, in introducing the report. "As everywhere in the world, South Africans have needed to take a new approach to staying connected while staying apart. The result was a surge in both online access and social media use."

The report includes a survey of 24,000 respondents aged over 15 and over, which gives an overall view of consumer social media habits within the country. Additionally, a separate industry survey drills down into how key communications platforms are being used by businesses in the country, including some of the following insights:

▶ Over 90% of large businesses are currently active on Facebook, which also happens to be the most used social network by South African consumers over the last year.

- ▶ Just under 50% of the brands surveyed are still spending under R10,000 per month (approx. US \$685) on social media advertising, but just over 20% are spending R50,000 (approx. \$3,400).
- ▶ Over three in four businesses reported seeing positive returns from social media usage, with only 1 in 20 reporting no returns from it.
- ▶ In terms of who is managing social media accounts for companies, 31.4% said this was the responsibility of marketing, 27.4% agency, 27.4% individuals, 3.2% PR team, and 10.6% other.
- ▶ 39.6% of brands said that they used paid social media influencers, up from 29.4% in last year's survey.
- ▶ Overall, there was 59% increase in respondents saying that social media is an effective public relations channel and 123% increase in respondents saying that it lowers the cost of communication.

This article comprises a summary published by Ornico, and an article on FIPP, concerning 'The SA Social Media Landscape Report 2021Report' produced by World Wide Worx and Ornico. The Ornico article is available at https://website.ornico.co.za/2021/06/30/the-social-media-landscape-report-2021/ and the FIPP article at https://admin.fipp.com/news/2021-south-africa-social-media-report-published/#.

### RISING STAR WINNER 2020: MEDIA & ADVERTISING

### **TRAVIS BERNARD**

HR MANAGER, ARAMEX SOUTH AFRICA



TRAVIS BERNARD IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE MEDIA AND ADVERTISING CATEGORY. AT THE TIME OF WINNING THE AWARD, HE WAS HR MANAGER AT E.TV, AND IS NOW HR MANAGER AT ARAMEX SOUTH AFRICA.

"Being nominated for the Accenture Rising Star Awards really did come as a surprise," says Bernard. "When I entered it was more of a 'let me see what happens' more than anything. After making it to the second round it started dawning on me that I have what it takes and just needed to start believing more in myself and my abilities and capabilities."

Bernard's stand-out memory was the judges themselves. "I had an absolutely amazing panel of judges that focused on more than just the case study," he says. "There was a definite interest by the entire panel to get you know you as a person. This made me feel comfortable through the presentation and interview, and to a large extent allowed me to present the best version of myself in relation being able to focus and explain the content rather than worry about how the content is being presented."

To Bernard, the Accenture Rising Star Awards is about you being in competition with yourself. "By this I mean

## LIFE IS ABOUT Perspective)

that because you do not know who the other nominees are, you have no idea who or what it is you are up against, other than being up against yourself," he explains. "Furthermore, generally speaking, HR professionals are expected to be business minded/business partners but very few position themselves or have the opportunity to position themselves at the business table beyond just having to deal with labour issues or doing the people related activities that management does not want to do. Therefore, winning the award in many ways has shown me that business needs to be more demanding on HR, and that HR professionals are or can be equipped to be part of business discussions, and do understand how to provide value to the bottom line."

Bernard believes that growth and development go hand-in-hand with contribution. "It is therefore a continuous cycle of growing/developing yourself by contributing to others' growth and development," he says. "If there is one thing the Rising Star programme has done for me, it is that I understand I am a future leader and I do have something to contribute. My focus for myself is to continue my business/operations specific development (classroom and on the job) and hopefully move completely into a commercial role in the coming years."

Bernard says he has learned that there is purpose in everything if you open yourself up to seeing it. "Yes, there has been a lot of devastation that has come out of this pandemic, and I do not for one second underplay it in anyway. But for many there has also been joy. As much as life and jobs have been lost, future leaders and opportunities have been born as well. Opportunities have arisen for people to find freedom in realising what it is they really want to be doing with their lives, opportunities for new businesses to be started, and opportunities for companies to start looking at business differently. I have learnt that regardless of how you have been affected, a crisis is only a crisis if you see it as such, and that life is about perspective."

### **ALUMNI: MEDIA & ADVERTISING**

PETER ROBB

GROUP CHIEF ENTERPRISE ARCHITECT, MULTICHOICE



Peter Robb was a finalist in the Media and Advertising category of the Rising Star Awards in 202. He is Group Chief Enterprise Architect at Multichoice.

### **ALUMNI: MEDIA & ADVERTISING**

"The biggest lesson I have learnt through the Rising Star experience, is how important the people are that leaders have influence over," says Robb. "From my own perspective I used to measure collective team success by how well we had delivered against our goals for a particular time period, and in many cases sacrificing time on the human factor. Through the various stages of the Rising Star experience where complete leadership is measured, I came to the realisation that I should be doing more for my team to enable their careers and journeys, and have actively implemented a number of interventions since." Robb says that the COVID-19 crisis has fundamentally impacted working environments. "My circumstances have seen me work remotely for the last two years," he explains. "Although remote working has introduced a number of new positives into the otherwise mundane routine of going into work, such as opportunities for spending more quality time with children and family during the course of a working day - it has also inadvertently created an 'always on' working hours expectation."

Robb says this "always on" dilemma is characterised by longer working hours, as office hours no longer apply. "A typical scenario for those that can relate may be back-to-back meetings throughout the day (from 6am to 6pm), utilising the evenings for catch up of work discussed during the day," he says. "This, I have learned, is not sustainable, and has forced me to become more deliberate in my weekly objective setting, as well as meeting and diary scheduling. Entering into the week with clear direction has allowed me to delegate work more effectively, and ensure my time is spent on the valuable things that will move us forward. This new approach to remote working does require the re-balancing of time and responsibilities - if not managed it will result in burn-out. It has also importantly ensured I respect my team's time, and that I do not place unrealistic expectations on them."

Robb says that during the pandemic, a number of new joiners were onboarded in his team. "To truly appreciate the challenge – these are team new members who have never physically met their interviewers, who have not been to the offices they would have worked from, they have not physically met their colleagues or direct reports – and they have operated this way for the last two years," he explains. "It requires significant strength and resolve to operate purely on trust, but it has also shown how adaptable we are to the 'new norm'. We have put in place a number of social initiatives to keep the team dynamic moving forward, and ensuring work is not just simply about work without relationships – a real game-changer in our team culture."

Robb says that as for many others, keeping motivated has been a challenge considering the curve balls of the last

two years. "For me personally, motivation has remained relatively static in the work environment - I am in the technology and media industry, so the manner in which technology is constantly improving our countries story telling ability is always a strong motivator to be part of," he says. "The real change in motivation has come about in my personal life, where spending more time with my family as a remote worker has motivated me to drive a stronger balance between the two lives we all live, especially in the face of the emerging 'always on' work expectation." Robb says he has also learned that true leadership is not simply about driving outcomes in the work environment and chasing deliverables. "It is far more about creating the type of environment in which your team and colleagues can thrive," he notes. "The crisis has opened my eyes significantly to the differing individual needs of my very different team members, and that it takes a collective effort within a team that is well integrated, and that feels safe enough in the work environment (with both colleagues and management) to communicate their circumstances - I have seen firsthand how changing into this kind of environment can yield new and unexpected solutions to navigate a crisis. Stated slightly differently, appreciate the differences in your team members, create a safe environment that can nurture communication and creativity, then get out of their way and stop trying to manage by numbers alone."

Robb says that he took great inspiration from his wife this year - and in fact entrepreneurs in general. "I work in a corporate setting, which generally moves a little slower than the typical small business, but the last two years have opened my eyes as to the challenges, creativity and skill entrepreneurs possess in such trying times," he says. "I have seen my wife's business go from a full book of confirmed clients, down to no book, and recently, through her determination, her business begun to thrive again. I found her positive attitude and her ability to adapt truly inspirational." To the young leaders of the future, Robb has two messages: "Firstly, look for the opportunity. Secondly, focus on what you can manage or control. It is as they say, 'Never let a good crisis go to waste'. By this, I mean that although COVID-19 has had a significant negative impact on society, it has also opened up so many opportunities to those who can change their perspective - so re-skill yourself, adopt a positive mindset, and look at things differently. In addition to this, you need to accept that we are living through a truly unique period in history. There are so many things happening outside of our control, don't allow these things to distract you from what needs to be done - once you have accepted the unique circumstances we find ourselves in, focus on what you can control and don't beat yourself up about what you can't. Focus on moving forward."



Leadership during tough times requires heightened levels of sense making. This applies to self (self-awareness), to people (empathy) and to the environment (adaptability). As so many look up to you as a leader for direction, the ability to instil confidence and to provide direction can never be overemphasised. A leader during this time needs to demonstrate and motivate their people to remain resilient, and paint a picture of hope for the upturn. This means that the leader needs to always have the pulse on the ground, and honestly convey areas of both vulnerability and openness.

SYDNEY MBHELE, CM(SA)

CHAIRMAN, MARKETING ASSOCIATION OF SOUTH AFRICA

CHIEF EXECUTIVE: BRAND, SANLAM

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I HAVE IMPROVED
IN BEING A

BALANCED LEADER IN
MANY DIFFERENT
WAYS. I AM BETTER
IN THE BALANCE
BETWEEN THE 'HOW'
AND THE 'WHAT'

One of the most important lessons that I have learned is that success in leadership is situational. It is not templatised. Therefore, success in providing leadership at a particular company, at a point in time, does not mean that deploying the same leadership tactics in another environment, with different people, at another point in time, will yield the same results. Treating every person and situation as different is therefore important. True impactful leadership is dynamic, is bespoke and personalised.

My past leadership experiences have taught me to be resilient. From being overtly challenged by people who had sponsorship at levels more senior than me, having to exit people who were misaligned to the organisational fit, to unexpected changes made in the organisational structure... and many more trying situations, has built significant padding to how I receive and deal with leadership challenges. I believe I have therefore been able to deal much better with the advent of the pandemic, turbulent business environment, accelerated exponential change in digital, and personal challenges that may be precipitated by any internal organisational changes.

Over the years, my leadership style has changed. I think I have improved in being a balanced leader in many different ways. I am better in the balance between the 'how' and the 'what'; I am better in the balance between 'empathy' and being 'firm', and finally in providing a sense of 'safety' while at the same time providing a sense of 'reality'.

There are a few strategies that leaders should employ now that will help future-proof their organisations going forward.

First and foremost, elevating a sense of purpose for the organisation and the role people play in it, will continue to be extremely important. Thinking in horizons rather than overly focusing on the here and now, will ensure that short term success does not come at the expense of long-term sustainability. Understanding how technology and digital continue to change the way things are done, and identifying what capabilities need to be built today to meet that reality, is a table-stake. Of course, being disciplined, and obsessed with delivering distinct and relevant value propositions, is also important.

For those leaders who want to inspire their teams to believe in a cause for change, I would advise that we are not good enough at inspirational storytelling. Leaders must have the ability to articulate a north star and vision that will galvanise and equally mobilise people to connect fully to the dream. Being clear on the need for change, the desired outcomes and steps to get there, is what will drive full commitment.

For me, self-awareness and learning through live action ensure that the lessons I learn on a day to day basis are institutionalised in my mind and habits. It is also inspiring to me to have the opportunity to change the world and people for the better, and to see others do so too. Impact, results, success – these things inspire me.

For the future leaders reading this, I would encourage you to learn from others, but whatever you do, be yourself. Nothing connects more with people than being authentic. Do it your way!



The 13th edition of SA Mine 2021 shows that in a year of doom and gloom on so many fronts, the mining sector delivered a sterling performance with value delivered to all stakeholders. As supply and demand jostled to find their way back to pre-pandemic levels, demand and prices were the outright winner.

With record rand prices for gold, the platinum group metals basket, iron ore and more recently, coal, it was no surprise that the industry's financial performance exceeded expectations on most fronts.

It is anticipated that there will be an increased demand for a number of commodities due to the global low-carbon energy and Fourth Industrial Revolution agendas. However, the pace of the transition to netzero carbon emissions is likely to be limited by the availability of resources needed for the transition. As such, understanding the supply constraints will be key to mapping a realistic transition for the future.

The growth in the mining industry confirms the resilient nature of the sector and the opportunities that exists in rebuilding the South African economy.

In South Africa, we stand to benefit from the demand growth. Whether South Africa and other resource-rich countries will benefit to the full extent will depend on their ability to address bottlenecks in supply.

There is an obvious need to invest in the right skills, infrastructure, energy and water and, in general, creating an enabling environment for exploration, mine development and production. Realising the full potential benefit of our resources and creating long-term sustainable outcomes will depend on our ability to mine cost competitively and to integrate various value chains profitably.

The trend of increasing revenue, which began in 2017, has continued throughout 2021 with the majority of companies analysed showing an increase in revenue for the current financial year. This was attributable to increases in both production and commodity prices. There has also been a significant increase in cash and distributions to shareholders.



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FOR EXPLORATION, MINE DEVELOPMENT AND PRODUCTION.

This article is an introduction to the latest edition of SA Mine 2021, a report generated by PwC. The article is reproduced from PwC's website and is available, along with the download of the report, at https://www.pwc.co.za/en/publications/sa-mine.html.

## RISING STAR WINNER 2020: MINING & MINERALS

### **MOHLOANA MAGWAI**

GROWTH MANAGER, STRATEGY & BUSINESS DEVELOPMENT, EXXARO RESOURCES



MOHLOANA MAGWAI IS THE 2020
WINNER OF THE ACCENTURE RISING STAR
AWARD IN THE MINING AND MINERALS
CATEGORY. HE IS GROWTH MANAGER,
STRATEGY AND BUSINESS DEVELOPMENT
AT EXXARO RESOURCES.

"Being nominated for the Accenture Rising Star Awards in the Mining and Minerals category was a humbling experience that I was very honoured by," he says. "It was also an honour and privilege to be chosen as a top 5 finalist. I was deliberate in being authentic in sharing my life and leadership experiences in the previous rounds and those after. So being chosen in the top 5 on that basis felt good and in various ways validated my approach to be true to myself and authentic. I am certainly very happy to have won!"

Many of the finalists in the Accenture Rising Star Awards have various stand-out memories of the journey, and for most of them, the judging process features high on their list of memories they will look back on for many years to come. For Mohloana, his stand-out memory of the judging process was the last interview.

"After the time pressure to prepare a presentation in a very short period of time, I found the actual interview

## **DELIBERATE**Authenticity

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ALTHOUGH THE JUDGES

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WELCOMING

experience amazing," he says. "Although the judges challenged us and were very tough, they were also warm, engaging and welcoming."

Mohloana says that winning the Accenture Rising Star Award in his category was completely unexpected. "I was genuinely surprised, as the quality and calibre of the other individuals in the category was very high."

Growth and development are very important for Mohloana, especially since they form a critical part of his role at Exxaro. "I believe in using platforms such as the Accenture Rising Star Awards to share my life and leadership experiences with others," he says. "At the same time, I would like to use the platform and network that I now have access to, to learn from the experiences of others."

One of the most important lessons that Mohloana has learned during the current pandemic and resultant economic crisis that the world is facing, is that life can sometimes take an unexpected and sudden turn. "How one reacts to that change can 'make or break' a situation, and it's important to be cognisant of that."



Hayley Jane Prinsloo was a finalist in the Mining and Minerals category of the Rising Star Awards in 2019. At the time, she was a Metallurgical Production Engineer at Anglo American Platinum's Precious Metals Refiners, and is now Principal Technical Assistant to the CEO also at Anglo American Platinum.

The Rising Star experience has influenced that way that Prinsloo has dealt with the current crisis, in that is has taught her to do her absolute best with what she has and knows at the time. "Sometimes we will fall short, or we will make decisions - which in hindsight could have been better or different - but if you know that you have always done the best with what you have available at the time, there is little room for regret, only room for growth and learning," she explains. Prinsloo says that work/life balance looks different for everyone and there is no right or wrong answer to this challenge. "The first thing I have learned is not to compare myself, my family or my work to anyone else," she says. "Everyone's situation is different and requires a unique and flexible approach. What has worked for me is ensuring that expectations - at work and at home are clearly communicated and understood by everyone and that these expectations are regularly reassessed as the situation evolves and needs change. Small children and a dual career family also means that everyone in our family needs to contribute in order to achieve a balance that works for everyone - without the support and active participation of my husband and our children, our version of work/life balance would not be possible."

Prinsloo notes that change and disruption are two certainties of the day and age that we live in. "Accepting this fact has been liberating for me, as it has helped me to become more comfortable with uncertainty and things not always going according to plan," she explains. "I try to show up as the best person that I can be on any given day - and I encourage those around me to do the same. Approaching these different 'best versions' of myself with compassion and understanding has helped me to navigate some of the challenges and disruptions of the past two years. "Similarly, approaching my family and team with the same level of compassion and understanding has helped create a safe and caring environment for everyone to learn, grow and support each other through the disruption. And when all else fails, humour never does. Making the space and time available to share a laugh with someone always helps to navigate those awkward 'new normal' routines." Prinsloo says that the past year has been a really challenging one, with significant unplanned personal and professional transitions occurring simultaneously. "It hasn't always been easy and there have been times when I have really considered taking an easier path one with fewer speed humps and twists and turns," she admits. "Thankfully, I have an amazingly supportive, unconditional family and equally supportive leaders and mentors who have believed in and advocated for me. This is important, because everyone has up and down days, and if we are able to surround ourselves with people who can lift us up when we are struggling, and for whom we can do the same when they are struggling, everyone is better equipped to bring their best selves more often." The most important leadership lesson Prinsloo has learned through navigating the crisis, is that before making any judgements, one needs to walk a mile in the other person's shoes. "The COVID-19 crisis surfaced many different challenges and difficulties for people, and being able to empathise with these different perspectives gives people and teams space to bring their best selves," she says. "I am reminded of the anonymous quote - 'Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another'. Creating a culture of empathy and understanding sets the tone that people matter. A culture of empathy gives people the benefit of the doubt that they are probably doing their best and, if for some reason they're not, it seeks to understand what might be impeding good performance."

Prinsloo says that she is inspired by the people of South Africa. "It is often during times of great adversity that we witness the extraordinary strength of the human spirit - and South Africans have had their fair share of great adversity!" she says. "Yet we persevere and more often than not, stand together for the greater good of our nation, refusing to let go of our collective dream for prosperity, freedom and equality. The heartening and hopeful evidence of good South African people standing together has been evident for decades, but none more so than in 2021 when we were faced with not only a pandemic, but a national crisis in the form of uncontrolled looting and violence. As a nation full of resourceful, determined citizens refusing to be divided and with a strong sense of community, South Africans proved again that their resilience for the greater good of our beautiful nation far surpasses any other negative influence."

For young leaders coming up through the ranks during our current economic climate, Prinsloo has the following advice: "There is something to learn in every single opportunity – no matter how big or small it is perceived to be. Be thankful for the opportunities that come your way and never say no to any opportunity to learn and grow – everyone and every opportunity can teach you something! Focus on what you can do for the wider team or community before focusing on what you can do for yourself and don't believe that you need to be in a position of power to lead. Anyone can lead, and it is your privilege and responsibility to lead those around you in pursuit of growth and fulfilment."



Being a leader always comes with challenges, but the tough times that the world has been facing over the past two years have brought more challenges than ever before. During times such as these, there are a number of key attributes that I believe leaders should display.

The first of these attributes is emotional intelligence recognising and being able to interpret not only what people say, but what they mean, is always important, but especially during times such as these when people are concerned about their futures, and worried about situations that are often outside of their control. It is also important to encourage others, and to help them understand that failure does not have to be a crisis, it can be an opportunity to learn and grow. I also believe in self-efficacy - we need to have confidence in our own capabilities, and a good leader not only displays this attribute themselves, but inspires it in others. However, humility is the other side of the selfefficacy coin, and it's important to temper this confidence with the knowledge that we don't always have all the answers. This goes hand-in-hand with being approachable, and understanding that communication is the key to finding solutions as a team.

The age-old attributes of honesty and integrity are as critical as they ever were – leaders should be able to share information without sugar-coating it, to explain what needs to be achieved simply and openly, and to effect change when required. When this is underpinned by ethical behaviour, people will trust their leaders to act in their best interests, and to guide them through challenging times.

One of the most important leadership lessons I have learned, and it has been affirmed many times, is that leaders must create an enabling environment so that others who have better capabilities can rise and take organisations forward. Gone are the days where leaders can behave in an autocratic way at the expense of succession planning and growth – organisations need continuity and for leaders to lay the foundations for those who will lead next. I have the privilege of being coached by other leaders, and it has been invaluable in my leadership development. When leaders coach others, they create the space within their organisations for others to grow, and to encourage two-way dialogue that benefits not only those involved in the conversation, but their teams and the organisation as a whole.

I am reminded of what my grandmother always used to say – tough times never last, but tough people do. We need to learn to be resilient – tough situations and challenges will happen, and learning to withstand these challenges plays a big role in taking accountability for our actions, while focusing on solutions. If one considers the great leaders of our time – Archbishop Desmond Tutu, Nelson Mandela, Warren Buffett and others – one of the common attributes that they displayed was not giving up in times of adversity. The tough times we have facing of late have taught me that being the team leader has its place, but it's also important to be a team player and allow the team to lead. When you empower your team to make their own decisions, you get the best out of them. It's also important to listen to those who do not agree with you – they often have very valuable

insights that you may never have considered. The more you encourage your team to speak up and share their thoughts, the more richness in perspectives you experience, and your outcome is likely to be better.

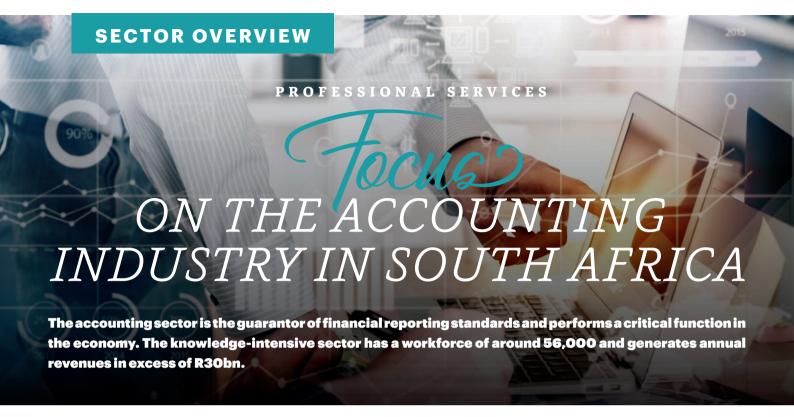
This attitude of collaboration is one that will help leaders to future-proof their organisations. We have no way of knowing what is coming our way next in terms of challenges and potential crises, but we can equip ourselves with the tools to ensure that we can face them with confidence. One of these tools is building relationships, cultivating networks, and encouraging people to work together. In this way, leaders surround themselves with competent people who are ready to step up when needed. One of the best ways to build such teams is to be authentic – to walk your talk and do what you say you will do. Without authenticity you will not be able to build trust, and without trust, collaboration is futile.

As leaders we should inspire others and pay it forward as someone once also believed in us and gave a chance. Two people who shaped the way I look at life are my mother and grandmother. These two women inspired me from a young age with their dedication and commitment to serving with excellence. Neither was highly educated, but both saw the value in treating others with respect, and they understood that what people will remember about you is the way you made them feel. I'm also fortunate to have had very good mentors in my career, and two that stand out for me, and to whom I am grateful for their shared knowledge, are Sam Malefane, who taught me everything I know about metallurgy, and Tshidi Nyama, who was my coach for five years. I am also grateful to our current Chief Executive, Praveen Baijnath, who has led our organisation with strength and character during challenging times.

In closing, I'd like to encourage the new generation of leaders that are soon to take their place in boardrooms around the country. They are going to have to contend with a lot in the coming years, and the challenges will be diverse and pressing. They will be the custodians of our natural resources, and it's important that we impress upon them the need to conserve these resources for generations to come, and not make rash decisions in the moment. It's also important to not make decisions based on popularity. As I've grown older, I've learned that evidence-based decisions will serve you more than just listening to those who speak the loudest. Getting a balanced, rather than biased, view, is critical.

Lastly, most of us are leading teams with representatives from different generations. What is important to one generation is not necessarily important to another, and leaders need to listen to their teams to understand these differences, allowing people to play to their strengths rather than being forced in a certain direction. Young leaders will especially face these challenges, and it's important to ensure that each team member feels heard, and therefore valued, if you want them to flourish.

CHAPTER SPONSOR: ACCENTURE



Although well-established and anchored by the world's largest accounting firms, the auditing profession has been mired in controversies relating to fraud and financial irregularities involving its clients. These have highlighted the shortcomings of the external audit and various stakeholders have called for audit reforms. Regulatory changes that are set to disrupt the industry include the mandatory rotation of auditors, which is scheduled to come into effect on 1 April 2023.

While traditional accounting software has reduced the amount of time spent on routine tasks such as transaction entry, data capture and number crunching, new technologies are fundamentally changing the structure of the profession, entirely automating some of the work. Large firms have launched digital auditing platforms and some have partnered with international technology companies. Big data analytics and the internet of things will vastly increase the amount of data that is analysed and stored.

South Africa entered 2021 in the grip of coronavirus. Although role players in the accounting sector anticipate that measures aimed at controlling the spread of the pandemic will continue to cause disruption for months to come, they are confident that financial reporting will not be compromised. Stakeholders say that firms have demonstrated their flexibility and agility, rapidly migrating to digital audit processes to ensure that they continue to meet their reporting obligations. Whether auditors will revert

to traditional auditing processes when lockdown is eventually lifted, remains to be seen.

Further disruption in the form of regulatory reform is expected to create greater consolidation in the market, with smaller firms joining forces to tackle the domination of the big four players when mandatory audit firm rotation comes into effect on 1 April 2023. Although South Africa's economic growth prospects remain constrained, the establishment of the African Continental Free Trade Area offers cause for cautious optimism.

On 1 January 2021, the massive trade bloc of 1.3 billion people opened for business, paving the way for higher levels of intra-African trade and business activity, which could translate into greater demand for accounting and other professional services.



WHETHER AUDITORS WILL REVERT TO **TRADITIONAL** AUDITING PROCESSES WHEN LOCKDOWN IS EVENTUALLY LIFTED, REMAINS TO BE SEEN.

This article is an extract from a report generated by Who Owns Whom, titled 'The Accounting Sector in South Africa', published on 15 February 2021 and available at https://www.whoownswhom.co.za/.

## RISING STAR WINNER 2020: PROFESSIONAL SERVICES

### **ANDILE NKOSI**

ASSOCIATE DIRECTOR, PWC



ANDILE NKOSI IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE PROFESSIONAL SERVICES CATEGORY. AT THE TIME OF WINNING THE AWARD, SHE WAS A SENIOR MANAGER AT PWC WITHIN THE EU&R ASSURANCE DIVISION, AND IS NOW AN ASSOCIATE DIRECTOR IN THE SAME DIVISION AT PWC.

"I was initially surprised to be nominated for the Accenture Rising Star Awards, because I did not think I had anything of substance to offer," says Nkosi. "But as I went through the process, I realised the impact that I was making on our society and young upcoming Chartered Accountants. It forced me to take stock of how far I had come and the people I had lifted up along the way."

Nkosi says she really enjoyed making the two-minute video for the judging process. "I found it so fitting given the remote working environment we were in but it also allowed the judges to put a personality to the candidate they have just been reading about and draw the linkage to my story," she explains.

"Winning the Accenture Rising Star Award for the Professional Services category was such an amazing

## PAYING THE May

THE ACCENTURE
RISING STAR AWARD
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AMAZING SURPRISE.

IT WAS UNEXPECTED, BUT SUCH A GREAT FEELING.

surprise. It was unexpected, but such a great feeling. It allowed me to give hope to future Rising Star Award winners that it is possible to win and share one's story and empower the next generation to be the shooting stars we envision them to be."

Nkosi says that the network that the Rising Star platform opened up for her was enormous. "It is through these networks that I was able to learn from others who have broken barriers and boundaries in their careers and are paving the way for me to also make my mark," she says. "The platform also provides me with industry insights and challenges faced by professionals across my industry and tips and tools used to navigate through periods of uncertainty."

One of the most important lessons that Nkosi has learned during the recent uncertain times the world is facing, is that people are resilient and have the ability to bounce back.

"I learned that even in darkness there is always light, and one needs to strive to move towards the light, so that you are not overwhelmed by everything else that is happening around you. It showed me how, as a nation, people can come together and try to put resources in place to help our people. It also showed me that we can still do more, and need to do more, to give our country and its people a chance at life, and validate their dreams and aspirations."

## RESTRUCTURING FOR GLOBAL RESILIENCE

## - PUTTING PEOPLE FIRST

With the COVID-19 crisis, fundamental changes in consumer behaviour, supply chains and routes to market are knocking companies off balance. Responding to the pandemic has underscored the need for leaders to accelerate the adoption of agile ways of working and business transformation to help outmanoeuvre uncertainty.

Accenture, with its global workforce of more than 500,000 people, has created a very successful elastic workplace environment. We provide our people with tools, applications and security practices that empower them to work anywhere, any time, and facilitate collaboration and innovation with clients—in a secure environment that protects our people, our business and our clients.

Through the COVID-19 crises, our experience and workforce resilience has enabled us to extend our response across every part of our workforce and—importantly—assist our clients to do the same.

Building an intelligent enterprise with an elastic workplace environment can help businesses avoid business disruption and potential revenue loss, forge new levels of trust with their workforce, and position their businesses for greater resiliency and productivity in the future.

Becoming an intelligent enterprise means shifting from top-down decision-making, empowering teams guided by purpose, driven by data, powered by technology and enabled by cloud for faster speed to market. It calls for razing rigid structures and creating a porous organisation with modules that plug and play. The intelligent enterprise is capable of dynamic selfmanagement and continual adaptation. It is built for agility, resiliency and growth.

But at its heart are people. With the crisis created by the pandemic shifting norms, building workforce resilience is now critical.

## Innovative solutions forged in disruptive times

Organisations globally are experiencing unprecedented workforce disruption. Virtually all companies are still determining how they will work in the short- and long-term, as workforces and communities try to function and perform while struggling to cope with what is happening in their daily lives.

Across industries, HR and executive leadership are rising to the challenge, helping people and organisations navigate massive workforce shifts, such as the urgent need to shift to a remote workforce to protect and empower employees, serve customers and to establish business continuity.



Expertise in developing agile workforce strategies is critical to keeping the global economy viable and helping people and their families survive financially now and in the future. Opportunities are emerging as companies and industries work together to keep people working. For example, Accenture has partnered with Chief Human Resource Officers (CHROs) of leading companies to create People + Work Connect, an analytics-based platform that facilitates continued employment. Created by CHROs from organisations including Accenture, Lincoln Financial Group. ServiceNow and Verizon, it's a free employer-to-employer platform that brings together companies laying off or furloughing people with those companies in urgent need of workers.

People, organisations and communities need answers now but they also need to gear for a different future. Plans need to be fit-for-purpose today but capable of evolving as the global health and economic environment changes.

No enterprise can do this alone. Businesses, governments, citizens and non-profits play critical roles. It's at the intersection of these stakeholder interests where inspired and inspiring solutions can occur.

With that in mind, Accenture believes a human-centred, systems-minded approach that promotes shared workforce resilience is essential. This is not a one-time process. It requires the development of persistent capabilities and relationships across stakeholder groups.

Building rapid response capabilities go far beyond any one crisis and into a new future of work—one fuelled by the courage to try new things, a commitment to responsible leadership, and a sense of shared purpose that fosters the greater good.

A focus on five areas can help organisations achieve long-lasting workforce resilience.



## **Predict demand shifts**

Rapid, iterative modelling of potential scenarios can help identify and forecast where workforce shifts need to occur within your organisation.

## **Key activities:**

- Build a workforce approach that includes resilience in workforce skilling and sourcing.
- Hone in on skills rather than jobs or people.
- Tap technology and analytics—e.g. Al and machine learning—to expose labour supply and demand, sometimes in other industries, for potentially impacted work and associated skills.

## **Assess skill profiles**

Create a baseline for the skills

you possess. Create futureoriented profiles based on the skills, aptitudes and interests required.

## **Key activities:**

- Develop skill profiles of displaced and in-demand workers.
- Don't underestimate aptitudes and adjacencies.
- Be transparent with your people in terms of indemand skills and the development opportunities. Give them access and control of the skill profile.

## **Connect workers at scale**

Regardless of industry barriers, organisations can partner to build a resilient ecosystem that helps people access continued employment opportunities. How?

- Create unlikely partnerships (e.g., non-profit, public sector and outside industry relationships) to match people with jobs.
- Look at alternative employment models and other job design options.
- Stay grounded in skills and aptitudes, connecting impacted people to new opportunities and interests.

## **Accelerated learning**

This focus area builds on the first two, namely predicting demand shifts and assessing skills profiles. Once the organisation understands what skills are needed, it must identify skills gaps and create the ability for people to learn rapidly to change the trajectory of their career.

So, how do you accelerate individuals' learning curves

so they can become more productive?

- Tap into human potential.
   Allow people to opt in and choose their learning. Don't underestimate the human potential to continually learn and grow.
- Address the most critical skillset gaps within the organisation. Leverage agile platforms to quickly develop curated learning pathways and facilitate learning networks.
- Close the gap on skill adjacencies through accelerated learning.

## Foster shared resilience

Creating shared workforce resilience means embracing vulnerability and encouraging open sharing about what's hard and uncomfortable. These behaviours and mindsets

lay the foundation for new ways of working that foster a more collaborative and less competitive talent ecosystem.

How do you care for, nurture and foster resilience in people?

- Keep innovating and investing. Explore new operating models that unleash people's ability to quickly adapt to change.
- Encourage and expect personal growth.
- Stay connected with your people. Continue to foster trust by creating opt-in opportunities for ongoing learning and new roles.
   Enable people to plan for work transitions with confidence.

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## **ALUMNI: PROFESSIONAL SERVICES**

AYISHA RAMASIKE



In the 2019 Rising Star Awards, Ayisha Ramasike was a finalist in the Professional Services category. At the time of entering the Awards, her position was a Director at Nexia SAB&T Chartered Accountants Inc.

During the final stages of the Awards process, she had been welcomed by the firm, as their Executive Chairperson.

"The Rising Star Awards have reemphasized the importance of recognising and rewarding young talent," explains Ayisha. "Personally, being part of the Rising Star Alumni and attending the various sessions and workshops, has assisted me in learning from others and creating a network. The lessons learnt have contributed to me becoming a leader who is self-aware, resilient and adaptive and constantly reflects on how my approach impacts others around me. I now ask more questions and don't make assumptions about employees' wellbeing."

The COVID-19 crisis has taught her that it is important to acknowledge, and be grateful, for the ability to have retained a work/life balance, as many people lost their jobs due to the pandemic.

"COVID 19 has taught me to be flexible in order to adapt and accommodate a changing environment and understand that work and life demands can be unpredictable," she explains. "Working hours became blurred and home became the workplace. This was overwhelming at first, but soon I appreciated the advantages, such as no longer having to drive the long distance to the office in peak traffic, it allowed me to be more productive.

"I learnt to find a way to pace myself as I have had COVID-19 twice. I found myself understanding the importance of family and making efforts to spend more quality time with them. I am now more conscious of my health and no matter how hectic work is, the importance of finding time for a 30-minute refreshing 'me' time during the day is needed to deal with life."

Ayisha says that the "new normal" has been quite a challenge for her and her team. "We work in a training environment where we recruit trainees every year in accounting, internal and external auditing," she explains. "Most of the training happens on the job and doing this virtually was a challenge. We are still trying to find ways to make the 'new normal' work best for all the various levels within our teams as the demands and expectations are not the same. We also had to adapt to auditing remotely. This required us to digitally transform in order to effectively and efficiently complete the audits."

The pandemic has changed how she views motivation. "My mental health was impacted in so many ways that I had to learn to find motivation in the small things around me," she says. "I was motivated at some point

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WE MUST BE SILENT
BEFORE WE CAN LISTEN.
WE MUST LISTEN BEFORE
WE CAN **LEARN**. WE MUST
LEARN BEFORE WE CAN
PREPARE. WE MUST
PREPARE BEFORE WE CAN
SERVE. WE MUST SERVE
BEFORE WE CAN LEAD

by being able to go outside and take a walk or jog. I had to find ways of being kind to myself and acknowledge the difficult situation I sometimes found myself in. Within the workplace, I was motivated by the fact that, everyone was able to keep their job and the way in which our team embraced the digital transformation."

Ayisha learnt the importance of gratitude as a leader. "Gratitude enables you to not take anything for granted and appreciate the contribution of every team member," she says. "It encourages teamwork, cooperation and promotes empathy and compassion. When we are grateful, we complain less, and focus on the task at hand. Most of all, we appreciate that people that are our biggest asset!"

She says that her inspiration comes from different sources. "Recently during the pandemic, I was inspired by the frontline and essential workers that went beyond the call of duty. Each and every day, they were there helping others, even to their own detriment. I was also humbled by those that shared with others their knowledge, their time and resources and through donations made it possible for others to have food and shelter." As a firm, we were able to assist through our foundation, the SAB&T Foundation.

For the leaders of the future, Ayisha has the following advice: "Our young leaders need to understand that leadership is a dynamic process and there is no 'one size fits all'. All engagements, connections and relationships should be based on the challenges and specific situations that a leader needs to address. Leaders should remember that we serve in order to lead. A quote by William A. Ward I found to be appropriate is: 'We must be silent before we can listen. We must listen before we can learn. We must learn before we can prepare. We must prepare before we can serve. We must serve before we can lead'."



I also believe that great leaders possess clarity – both personally and for the organisations they lead. Being clear about what you want to achieve and how you're going to achieve it, for both yourself as an individual as well as for the people that you lead, is critical. If you don't know what your strategy is and how you are going to execute against it, it will be difficult to expect others to follow you.

Another important characteristic that great leaders display is empathy. The ability to put yourself in someone else's shoes, to understand what they might be going through in their personal life and the reasons for their behaviour – this ability is key if you want to lead people, especially through tough times.

The final characteristic, and probably the most important, is ethical leadership. Ethical behaviour means doing the right thing, even when no one is watching, regardless of whether it is in your personal or professional life. Too many leaders are tempted by an easy way out, or by behaving in a way that – while it might not be technically wrong – is unethical. Ethics cannot be compromised – in a country plagued by corruption, we owe it to our nation to act ethically, responsibly and with accountability. To stand by and for what we believe in, no matter what.

During tough times such as those we are all currently facing, it can feel even more difficult to embody these leadership characteristics. However, it is now, more than ever, that it is important to do so. One of the lessons I have learned throughout my career, and which has certainly hit home over the past 18 months, is that leaders can – and should be able to – be vulnerable. People seem to think that asking for help, or admitting you don't know something, means you are not a good leader. In fact, the opposite is true. Asking your team for help in finding a solution means tapping into the top minds that you have chosen to surround yourself with, and also shows your trust in them. If you always think you have the answer to everything, soon you will find that nobody takes the initiative anymore, and that your team feels you have lost faith in them.

There is no playbook for how to lead in a global pandemic, and admitting as such, and asking for the help of your team, will bond you even further, and ensure that together you reach the optimal solution. Trust goes both ways, and if you want the trust of your team, they need to be assured that their trust will be reciprocated.

Over the past 18 months, my leadership team and I have had to come up with many innovative solutions to previously unheard-of challenges, and one of these has been ensuring that all of our people and teams remain connected. Previously, we would connect on projects or at the office, through various forms of face-to-face engagements. Now,

with everyone working remotely, it's easy for people to start to disconnect from each other, putting not only business relationships at risk, but also their own mental health. Sometimes, remaining connected is as simple as picking up the phone and finding out how someone is doing, and sometimes a more structured approach is needed. It is also important for us as leaders to help destigmatise mental health challenges, and encourage our people to get help when needed. There is no shame in seeking help, and that needs to be made abundantly clear. Our people are our greatest asset, and their health – mental, emotional and physical – is of paramount importance.

Another way of staying connected is to engage in a mentorship relationship - whether as the mentor, or mentoring someone else, or both. Having a mentor is such a valuable resource at your disposal, and something that everyone should aspire to. Choosing a mentor can be daunting, and many young professionals are afraid to approach more senior businesspeople as they fear they will be rejected. I've yet to hear of a senior person declining someone out of hand for no good reason - usually it truly is only a time constraint, which is understandable. If you don't ask, you'll never know - I asked a very senior leader in Accenture to meet with me for a few mentorship sessions, when I was far more junior than I am now. To my surprise, he said yes, and shared more time with me than I had asked for! Although I was nervous, I was also elated, and I got so much from those sessions - something that would never have happened if I hadn't been brave enough to send an e-mail that day.

Aside from looking for a good mentor, my advice to those who have recently entered the workforce is firstly to make sure you do what you enjoy – your career is a marathon and not a sprint, and you should enjoy the journey. Secondly, everything you undertake careerwise should be adding to what you want to achieve, even if it's only incrementally. Every assignment or project you accept should be with your end goal in mind, and this requires thinking carefully and in a structured manner about what your goal is and how you want to achieve it.

Lastly, ensure that your work has purpose – for me, doing business is more than waking up each morning and just going to work. I want to feel that my work is purposeful, that is speaks to who I am as an individual, and that it feeds my soul. Wherever you draw your motivation from – be it your family, self-leadership, your inspiration to effect change, growing others – make sure that the work you do moves you forward and fulfils your purpose.

CHAPTER SPONSOR: TSEBO SOLUTIONS GROUP



But although the ideology of ubuntu drives a thriving culture of generosity and a willingness to help both family and strangers alike, there is also a clear need for organised charities to raise their profile and prove that they are putting donations to good use. The survey found that charitable giving – to both individuals and charities – is widespread.

The study built on previous research by CAF into the potential for charitable giving by the estimated 2.4 billion people set to join the world's middle classes by 2030. Estimates suggest that were members of the growing middle classes to give just over 0.5% of their spending, as much as \$319 billion could be raised worldwide to support charities and strengthen organisations that speak up on behalf of society's most vulnerable.

The report also found that awareness of active formal charitable organisations was high at 75% and 61% of those surveyed said they had supported a charity in the past 12 months. Giving money is the most common way of providing support to charitable organisations, with 74% of participants who had supported a charity in the last 12 months having done this. After money, the second most common form of support among those who gave to charitable organisations was giving food or goods in kind (70%), and over half (57%) had volunteered or given time to a charitable organisation.

Most agreed that charitable organisations in South Africa are effective in solving existing problems in society (85%), that donating to charitable organisations makes an important difference in society (84%), and that they have a strong influence over their area of work (83%). The tax benefits of giving to charity were not well known, with around two-thirds of people surveyed (64%) saying they were not aware of whether tax incentives exist or not, and 21% said that tax breaks were not available in the country. Of the 14% who said that tax incentives are available (22% among white participants and 11% among black participants), 69% had not used them in the past.

Established charities and key voices in public debates, such as workers' rights advocates, need to increase their public profile and be more transparent in their work if they are to overcome issues of public trust and attract more donations. Focus group participants told researchers these charitable organisations need to do more to tell people about those that their work benefits and why they need money and other assistance to deliver.

This excerpt is extracted from an article published by Charities Aid Foundation (CAF), and details the findings of research commissioned by the CAF in partnership with CAF Southern Africa (CAFSA), the Aga Khan Foundation, the CS Mott Foundation and the UK National Lottery Community Fund. The article is available at https://www.cafonline.org/.

RISING STAR WINNER 2020: SERVICE: PUBLIC & PRIVATE

### **KERI-LEIGH PASCHAL**

EXECUTIVE HEAD OF NATION BUILDER AND ZIWANI AT MERGON



KERI-LEIGH PASCHAL IS THE 2020
WINNER OF THE ACCENTURE RISING
STAR AWARD IN THE SERVICE: PUBLIC
AND PRIVATE CATEGORY. AT THE TIME
OF WINNING THE AWARD, SHE WAS AN
EXECUTIVE TRUSTEE OF NATION BUILDER,
AND IS NOW EXECUTIVE HEAD OF NATION
BUILDER AND ZIWANI AT MERGON.

"It was an honour, and a surprise that my name came to mind, to be nominated for the Accenture Rising Star Award, especially once I understood how many amazing people had been a part of this award process in previous years," says Paschal.

"I was impressed by how comprehensive the judging process was, with multiple steps in the process, from video clips to writing motivational essays to a case study and interview with a panel of judges. Making it through to the next round of each phase felt like a real accomplishment as there were so many incredible people who were a part of the process, and the bar was high in terms of the selection process. I most enjoyed doing the case study where you were given an hour to formulate your solution and present it to an esteemed panel of judges. The judges were engaged, interested and had a wealth of knowledge and experience."

# FINDING CHANGE AND Impac

THE JUDGES WERE ENGAGED,
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EXPERIENCE

Paschal says that the finalists in her category were incredibly inspirational. "I wouldn't have wanted to be a judge as the decision would have been very difficult – and was therefore very surprised by winning the award," she says. "It was a wonderful moment of recognition for the work of Nation Builder, which I am privileged to be a part of, and of the team's hard work that has gone into growing it over the years."

Paschal has enjoyed being included in the award alumni network, gaining access to the different webinars and conversations hosted by the programme. "I would, however, still like to engage to a greater degree within the alumni to meet the incredible group of people who have been a part of this process over the years," she says.

During difficult times, especially those the world has recently been facing, Paschal says she has learned the importance of people, and of checking in on them and how they are doing throughout any change or uncertainty: "We found that it was more important than ever to listen to both our Nation Builder and Ziwani communities and make sure that we were addressing their needs in this season."

Paschal closes by adding that it is important to encourage one another along the journey of leadership. "It can sometime take a lot of courage and perseverance, where problem solving becomes the themes of one's day," she says. "A little recognition and affirmation of the efforts put in by team and leadership can go a long way to fuelling one to keep persevering and taking the road of most resistance where change and impact are found."





## WE ARE A PEOPLE BUSINESS. AT ITS CORE, WORKPLACE MANAGEMENT SOLUTIONS IS A HOLISTIC APPROACH TO AN INDUSTRY OF PEOPLE TAKING CARE OF PEOPLE.

## Could you tell us a bit more about the Tsebo Solutions Group? What does the company do and what sets it apart?

As a leading African Integrated Workplace Management Solutions Provider with over 50-years of experience, Tsebo Solutions Group offers our clients improved workplace productivity that supports their success. From city-based corporate headquarters to hard-to-reach remote sites, we create, manage and maintain environments that are pleasant to be in, easier to work in and ultimately enhance both the employee and customer experience in terms of collaboration, innovation and productivity. For half a century, we have been reimagining the world of work and building a legacy for the businesses, communities and employees of the future.

## How important are people in your line of business and how do people contribute to Tsebo business success story across Africa?

We are a People business. At its core, Workplace Management Solutions is a holistic approach to an industry of people taking care of people. Every day our employees touch the lives of thousands of people – as colleagues, clients and communities. The health, safety and wellbeing of all of our stakeholders is our number one priority.

Employees are the most important asset of Tsebo. Without committed and engaged employees, living our values and striving for excellence, any strategy or objective that we embark on as an organisation has the potential to fail. Developing our people – the heart of Tsebo – is the foundation of our purpose. The result is a knowledgeable and experienced workforce of over 32 000 employees across Africa, with an innovative mindset, in touch with every nuance of our clients' needs.

## What role does culture play in Tsebo and how has it helped to organisation navigate the turbulent times of COVID-19?

A strong company culture encourages engagement, improves productivity, attracts and retains the best talent, and helps an organisation stand together when times are tough. When the pandemic hit in 2020, it seriously impacted our clients, employees, and our business.

What has helped our organisation to steer through these difficult times is that we were able to unite as 'ONE TSEBO'. We had to

adapt quickly to our clients' new realities and introduce various innovations to help them sustain business continuity, cut costs and implement health and safety protocols. From implementing new technology and providing ongoing training and wellness support for our employees to intensifying the frequency of our employee communications, implementing financial support initiatives and repositioning our reward and recognition programmes, Tsebo went to great lengths to ensure that our employees were taken care of.

We have learnt a lot from the pandemic. Our 'can-do' attitude, resilience and willingness to adopt new ways of doing things, reinforced our values emanating in a high-performance culture where we work with our clients to create healthy and happy experiences in the workplace. Our biennial employee experience questionnaire, currently conducted, provides valuable insights into our employees' experience of Tsebo as an employer and how we can further enhance and improve the workplace.

## How do you develop and train your people and local resources to the Tsebo standard with such a large workforce?

As part of our high-performance culture, emphasis is placed on managers investing time to have meaningful discussions with employees about their careers. This includes what is expected from them in terms of delivering a service and the development opportunities that exist to perform at your best in your current role, but also to prepare you for your next role in Tsebo. Our inhouse Tsebo Learning and Development Academy aims to equip our people with the necessary skills and knowledge to deliver the highest-quality services to our clients. We believe this is a unique differentiator in the market as Tsebo trains more than 40 000 people annually across the continent.

Tsebo's skills-development initiatives include a range of accredited training programmes aligned with the National Qualifications Framework and registered with the South African Qualifications Authority to bespoke client and business-specific programmes. From our Seta accredited Learnerships and short course programmes for existing employees and youth living with disabilities to our senior development programmes for managers across Africa, skills development is key for us to create a diverse and knowledgeable workforce. We have invested in online development programmes and blended learning, enabling us to reach more employees and create more growth opportunities.

Tsebo also trains our partners in the communities in which we are active. The Tsebo enterprise and supplier development (ESD) programme provides small businesses with the skills needed to enable growth, viability, and financially sound SMMEs. We recruit and train previously unemployed people from local communities and upskill them for formal employment whilst also providing them with hands-on work experience.

## It seems like uplifting communities and transforming people's lives is an important part of what you do? What leadership role does Tsebo play in this regard and what are some of your focus areas?

The Tsebo Solutions Group is a development partner with a transformation ethos dating back to 1983. We equip Africa's unemployed youth with the means to become economically self-reliant. At the same time, our entrepreneurial partnerships create opportunities for vibrant Small/Medium Enterprise marketplaces – especially in rural communities where the greatest thirst for development exists.

In our sector, transformation promotes growth, mobilises investment, creates jobs and empowers people in the local communities in which we operate. It's one of the essential building blocks to achieving sustainable growth.

In our over 50-year-strong quest to build a brighter future for all, we continue to invest heavily in skills development, youth empowerment, community upliftment, job creation, SMMEs and rural enterprise-development efforts. We believe these key focus areas enable people to support themselves, employ others, create economic stability and develop communities. Our focus areas also align with our group purpose statement of developing people, to serve people to uplift society.

## Operating across 25 African countries, how do diversity and inclusion contribute to your organisations business success?

We believe that a diverse and inclusive workforce across our countries of operation help Tsebo to learn, innovate and adapt quickly. The skills and talent needed to lead, develop, and grow a sustainable business are found in people from diverse backgrounds. Having an inclusive environment where people can flourish not only increases our levels of employee engagement and productivity, but also accelerates the rate at which we can attract people with the right skills and talent.

With a predominantly female workforce, we strongly emphasise developing women across our business and supporting women empowerment initiatives. We create opportunities for our women – from frontline employees to senior managers - to grow and develop their careers.

## 66

WE HAVE LEARNT A LOT
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OUR 'CAN-DO' ATTITUDE,
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CREATE HEALTHY AND
HAPPY EXPERIENCES IN
THE WORKPLACE.

## How does your transformation, diversity, and development initiatives impact your B-BBEEE rating from a South African perspective?

The Department of Trade and Industry has recently notified us that we have managed to not only retain our Level 1 B-BBEEE certification, but we have improved our score year-on-year. We are grateful for achieving a procurement recognition score of 135%, with a growing black ownership component of 53.7% and a 45.9% black female ownership element. For the Tsebo Solutions Group, transformation has never been a compliance requirement; it is part of our DNA and is weaved into our business model, business priorities and processes, culture, values and business strategy.

## Tsebo is celebrating its 50th anniversary – a major milestone for any business. What would you say has been key to their success all these years?

I believe there are a couple of factors that have contributed to the sustainability and growth of Tsebo. These include our longstanding transformation journey, relentless focus on people development, community partnerships and upliftment, retaining top talent through caring for our people, and our business's agility to adapt to client needs. What inspires me most and something that I believe has contributed to Tsebo's rich history, is our spirit of unity. When the odds are down, we are always able to stand together and face challenges head-on with a passion and commitment that you can feel.

## TSEEC



Need an experienced workplace management solutions provider that can help you optimise your workplace environment for cost-saving and enhanced employee productivity, safety and wellbeing?





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Zama Goqo was a finalist in the Service: Public and Private category of the Rising Star Awards in 2019.

She is responsible for Talent Sourcing at the Road Accident Fund.

"The Rising Star experience taught me to be alert, flexible and broad minded," says Goqo. "I also learned that there is a lot more that I can contribute to make the lives of my community better. I learned from the Rising Star experience to be resilient in the face of adversity, to evolve and adapt. These are the character traits that the current crisis has required from me. I have had to be alert and aware of the impact that the pandemic has had in the environment that I live in (politically, economically, socially, technologically, and legal). I have therefore learned to evolve, adapt, and remain strong to face the daily health and work challenges head-on.

"The pandemic has also required communities to work together and to educate each other on how to be ahead of the crisis. In this regard, I therefore had to play a role in reaching out and helping wherever I could."

Goqo says that the pandemic has forced people to adapt to new ways of working. "Since the start of the pandemic, we have been working from home, which has been challenging because often work-life balance is blurred as boundaries between the two are not clear," she explains. "I use a number of tools to create boundaries between the two, such as starting my workday as a normal office workday by showering early and dressing up, and having a designated work area. I have also created a more fluid work schedule that accommodates my work needs as well as that of my household. The schedule changes from week to week as my work tasks also vary.

"It is also important to draw a line between work and personal time because with technology it is easy to access e-mails and shared drives even after normal working hours and this may intrude into family time. I also had to learn to familiarise myself with the times that I am most productive to capitalise on those periods. This helps me to free up time during the day to focus on home priorities. As a family, we had to learn to share responsibilities at home to ease the burden on each other."

Goqo is dealing with the "new normal" following all scientific advice from specialists and following all COVID protocols as given by the World Health Organisation. "I have also had to avoid health anxiety and depression over the current state by finding and using tools that can relax my mind and promote mental health to myself and my family," she explains. "These include taking time off from TV, reading mind-empowering books

and spending quality time with my family." As an individual that has always been highly motivated, Gogo says that her motivation level did not change during the past year. "That being said, the organisation that I work for has continuously implemented strategies to keep us motivate during the past year," she says. "Our organisation has made our health and wellness a priority and has offered Employee Assistance Programmes (EAP) and extended the services to our immediate family members. They have also expanded their flexible working arrangements. Working remotely during the past year has allowed us to practice social distancing and has given us flexibility. The right working tools and technical support is also provided for us to do our jobs effectively. In the past year the organisation was transparent about the impact of COVID-19 on the organisation to eliminate uncertainty and keep morale high. Over and above that, there is constant, transparent and free-flow communication between management, team leaders and other colleagues regarding work and also when checking in on each other's wellbeing."

Goqo says that one of the most important leadership lessons she has learned through navigating the crisis is understanding the power of joint efforts. "No matter how strong a leader is, they will need the support of all their employees," she says.

When asked who inspires her, Goqo says she is inspired by the firmness and calm spirit of the former Public Protector, Thuli Madonsela. "She is a firm leader who is not shaken or moved by outside noise, she stands by her decisions," explains Goqo. "She is always taking an ethical standpoint on the issues she gives an opinion on. She stands by her words and is not intimidated. She is guided by her conscience and is a role model for leadership and bravery."

Goqo has the following words of advice for young leaders of the future: "I would encourage them to be always confident that their input can be valued and thus to take their position and make their mark in society, business and the economy. Young leaders must always be eager to engage in issues that involve the youth and that empower society.

The current economic climate has brought about a lot of job losses and uncertainties. Therefore, young leaders need adapt to change and be broad-minded and consider entrepreneurship where necessary instead of always looking for employment."

# LEADING WITH COURAGE AND

During the challenging times the world is currently facing, strong leadership is ever-more relevant. We interviewed Group CEOs of Tsebo Solutions Group, Dr Chris Jardine and Tim Walters, on their insights into leadership in the 'new normal' – key leadership attributes, lessons learned and advice for future leaders.

What do you believe are the key attributes of leaders during difficult times?

### Tim Walters:

Leaders need to take responsibility and accountability for the organisations they lead, factoring in both internal and external influencers. It's also important to remember that leaders are not only the people heading up the organisation – everyone has the opportunity to lead, no matter their role. To lead under difficult circumstances takes courage. It has been amazing to see people step up and have the courage to take a stand and make a difference – from leaders of large organisations to people reaching out to their communities in a time of great need.

## **Dr Chris Jardine:**

Another attribute that is important to display during times such as these is resilience – not only for leaders but for all of us. Tim mentioned courage, and I believe that goes hand-in-hand with resilience, as it takes courage to get back up after being dealt hard blows, especially now when these seem unrelenting. I also believe it is important for leaders to inspire others during these times, work with their teams, and gain differing perspectives. Leadership is not a sole crusade, and although once a decision is made, you need to have the courage of your convictions, reaching that decision should be a collaborative process.

## What has been the most important lesson you've learned as a leader?

### **Tim Walters:**

One of the most important lessons I've learned is that leadership is about the long game – it's not about today or even tomorrow, but the weeks, months and years after that. Good leaders have different techniques and tools in their quiver to deal with different situations. When you are leading towards the vision that you have co-created with your team, it is important that you do so surrounded with the best talent that you can gather. Ensure that you continuously communicate with them and refine your approach to achieving that vision with alignment from all involved.

### **Dr Chris Jardine:**

Tim's lessons really resonate with me, but I'd like to add a caveat, especially for young leaders – if your team agrees with you all the time, you probably have the wrong team. Of course, the converse is also true – if you find your team constantly disagrees with you, you might also need to re-evaluate. There's a fine balance between alignment and healthy debate, and it's important to try and strike that balance within your team. I also believe in not taking myself too seriously – you should be able to have a laugh at yourself now and then, and also be able to take advice from others in your organisation without seeing it as a weakness. Leadership can come from the most unlikely of places, and you need to be open and alive to the opportunities that people bring to you, regardless of the source.

## How has your past leadership experience prepared you for the challenges we are currently facing?

## **Dr Chris Jardine:**

I've lived through several states of emergency in my lifetime. While the one we find ourselves in is certainly unprecedented, there are similarities in how people are experiencing it, and the conditions they find themselves in. I think that empathy is critical for leaders during times such as these, as well as a commitment to building something positive and constructive from the situation. Driving sustainability is key to future-proofing organisations. The focus needs to be on ensuring that sustainability is our top priority for the good of our people and the clients we serve.

## **Tim Walters:**

It's important to realise that while you can't manage the pandemic, you can manage inside of the pandemic. One needs to draw on the leadership skills you have built over time – how to manage client and supplier relationships, how to manage and lead your people, how to focus on the long-term sustainability of your organisation. We could never have anticipated a situation of this magnitude. While you can't unscramble an egg, you need to look at the components of each situation, judge them on their merits, and then act accordingly.

## What words of advice do you have for future leaders?

### Dr Chris Jardine:

It's important to remember that you are far more capable than what you may think – you need to back yourself first, before expecting anyone else to do so. Continuous learning is also key – while you are capable, you may not be knowledgeable in the areas you need to be, and committing to lifelong learning will stand you in good stead.

### **Tim Walters:**

If I had to sum up my advice to future leaders in one word, it would be "curious". If you are curious about the things around you, about the way things work in the world, then you start to learn about the areas in which you can make a difference. It's important to try and make a difference every day, even in small ways. Over time, these actions will eventually lead to the outcome you are looking for.



CHAPTER SPONSPR: SA TOURISM



Online sales rocketed in 2020 as South Africans took to online ordering to avoid leaving their homes, and there was a sharp increase in demand for grocery deliveries. Besides the purchase of airtime and data, the most popular products bought online were clothing and groceries. Major retail chains rapidly expanded their online services by launching new brands and through acquisition. Logistics, warehousing and delivery have become increasingly critical, while independent retailers are concerned about the huge investment required in technology and distribution capability.

Online retailing, particularly in South Africa, is a relatively new and developing industry, which means it is characterised by high levels of innovation and change. Recent acquisitions of small startup online retailers and tech providers such as Pick n Pay's purchase of Bottles and Imperial's purchase of Parcelninja show that much of this innovation can take place in the margins and large retail ecommerce businesses are on the lookout for disruptive developments. Technological innovation centres around user experience and order fulfilment.

The pandemic has provided online retailing with an unexpected boost in its growth and development as consumers migrated from instore shopping. While the impact of the demand spike will tail off as restrictions come to an end, analysts expect continued growth, now buoyed by a shift in consumer habits favouring online shopping. It appears that

retailers have, by and large, been able to convince shoppers of the trustworthiness and convenience of online shopping.

Having displayed agility, scalability and innovation to catch this wave, the future outlook for online shopping will depend on retailers' ability to capitalise on this new normal. As many have become aware, retaining the customers won to online shopping will require significant investment as will the importance of continually improving user experience.

The high rate of innovation and disruption creates some uncertainty. Large companies will continue to look for game-changing acquisitions of innovative tech startups and small companies will continue to invest in increasing the quality of their online service; while everyone will look to scale up. The onerous costs of order fulfilment will continue to be tackled. Retailers will continue to look for ways to include lower income groups and the unbanked in online shopping. South Africa's growth, internet connectivity, logistics infrastructure and policy environment will continue to have an effect on the sector.

This article is an extract from a report generated by Who Owns Whom, titled 'The Online Retail Industry in South Africa', published on 6 November 2021 and available at https://www.whoownswhom.co.za/.

## RISING STAR WINNER 2020: TOURISM, RETAIL & HOSPITALITY

### **DEVANDRÉ DERRIN LAWRENCE**

GENERAL MANAGER: PEOPLE OPERATIONS AND EMPLOYMENT EQUITY SENIOR MANAGER, NANDO'S SOUTH AFRICA



DEVANDRÉ DERRIN LAWRENCE IS THE 2020 WINNER OF THE ACCENTURE RISING STAR AWARD IN THE TOURISM, RETAIL AND HOSPITALITY CATEGORY. AT THE TIME OF WINNING THE AWARD, HE WAS GENERAL MANAGER: PEOPLE OPERATIONS, AND IS NOW GENERAL MANAGER: PEOPLE OPERATIONS AND EMPLOYMENT EQUITY SENIOR MANAGER, AT NANDO'S SOUTH AFRICA.

"I remember taking a metro train to go for my first 'corporate' interview back in 2013, shortly after graduating, and I was so excited to get into the working world and contribute to society, not knowing where the journey would take me. All I knew is that there was a fire in me and no matter what I had been through getting to that point, I had to trust myself enough to know that I was worth it - I deserved this opportunity. Like anything else we believe in and want to pursue, it starts with investing in yourself and building the courage to take the first step - trusting the process and being consistent. Fast forward a few years, from humble beginnings, I was honoured to have been nominated for this award. "I always envisioned where I wanted to be and aspired to certain roles and individuals throughout my career that had an impact in my growth and inspired me to become the best version of myself every day. Like

## TRUST YOUR INNER ompass

it all began, I embraced the courage that positioned me to take that first step and that led me to this path. I knew that I had a story to tell. It was never easy, but it was worth it. Having been nominated was such a privilege, but important to note that with that acceptance comes great responsibility! Responsibility to represent others and have the courage to speak up and demonstrate vulnerability and authenticity. It allows for you and others to be extraordinary and become the change we all want to see in this world. It starts with you, be proud of your story!"

Lawrence shares that the judging process stretched his thinking beyond his own circumstances, surpassing his own story, and focused on the story of others - changing his perspective. "The potential and possibility of what can be and not what is," he elaborates. "Although we are encouraged to live in the present, which I fully support, we tend to steer away from thoughts of the future because they become overwhelming. What if we change that narrative and position ourselves in a way that allows us to define what that future can be, and in doing so, understand that our story is not unique but a part of something much greater? When we stand together, united, we are unbreakable. The judging process enabled me to realise the opportunity in collective thinking, collaboration and empowerment of shaping the next story to be told through our future leaders. It was my 'a ha' moment." Lawrence says that the Rising Star programme gave him the platform to share his journey, the hardships, and the success. "Together with the phenomenal support and interaction with the judges and leaders across industries, I took the opportunity to be inspired, absorb as much as I could, and just have fun and take in the many moments! For me, it was never truly about the award, but more about being part of something purposeful. I had a spirit of light that I wanted to share with the people of our nation and Rising Star brought that vision to life. The legacy I leave behind is to secure the path for other's that are as hungry for the opportunity, to believe in themselves and know that they are fully capable and deserving of a purpose worth striving for. Trust your inner compass, 'that small voice', it will guide you to the right path. Don't depend on anyone else's validation, trust yourself, believe in yourself and take that first step. Be consistent. Strive to be the best version of yourself every day. Never get tired and never give up. Talk to yourself as you would to your best friend. Love yourself. Remember, what makes you different is your weapon, use that to fight the battles and you will gain victory."

# Employer OF CHOICE







The goal of Human Capital at SA Tourism is to build an inspiring and energised organisation by enabling and supporting the strategic aspirations of the business through three major streams.

The first is to re-awaken passion among all employees by creating a high-performance culture within the organisation. Secondly, to attract, engage, nurture and retain talent within SA Tourism to achieve the organisation's goals, and lastly to build leadership capability that will inspire and steer the organisation towards these goals.

When the COVID-19 pandemic hit South African shores in 2020, the tourism industry was one of the hardest hit, and travel and gathering restrictions have continued to pose challenges over the ensuing months. Aside from dealing with the challenges the broader industry was facing, SA Tourism also had to contend with the challenges that other businesses were facing – working remotely, keeping teams

## SA TOURISM BELIEVES IN REWARDING RESULTS, OR OUTPUTS, NOT ACTIVITIES. RESULTS ARE LINKED TO THE 'WHAT' AND THE 'HOW' OF PERFORMANCE

connected and continuing to deliver during tough times. With offices all over the world, SA Tourism focused on creating opportunities for teams to connect online, while encouraging flexibility in working hours and focusing on deliverables. Employees who were surveyed in 2021 said that the new style of flexible working suited their lifestyles, while still enabling them to deliver at work. SA Tourism's wellness programme also benefitted employees during this time, and continues to do so, offering financial, emotional, mental health and other support.

Online training courses were also offered, with an impressive uptake, showing that teams were keen to upskill themselves during these times, and committed to personal development.

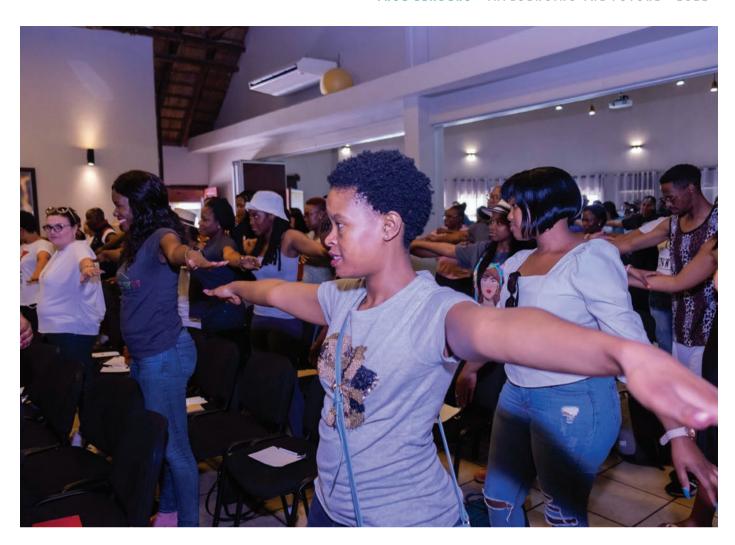
### TRAINING AND DEVELOPMENT

The organisation offers a very broad range of training opportunities, and encourages its people to make use of them, even if not directly specific to their roles. SA Tourism also offers bursaries to employees to study for NQF-level qualifications at institutions of higher learning, and this programme has shown great success since its inception in 2018.

SA Tourism has a competence-based learning framework, supported by strong networks and partnerships, which enables it to exploit centres of excellence and learning solutions.







Rapid learning is driven by enabling infrastructure, and the spirit of self-directed learning is embraced by all employees. The delivery of learning has become a significant contributor to business results.

SA Tourism's desire is to shift towards being a learning organisation where employees manage the building of their own competence, and as knowledge seekers, avail themselves of new technologies for quicker access to job-related knowledge. It is important for the organisation that managers enjoy coaching, and spend time and energy to ensure skills transfer post-learning, and that leaders are well equipped for their challenges.

In addition to internal training and development opportunities, SA Tourism also offers a graduate programme, where students can apply for a 2-year programme at the organisation. The first year is spent learning both soft and technical skills, and the second includes job placement within the organisation. In an industry that has been hard hit economically, this programme provides a platform for graduates to enter the working world with not only their qualification behind their name, but valuable work experience. With around 15 graduates entering the programme each year, this programme has a positive impact on the industry and the organisations where these graduates will ultimately be employed.

## **EMPLOYEE EXPERIENCE**

SA Tourism is committed to creating a high-performance culture within the organisation, with the aspiration that its performance management process creates clarity of purpose, high engagement and customer/stakeholder focus/centricity in every employee and team. It ensures aligned effort and rewards the right behaviour. This high performance, high engagement culture is based on stretch objectives, personal accountability, and empowered management and self-management behaviours.

SA Tourism believes in rewarding results, or outputs, not activities. Results are linked to the 'what' and the 'how' of performance. The integrated performance process creates a framework for organising work and channelling focus, reduces clutter and enables prioritisation. It anchors the right work into team and individual goals.

The organisation's Integrated Talent Management Programme is another critical focus in the employee experience. SA Tourism selects, develops, engages and retains high-calibre people at all levels of the organisation, primarily focusing on internal development and promotion. This Integrated Talent Management Programme supports career development and helps establish SA Tourism as an employer of choice – not only in South Africa, but also in other countries of operation.

## WE AIM TO MASTER ANTICIPATING, DIAGNOSING AND MANAGING

## ORGANISATIONAL CHANGE.





SA Tourism believes that talented people are a source of enduring advantage. Everyone within the organisation is responsible for attracting and developing talented people. Great people build great companies, and this creates a self-reinforcing cycle because great organisations attract the best talent. SA Tourism takes the challenge of talent acquisition and management seriously, because it impacts directly on the human capital competitiveness of the organisation.

Another important part of the employee experience at SA Tourism is instilling an organisational development mindset and change management capability. SA Tourism aims to master anticipating, diagnosing and managing organisational change. Building capability to support SA Tourism's business strategies is important, and the organisation aims to be catalysts for change, embracing and managing change systemically, focusing on people, processes and systems, to create new routines and habits at scale. Learning and collaborating in a way that transcends functional and geographic boundaries is part of this aspiration. Sustainable change requires deep thought and tenacious effort during the planning, implementation and anchoring stages, and SA Tourism relies on trained and talented performers to identify, manage and execute change.

Fostering a culture of reward and recognition is another key pillar of the employee experience at SA Tourism, where the reward philosophy assures employees that they are valued. The organisation's reward philosophy, as part of its employee value proposition, is compelling enough to attract and retain high calibre talent. It enables a high-performance culture across SA Tourism, and high performing individuals see value in their efforts.

While it may be seen as business as usual, SA Tourism also places particular emphasis on promoting organisational health and facilitating a sound employee relations climate. A supportive work environment where employees embrace the concept of well-being and line managers reinforce the wellness strategy, is critical, and line managers are encouraged to implement employment relations to support a high performance culture. Encouraging employee wellbeing ensures that employees know the organisation cares about them, which increases their commitment and improves performance. Constructive workplace relationships contribute to the achievement of organisational goals, and consistency in employee relations supports business practices and organisational effectiveness.

\*All photos depicted were taken at training conferences pre-COVID-19.

## **ALUMNI: TOURISM, RETAIL & HOSPITALITY**

SUZANNE DE JAGER-CRANSTON

GENERAL MANAGER, ROAD LODGE RIVONIA



Suzanne De Jager-Cranston was a finalist in the Tourism, Retail and Hospitality category of the Rising Star Awards in 2019. She is the General Manager of Road Lodge Rivonia.

"Since the Rising Star Awards in 2019, I have completed a module in Research Methodology and enrolled for a Master's degree in Tourism Management," says Suzanne. "Effective communication is imperative in the working environment. I returned to my unit and connected with each team member and advised them to refine their career and life goals. We have since worked on individual plans to achieve these goals. These goals were also in line with the company goals and visions, making the process easier for everyone. The overall performance of the team improved and when COVID-19 hit the world, we were better prepared to navigate our way through the crisis."

Suzanne says that personally, she appreciated the fact that the pandemic forced her to stop living a 'busy' life and actually appreciate what is important.

"The hospitality industry is driven by unexpected experiences and changes on a constant basis," she explains. "When we resumed duties in May 2020, I sat with the team and we reconnected. I found this exercise to be signficant as this new way of doing business was foreign to all of us. We realigned our goals and I am very aware of my team's emotional wellbeing.

"Apart from the financial losses we all suffered, I engaged with them and searched for workable solutions. We have all learnt to be engaged at work and when we are at home, we fully engage with our loved ones. The same applied for the new hobbies we started over the lockdown period."

The "new normal" for Suzanne and her team has meant ensuring that the lines of communication are kept open.

"Three of the team members contracted the COVID-19 virus and the support we gave each other made the process more bearable," she says. "We made a point of not treating each other any differently, and this caring culture has had a positive impact on us as a team. It is important for the next person to know and understand that we are all affected in one way or another and it helps to share these concerns with others."

Suzanne notes that it has not been easy to stay motivated throughout the period. "The support from



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my family, friends and team members kept me going," she says. "Work challenges seemed more taxing with limited resources and navigating the changes was the most difficult part for me. I am very blessed to have positive people around me and on my less motivated days, a chat with a colleague goes a long way."

The most important leadership lesson that Suzanne has learned throughout this crisis is that people must always come first. "Communicate, engage, support and be empathetic towards people," she says. "You reap what you sow."

Suzanne is inspired by the people around her. "When you really engage with people, you realise their courage to carry on regardless of their circumstances," she explains. "This makes me appreciate my life even more and inspires me to be a better person."

Her words of advice to the young leaders of the future are as follows: "Remain focused on your goals. Be true to yourself and don't ever be afraid to ask for help. It is not a sign of weakness, it builds character and shows courage."



Experiencing difficult times is inevitable. I believe that leaders understand that while they may not always be able to control the difficult circumstances or conditions that present themselves at any given time, they have absolute control over their response to those circumstances. What helps me through these times is having a clear compass in terms of my values and beliefs and then trying with my utmost ability to apply those values and to strive to be as "excellent" as possible in my response to adversity. I may not always get to excellence, but I can at least try (and occasionally come pretty close)!

The most important lesson for me is that in leadership, ego is the enemy. We all have egos of course, but it is important to self-manage how that ego presents itself when you are working with a group. I try to remind myself that it is never really about me as a person or a leader – and when you begin to think that it is all about you, I don't believe you are doing your organisation any favours. The key is that it is all about the team first, and the strength of the team. The fact of the matter is that, at best, we as leaders are just temporary "stewards" of our organisations for periods of time – for this reason, it is important that we act as servant-leaders. Our job is to help our people to do the best job that they can, try to make our organisations better places, and then to hand it off and help prepare the next (better) leader to take things to the next level.

I believe that the compilation of all of the experiences that we have in life (and in business) prepare us to face today's challenges. They give us a reference to help motivate and inspire us to take action. I think that the word "reference" is important, because the challenges that we face may be very different from anything we have ever faced before. But we can use those past experiences to help us form a hypothesis about how to deal with a problem. The answer that you arrive at may be different than what you did before, but at least your experiences provides a reference point of where to begin.

Over the past few years, I have developed a much deeper respect and admiration for my team. I have learned that I trust them more completely to get work done and to stay focused without the necessity of us always being together in the same place. As a result, when we ultimately do fully come back to our offices or other places of work, I am certain it will be in "hybrid" manner, with work being a combination of in-office (for meetings/face-to-face collaboration) and at-home.

I also believe that I have found more time to take pauses and to reflect on what I am doing and whether it is adding benefit or stress to the people that I work with or to the organisation.

I believe that future-proofing our organisations comes down to a few things that you a leader must repeat frequently. Firstly, you have to listen to your people – in almost all cases, they already have the answers that you are looking for. Front line staff in our business, for example, know the customer and often have the very best ideas on how we need to serve them.

Secondly, you have to simplify in order to focus the business – everything that we have done at Massmart to simplify gets done more effectively – for us, our turnaround started with very simple calls to action to rally the entire organisation. Lastly, you have to move with speed – do your research, develop a hypothesis and get to work on execution. In this day and age, I believe speed is an absolute competitive advantage.

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For me, motivating change really comes down to creating a "burning platform" – a clear articulation of why change is important and the ramifications of not embracing that change. In many cases, your team members are able to articulate the "burning platform" – you just have to listen to the feedback. It is then the leader's job to explore the feedback of the team, synthesise it into the reason for change, and, more importantly, the things that you will then undertake to start addressing the change required. I do believe it is important to do this as a team exercise – it is necessary for the team members to work together to articulate the burning platform to help create the energy and impetus to begin driving that change in the organisation.

I am not sure that there is such a thing as the "new normal". Unless the new normal is that things are always going to be changing at an accelerated rate. Toward this end, I don't believe that the leadership approach should necessarily change radically. It is and will continue to be important to have strong values or beliefs that provide a guide or a compass for decision making, to connect with people – to listen and to learn from them, and to act as a servant-leader to those around you to help them to be the best that they can be.

I am most inspired when I see selfless acts of humanity. Those are the time when you really get a sense of what connects us as human beings, what is important in life and what people are really all about. A good example of this was right after the rioting and looting in July last year, when many South Africans, of all backgrounds, came out to help clean-up and repair the damage that had been done. Those kinds of things are inspiring to me – it tells me more about what South Africa is all about than anything else.

Above and beyond the things I have already mentioned, the other thing that I would recommend as a best practice for leaders – both current and future – is to take time to "pause" – just take a moment before making big decisions. It doesn't have to be long, maybe overnight is a good time frame, but I have found that I had always seen things differently when I have taken some time to pause and think things through. I am always more calm, less reactive and more focused – and fundamentally I believe I make far better decisions when I practice this principle.

## **SECTOR OVERVIEW**

TRANSPORT, LOGISTICS & SECURITY

## Load Steinhill INDUSTRY IN SOUTH AFRICA

Government has announced planned interventions to reform the rail sector to make it more effective, efficient and competitive, but road continues to be the transport mode for the majority of goods. The road freight industry faces many challenges including reduced demand due to pressure on consumer spending, high input costs, competition from e-commerce platforms, labour demands, pressure by customers to reduce transport costs, automation and new technologies, border post and port congestion and excess capacity. The industry is responding by using technology to improve efficiencies and reduce costs, by spreading risk, using flexible distribution models and decentralising operations.

The effect of the pandemic on the operations and revenue of the road freight and warehousing sector has been mixed. The benefits of providing warehousing and transportation for sectors such as healthcare and consumer goods was offset by the negative effect of protocol compliance requirements, lower volumes requiring transportation, movement restrictions and border post congestion. The volume of freight transported by road decreased in 2020.

Businesses in this industry range from large companies to small family businesses and owner-driver operations. Owner-driver schemes offer opportunities for new entrants to the industry. Increasing use of e-commerce opens opportunities for the parcel and courier industry, while there are also opportunities in the removals industry and for companies that provide flexible and customised services to meet specific needs.

According to Mohammed Akoojee, Imperial Logistics Group CEO, "Covid-19 has notably changed purchasing behaviour and outsourcing trends, consumer opportunities. The pandemic has identified weaknesses across the value chain and has increased the demand for warehousing services due to growth in e-commerce, the increased need for visibility and resilience, and shortening and diversification of supply chains. With customer needs for enhanced convenience growing at exponential rates, greater pressure has been placed on logistics companies to keep pace."

In November 2020, Super Group CEO Peter Mountford, stated that "the extraordinary pressures on the South African economy, brought on by the devastating impact of the Covid-19 pandemic across all industries, the restart of load shedding and high unemployment rates make for a bleak outlook.

The group expects trading conditions across its businesses to remain challenging. The 2021 financial year remains uncertain given the extent of lockdown measures in an already fragile economy and any recovery from the lockdown together with cost rationalisation, will improve profitability".

The road freight industry and its customers will be hit hard by the increase in fuel taxes and toll fees. The cost escalation will have to be absorbed by the transport sector as customers will not be able to afford price increases. Reduced economic activity and reduced consumer spending will reduce logistics demand. According to Road Freight Association CEO Gavin Kelly, "this will affect freight volumes and will drive many transporters who are close to the sustainability margin over the edge.

Freight operators are going to need to be inventive, cost-centre aware, and develop innovative multicustomer and multi-load offerings to stay competitive. It's a very tight budgetary outlook for the road freight and logistics sector in the next few years with margins being cut even further".

### RISING STAR WINNER 2020: TRANSPORT, LOGISTICS & SECURITY

### **GIOVANNI LARIGAN ABRAHAMS**

REGIONAL GENERAL MANAGER, SUPERGROUP



GIOVANNI LARIGAN ABRAHAMS IS
THE 2020 WINNER OF THE ACCENTURE
RISING STAR AWARD IN THE TRANSPORT,
LOGISTICS AND SECURITY CATEGORY.
AT THE TIME OF WINNING THE AWARD,
HE WAS GENERAL MANAGER AT IMPERIAL,
AND IS NOW REGIONAL GENERAL
MANAGER AT SUPERGROUP.

"During the nomination period of the awards the reality of the moment had not struck me as yet, however, reaching the semi-finals was the awakening moment where I realised that I could potentially win the award," explains Abrahams. "Completing the questionnaire in the nomination period assisted me to reflect on my career achievements and contributions to industry, many of which I had overlooked or did not even realise."

Abrahams says he most enjoyed the case study section of the judging process. "The entire process afforded me the opportunity to showcase the skills I have learnt throughout my career," he says. "I was humbled by the manner in which the judges handled the interview process, including how they accepted my solution during the case study. The positive atmosphere they created

# ADDING VALUE TO YOUR Personal Brand 9

during the presentation of my solution and the feedback afterwards was heart-warming and gave me the indication that they had appreciation for my solution."

Abrahams says that winning the award was one of the greatest achievements in his career. "The process was very awakening," he says "It allowed me to reflect on the impact I have had on my industry and helped me develop how I want to position my brand in this industry going forward. Standing on stage and winning the award was surreal. It made me realise that the people who support me do so not because of who I am but because of what they see in me and that I represent who people are and what they aspire to be. If a young man from humble beginning in the Eastern Cape could achieve this accolade, anyone can."

Continuing to support the Rising Star programme is important for Abrahams, and two of the finalists in the 2021 Accenture Rising Star Awards were nominated by him. "Winning the award has assisted me in building my personal brand," he says. "It has added value to numerous areas of my life, and I would like young people starting out in their careers to realise that they also have a personal brand, and that they need to add value to that brand in order to sell it to interested organisations. The Rising Star programme can assist them to do so." Abrahams adds that agility is key – the importance of being able to pivot in one's career, personally, or in business when the need arises. "One needs agility in decision-making skills to be able to make the best possible decision with the information at hand, considering all the risks, without being afraid of getting it wrong," he says.

Abrahams concludes with these words: "I am truly thankful to Laura, BlackBark Productions and the sponsors of these Awards. Without them and their hard work I would not have been able to achieve this prestigious accolade. I truly appreciate the time and effort invested in making the Awards evening a success in recognising the talent across various categories in industry. This type of selfless contribution will be what moves our country forward into the future."

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### **CONNECTING PEOPLE. IMPROVING LIVES.**













### CONNECTING PEOPLE AND imploving





THANK YOU

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In mid-2020, I participated in the annual Rising Star Leadership Webinar, unsure but extremely positive about the prospects of what the next year could hold for us as a country, a community and as a business. Whilst 2021 proved to be another challenging year, at the heart of our post COVID-19 recovery and long-term growth strategies have been our people, who despite the anxiety and uncertainty, pulled together by fully mobilising their deep experience and competencies emerged from the global disruption more resilient and by far a stronger team together AS ONE.

Our strong organisational culture is what we believe led to our recent global achievement of the World's Best Workplace according to Great Place to Work. This success would not have been possible without the commitment and dedication from our people who so strongly define our culture, which creates the type of environment where people respect and feel respected by their peers and leaders, and take pride in their work. Angola and Cameroon formed part of the first countries in our the region to participate in the survey in 2020 as Great Place To Work expanded its network across Sub-Saharan Africa. We continued our journey from Good to Great by adding Cote d'Ivoire to our Great Place To Work survey in 2021. As DHL Express SSA, we are particularly proud of the fact that we have also been recognized as a top employer in 23 countries within our region for our outstanding people practices in the past few years.









### THIS SUCCESS WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE COMMITMENT AND DEDICATION FROM OUR PEOPLE WHO SO STRONGLY DEFINE OUR CULTURE

In addition, I am also very pleased to share that Nigeria has recently gained its Great Place To Work certification, placing DHL Nigeria firmly in the platinum tier ranking as a Great Place To Work in SSA. Proving that DHL Express is not just a Great Place To Work for some, but for ALL.

This global and regional recognition has seen motivation and commitment reach new heights as our organisational purpose of 'Connecting People and Improving Lives' became more tangible, as our critical impact could be felt and seen across the world. We embed our purpose in everything we do at DHL, which has aided us in creating long-term value for all our employees, customers, and the communities in which we operate.

While we are living up to our purpose, it is our Motivated People who deliver on the exceptional service quality, which leads to loyal customers and finally to a profitable network. Our business also strives to provide an environment where innovation thrives and all our employees can reach their full potential. Staying competitive and delivering innovation to the market requires fresh perspectives from our teams, and as we witness a new society taking shape and new requirements emerging in the wake of the COVID-19 crisis, we have long started working on and reimagining the future of work as we recognise that digital lies at the heart of how we can create new sources of value for all our stakeholders today.





We intend to continue to deliver on our purpose commitments into 2022 and beyond, making ESG investments and changes where necessary to address social challenges and finish our race of becoming a net zero logistics provider. The matter of sustainability is one that has been deeply rooted within the DHL Express heritage and continues to be part of our long-term commitment of serving our communities. As we strive to shape a sustainable future for all, it is also our people who help drive action across the organisation and ensure our mission is accomplished.

We will continue to invest in our human capabilities and skills to drive growth and prosperity by increasing our agility through leveraging digital technology as a competitive advantage and creating new sustainable business models of the future as an Employer of Choice, Provider of Choice and Investment of Choice for all our stakeholders.

Looking to the future, we have a positive outlook for 2022 and look forward to a year of increased productivity, continued focus, and innovation.

HENNIE HEYMANS
CEO: DHL EXPRESS SUB-SAHARAN AFRICA

### **ALUMNI: TRANSPORT, LOGISTICS & SECURITY**

NONKULULEKO BALOYI

CHIEF OPERATIONS OFFICER, VNQ SYSTEMS



Nonkululeko Baloyi was a finalist in the Transport, Logistics and Security category of the Rising Star Awards in 2018. At the time, she was in charge of the National Tender Desk at Bollore Logistics, and is now Chief Operations Officer at V and NQ Systems, known as VNQ Systems. "The Rising Star experience allowed me to reflect on my work experience, assess my hard skills, continuously improve them, and understand the importance of my soft skills (effective communication, decisiveness, and empathy), which are crucial when working through a crisis," says Baloyi. "These soft skills have allowed me to overcome the challenges of a stressful work environment fuelled by a crisis. You need to be success conscious, expect to succeed, take responsibility, and learn from your experience even through a crisis. Understanding what you need to do better in similar experiences is also pivotal for your growth."

Baloyi says that having an understanding and supportive family is important when one works in a high-performance, demanding work environment, in addition to dealing with a crisis. "Homelife will always suffer, especially when working in such an environment, so everyone needs to be on board in making it work. I'm grateful for my family. I've also learned the importance of taking the time to recoup without constantly thinking about work. When spending time with family, be truly present and engaged."

She says that her team has adjusted surprisingly quickly to a new standard of working and implemented systems for effective collaboration when working remotely. "It's also made me realise that adapting rapidly to change means you can identify your strengths and weaknesses in times of crisis sooner for a winning formula," she says. "This time has also strengthened trust amongst the team and shown that we can depend on each other in achieving our common goal irrespective of remote working."

Baloyi notes that the past year has made her relook at her plans, dream even bigger, and push the boundaries in her career. "It's made me even more motivated to create a home environment that brings me even more serenity during a time of unrest," she says. "I'm eager to improve my vitality and finances for a better life for myself and my family."

The most important leadership lesson she has learned through navigating the crisis is that there are opportunities, even during a crisis. "Those who realise that, excel. Innovation allows you to stand apart from the rest."

Baloyi is inspired by anyone who achieves greatness regardless of their unfavourable background or upbringing. "It takes a tremendous amount of mental work to envision a future that is different from what you've grown up knowing," she explains. "People who stand firm in what they believe in, own their truth, and



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are unshaken by naysayers are also an inspiration to me. In a world full of much noise, it takes courage and fearlessness to do this. It takes becoming a special kind of person to create conditions within yourself that are strong enough to tune out and overcome external conditions."

Baloyi's advice to young leaders is to have a clear and concise goal of what they want to be and work every day towards accomplishing it. "They need to understand that although many negative external factors will arise, their internal dialogue counts most when encountering anything. A positive attitude and positive thinking will always yield the best results. This habit of thinking allows them to be flexible and adapt well to change.

"Nothing in the world can take the place of persistence. It trumps talent, education, and qualifications. All great leaders in history show the characteristic of persistence.

"They also need to always go the extra mile without expecting rewards from anyone, be willing to challenge themselves constantly, and always say yes to opportunities that seek skills they believe they don't possess. This is to enable them to be cross-skilled. It's the best way to grow; growth will not happen when they feel comfortable with where they are. They need to more-than-fulfil their current positions to move to their next one. They need to be self-aware, take stock of their level of motivation at all times, and understand why they lack motivation if they do. The beauty of it all is that they are the only ones who can change it; they have the power to."



Joel A. Barker said, "Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world". A leader needs a clear vision and a clear plan – the 'how' will change as the journey unfolds, but if leaders can create a vision, communicate, and share it, and provide direction, they will give their people hope in difficult times. From my perspective, there are four main characteristics that leaders should display in order to do this. The first is agility – strategy is not static, it continuously requires review. It is important to understand the key performance indicators that drive your strategy, which of these need more emphasis, and which you should reconsider or drop as the environment around you changes.

KOBUS MAREE
MANAGING DIRECTOR: SAVINO DEL BENE
SOUTH AFRICA

The second is leading by example. Now, more than ever, leaders must set an example and lead from the front, as well as the middle and behind. The energy related to these positions is different and needs to be applied accordingly. Such leadership positioning will be driven by context and is situational. A 360-degree leadership approach is a wise approach. Take personal responsibility. Actively help. Show that you're willing to make extra effort to commit to your organisation's success. Part of this is demonstrating the third characteristic - committing to your people. Negative messages are easy to come by during an economic downturn - people are losing their jobs, unemployment rates are climbing, and businesses are closing. This weakens morale, both in the workplace and society. This is the time to invest in your people, develop them as leaders, and provide them with the necessary skills to overcome these difficult times. This will provide you with the right platform to both retain your best people and tackle poor performance, something we don't have the luxury of tolerating during difficult times.

The final characteristic is to stay positive. Good leaders provide hope and vision, two qualities that can keep a workplace going, even during tough times. People need someone they can trust – and someone who is inspiring and knows how to get things done. Be that person in your organisation. In the past, future-proofing an organisation seemed easier than it does now, but the key principles for doing so remain the same. One needs to be both creative and agile – creative means there is always an answer, and agile means there is always more than one answer. To succeed we need leaders who can challenge the status quo, who are comfortable with constant iteration and learning, and who are committed to learning themselves.

Top-performing organisations know that purpose is both a differentiating factor and a must-have. A strongly held sense of corporate purpose is a company's unique affirmation of its identity. Part of future-proofing your organisation means taking action to set the company's purpose in motion; help make it real for people. This only happens when employees identify with and feel connected to their company's purpose. The ability to future-proof doesn't hinge on an organisation's ability to plan and manage change. Rather, it is rooted in the ability to achieve performance goals in a state of constant change.

Another important principle is to 'sense' - this means that your organisation is always listening, inside and outside your four walls, to anticipate and drive disruption. Sense involves collecting data (internal and external) and analysing trends (market and workforce) through various lenses to understand the current context of your organisation (and all its complexities), and to evaluate where your organisation and industry are headed in the future. Constant disruption requires constant innovation and evolution to break new ground and define an organisation's path forward into the unknown, creating

new knowledge and new strategies for what is and what needs to be in terms of performance.

Over time, we have learned to see beyond the current issue and believe in the future. Challenges are always present, but what is critical is the will to win and then prepare to win - that is important. Winning starts with a vision, knowing what we want, and then acting on that. As leaders during these challenging times, it's important to express our commitment to working on and developing a solution for addressing the current crisis, giving hope to our people. We need to be willing to listen, showing that we care and supporting those affected. Leaders who show the way forward after having listened extensively, honestly and hopefully, will make the very best of the situation and maintain the respect of those they lead. When leaders serve, a team's trust in leadership grows. By speaking the truth, giving hope, listening and showing the way forward, we engender deep trust and commitment in our people.

Whilst it has always been true that leaders must constantly be thinking ten steps ahead, the new normal means that we must be willing to adapt. In a world of uncertainty, adaptability is key. During a crisis, flexibility and being able to make quick, informed decisions is crucial to keeping the business moving forward. Every leader should be overcommunicating with their teams, making sure their teams receive the information they need, when they need it. Self-awareness is imperative; you need to understand yourself to understand others. Being able to connect with your team and colleagues on a personal level helps bridge the distance between employees. But part of being a great leader to others is understanding how you yourself view and interact with the world around you. I am inspired by the opportunity to live my God-given purpose. Personal purpose is so powerful once we understand it, we don't have a job anymore, but a calling. There is a big difference between the two - you hire someone to do a job, but someone with a calling does what they do because they are driven by their purpose. The question to answer is not 'how many years have you lived?', but 'what have you done?' - in essence, life is not measured by duration, but donation, or purpose.

I am also inspired by the environment around me and gratitude in my heart. I believe in looking for any positives that generate an attitude of gratitude. I surround myself with creativity and innovative people who always see a solution to a problem. My advice to future leaders is to learn to love yourself with a good balanced appreciation for your own unique skill set, which can contribute towards creating a better world around you. Leaders now, more than ever, need to integrate their Head, Heart and Gut centres in planning, leading and executing.

Lastly, remember the words of Nelson Mandela - "A winner is a dreamer who never gives up".



# EMPLOYMENT CHOICES OF TERTIARY-LEVEL STUDENTS TOYENGOOG

bp is delighted to be supporting the second annual Students' Choice Awards, an important initiative that ranks the best organisations to work for, based entirely on university students' opinions. The awards are the culmination of a year's research into the employment choices of tertiary level students - providing insightful data that enables organisations to benchmark their employer brand and reinvent their strategies to foster a positive work environment.



The challenges of the COVID-19 pandemic have forced organisations to rethink and reshape their businesses. As we navigate the uncertainty brought on by the pandemic and the resulting organisational changes such as remote working, rising mental health issues and accelerated digitization, organisations clearly need to raise the bar for culture excellence and employee value propositions to meet employee needs in order to retain and attract top talent.

The research contained in the pages that follow is relevant to any organisation wishing to build a strong talent pipeline, ensuring that from as early as graduate-level, employees are understood, and that what drives them forms part of Employee Value Proposition programmes going forward.

Not only does this research show who graduates want to work for when they leave tertiary education, but it shares valuable insights into how students perceive potential employment environments – whether a culture will be a good fit, what benefits they most value, and what the likelihood is that they would travel for work, to name a few.

At bp, we are very aware that starting a career might be a daunting experience, and that graduates are often not exposed to opportunities that are readily available to help kick-start their careers. Prospective employers can use the information contained in this report to ensure that their recruitment and EVP programmes are more tailored to suit employing graduates, and to help them introduce their brands to this dynamic young group within the workforce.

For example, at bp, we're on an exciting, challenging, and transformative journey to net zero and to be a new kind of energy company. As we head there, we continue to work as one global workforce with all employees playing a role. From the people who chart our course to those who put our plans into action, bp is an exciting place to be for anyone who wants to take part in leading the global energy transition. Through our best-in-class early careers programme, we offer opportunities in a wide range of disciplines that will help develop future career paths for graduates.

As you read the research, I would encourage you to take a look at your own graduate recruitment, development and retention strategies, and delve into the areas shown by this report to be of value to these candidates. They are our future leaders, and if we nurture them now, we will see the fruits of our labour multiply in years to come.

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### A survey to determine the view of tertiary-level students from South African institutions on their employment choices.

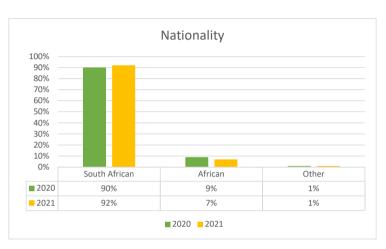
The goal of the survey is to better understand how students perceive potential employment environments, and to provide future employers with some insight into how students think and see themselves, as well as the kinds of cultures they believe will be a good fit, when stepping out into the employment market. The survey was first conducted in 2020, and as the survey progresses annually, possible future trends will be able to be identified. The survey was sponsored by bp Southern Africa.

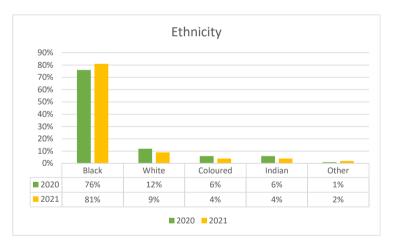
The report aims to understand the following:

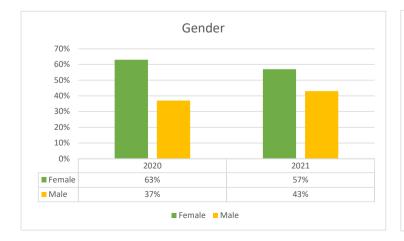
- The preferred office culture of students
- The likelihood of students to transfer out of South Africa
- The importance of travel
- Most-valued employee benefits
- · Preferred industry to work in
- Salary expectations
- · Level of comfort working outside core background
- Top preferred employers

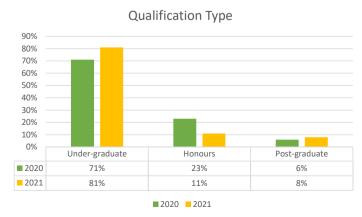
### **Student Sample**

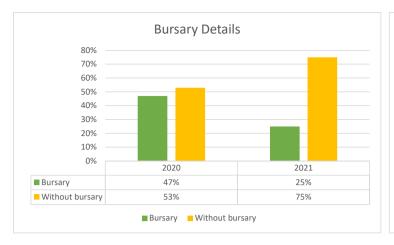
A web-based survey was used, which was completed as and when students registered to enter the GradStar Awards 2021. A total of 2 820 students were surveyed between 1 July 2020 and 30 June 2021.

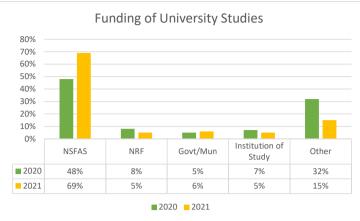


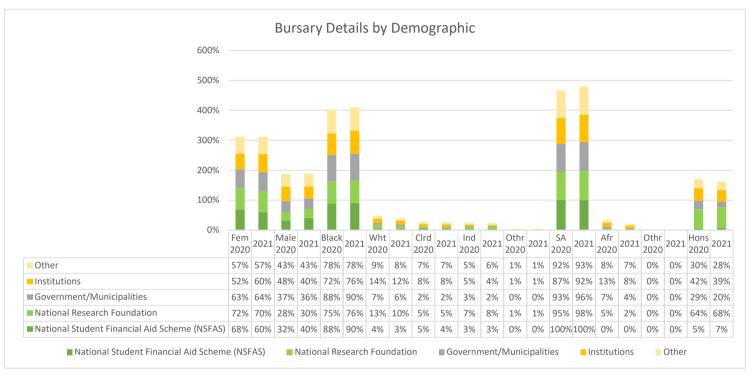












### **Question 1:**

### What sort of office culture appeals to you?

Most students prefer an environment with open and free communication between employers and employees; a casual and relaxed environment where teamwork is encouraged, and where respect and friendliness to peers and clients are key.

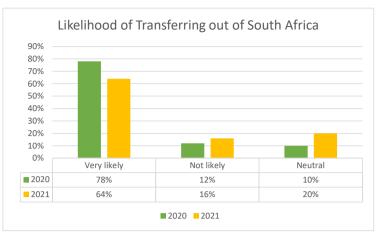
- 1. Flexibility is allowed
- 2. Open and free communication between employers and employees
- 3. Respectful
- 4. Innovative
- 5. Diverse
- 6. Teamwork is promoted
- 7. Casual and relaxed
- 8. Friendly
- 9. Growth mindset
- 10. Fun
- 11. Integrity is key
- 12. Non-discriminative

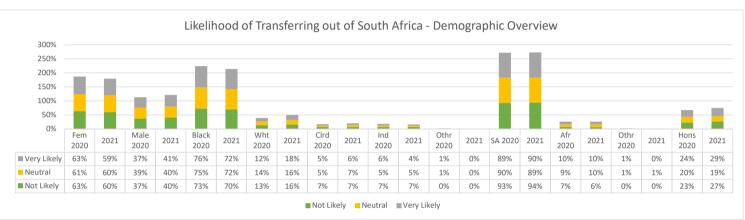
- 13. Clan office culture
- 14. Transparent
- 15. Positive
- 16. Mentoring
- 17. Culture of Working Hard
- 18. Formal
- 19. Professional
- 20. Adhocracy

Additional office culture elements included family friendly, productive, competitive and entrepreneurial. Loyalty and trust were also mentioned, as was promoting healthy living.

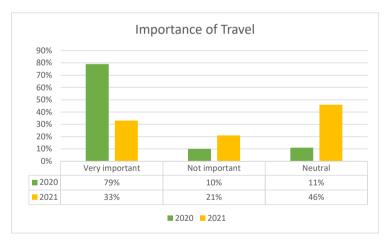
### **Question 2:**

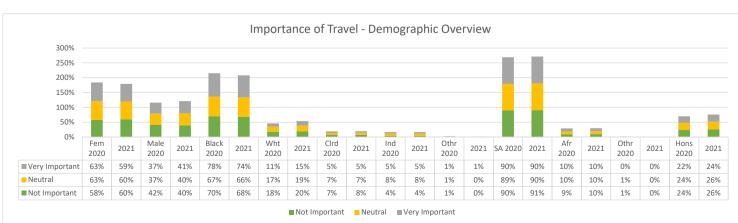
If you are employed by a global firm, what is the likelihood that you would look to transferring out of South Africa?





### Question 3: How important is travel to you?





### **Question 4:**

### What benefits do you most value in an employer?

- Pension fund, medical aid, paid leave, maternity/ paternity, life/disability insurance, sick leave, UIF
- 2. Flexible work hours
- 3. Work from home
- 4. Competitive salary
- 5. Wellness programs
- 6. Job security
- 7. Training & learning opportunities
- 8. Housing allowance
- 9. Exposure to other positions
- 10. Personal growth and development
- 11. Community engagement and making a difference in the community
- 12. Conducive work environment
- 13. Opportunities to be promoted or grow in the company
- 14. Mentorship
- 15. Recognition programs
- 16. Car, fuel or travelling allowance
- 17. Travelling
- 18. Additional paid family leave
- 19. Safety and security (environment)
- 20. Performance or birthday bonuses



Additional preferred benefits: tuition reimbursement, exposure to international opportunities, stability, study leave, empowerment, available resources such as laptops, internet etc, phone allowance, savings and investment opportunities within the company, food provision, 13th cheque, company stocks/share options, relocation allowance, family bursaries, company credit card, internet for personal use, funeral cover, childcare assistance.

### **Question 5:**

### What will make or break your choice in an employer?

- An organisation culture and management style where employees are supported and cared for, opposed to an environment where employees are exploited and treated unfairly
- 2. Growth potential within the company, including skills development and training provided, as well as opportunities for promotion
- 3. Flexibility in working hours and being able to work from home
- 4. A diverse non-discriminative environment
- 5. Open communication
- 6. Mutual respect
- 7. Competitive renumeration, rewards and recognition structure
- 8. The company values, mission, vision and reputation
- 9. The company's outlook on innovation and change
- 10. Employee benefits
- 11. Demographic location
- 12. Job security
- 13. Physical work conditions including promotion of health and wellness and working hours
- 14. Availability of mentorship
- 15. The company's social and environmental responsibility



opportunities?

### Question 6: What is your 1. Finance 2. Information

### What is your preferred industry?

- 2. Information and Communication Technologies
- 3. Human Resources and Management
- 4. Public and Government
- 5. Education
- 6. Healthcare
- 7. Legal
- 8. Construction and Engineering
- 9. Energy and Mining
- 10. Marketing & Media
- 11. Agricultural
- 12. Consulting
- 13. Retail
- 14. Manufacturing
- 15. Logistics and Transport
- 16. Automotive, Aviation and Aerodynamic
- 17. Corporate Social Investment and Sustainability
- 18. Tourism
- 19. Property

### **Question 7:**

Where do you find most of your information about gradua

- University career services, mailing lists, notice boards and lecturers
- 2. LinkedIn
- 3. Recruitment websites
- 4. Employer websites
- 5. Career fairs
- 6. Word of mouth/family and friends
- 7. Facebook
- 8. Other (newspapers, professional associations, etc)
- 9. University websites
- 10. Google notifications
- 11. Government websites
- 12. Twitter
- 13. Other social media (WhatsApp, Telegram, etc.)

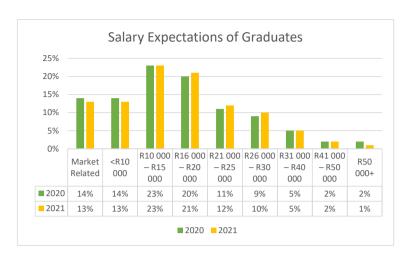
A WEB-BASED SURVEY
WAS USED, WHICH WAS
COMPLETED AS AND WHEN
STUDENTS REGISTERED
TO ENTER THE GRADSTAR
AWARDS 2021

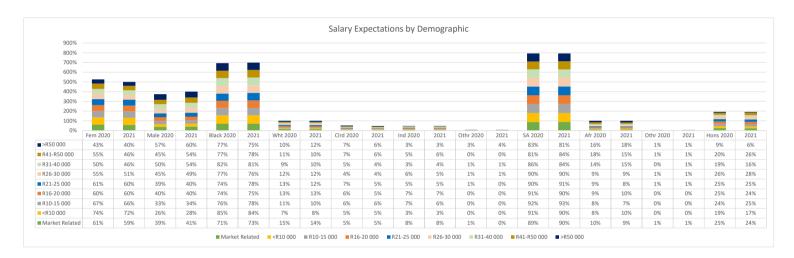
### **Question 8:**

### What salary expectation do you have as a graduate?

Data gathered from 2020 and 2021 respondents generated similar results:

- Most students expect a monthly salary of between R10 000 and R15 000.
- The salary expectancy of female students is notably lower than that of male students, where most female students expect a salary of less than R10 000 per month.
- Students in the rest of Africa expect a higher salary than South African students.
- Honours students expect a salary of between R16 000 and R30 000 per month.

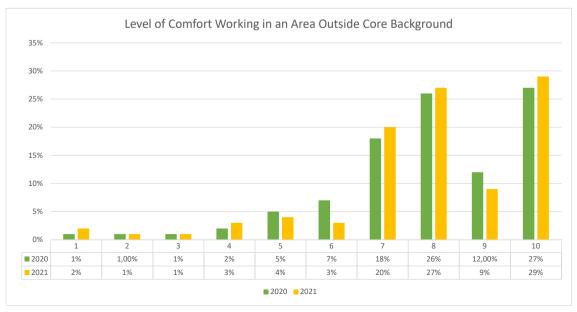




### **Question 9:**

### On a scale of 1 – 10, how comfortable are you to work in an area outside of your core background?

Most students are very comfortable to work in an area outside of their core background (see figure below, where 10 is most comfortable, and 1 is least comfortable):



### **Question 10:**

Please list, 1 – 5, the top 5 employers you would like to work for you when you graduate.

Top 5 preferred employers by industry:

### **AUTOMOTIVE**



Mercedes-Benz

- 2. BMW
- 3. Volkswagen
- 4. Toyota
- 5. Ford

### BANKING & FINANCIAL SERVICES



- 2. FNB
- 3. Standard Bank
- 4. Allan Grey
- 5. Invested

### BROADCASTING & MEDIA



- 2. SABC
- 3. Media24
- 4. Joe Public
- 5. Boomtown Strategic Brand Agency

### ENERGY, CHEMICALS & HEAVY ENGINEERING





- 2. BP
- 3. Shell
- 4. Engen
- 5. Sappi

### **EDUCATION**

- 1. Universities & Colleges
- 2. Schools other than Government
- 3. Pearson Institute

### **ELECTRONICS**

### **SIEMENS**

- 2. Samsung
- 3. Tesla
- 4. ABB
- 5. Philips

### **FMCG**



### 2. Coca-Cola

- 3. Tiger Brands
- 4. P&G
- 5. Nestle

### **HEALTHCARE**



- 2. Mediclinic
- 3. Lancet
- 4. Life Hospitals
- 5. Ampath

### **HEALTHCARE INSURANCE**



- 2. Metropolitan/Momentum
- 3. Liberty
- 4. Bonitas
- 5. PPS

### **INSURANCE**



- 2. Old Mutual
- 3. Sanlam
- 4. Metropolitan/Momentum
- 5. Liberty

### ICT



- 2. Google
- 3. Amazon
- 4. Microsoft
- 5. Huawei

### LEISURE, TRAVEL & HOSPITALITY



- 2. Marriott
- 3. Tsogo Sun
- 4. Sun International
- 5. Flight Centre

### **Question 10 (continued):**

Please list, 1 – 5, the top 5 employers you would like to work for you when you graduate.

Top 5 preferred employers by industry:

### **MINING & MINERALS**

### AngloAmerican

### **PLATINUM**

- 2. Exxaro
- 3. Epiroc
- 4. Impala Platinum
- 5. Glencore

### **PHARMACEUTICAL**



- 2. Johnson & Johnson
- 3 Pfizer
- 4. Cipla
- 5. Parexel

### PROFESSIONAL SERVICES



- 2. Dalitso Holdings
- 3. Future Fit Academy
- 4. PsySSA
- 5. Kontak Recruitment

### PROFESSIONAL SERVICES: ACCOUNTING & AUDITING

### ACCOUNTING & AUDITING CO

### Deloitte.

- 2. PwC
- 3. KPMG
- 4. Ernst & Young
- 5. BDO

### PROFESSIONAL SERVICES: CONSULTANCY

### Deloitte.

- 2. PwC
- 3. KPMG
- 4. Ernst & Young
- 5. Accenture

### PROFESSIONAL SERVICES: CONSULTING ENGINEERING

### HATCH

- 2. Aurecon
- 3. Zutari
- 4. AECOM
- 5. SRK Consulting

### PROFESSIONAL SERVICES: LEGAL

### BOWMANS THE VALUE OF KNOWING

- 2. Cliffe Dekker Hofmeyr
- 3. ENSAfrica
- 4. Webber Wentzel (in alliance with Linklaters)
- 5. Werksmans

### PROPERTY & CONSTRUCTION



- 2. Concor
- 3. GVK Siyazama
- 4. Motheo Construction
- 5. Group 5

### **RETAIL**



- 2. Woolworths
- 3. Takealot
- 4. Pick n Pay
- 5 Massmart

### STATE-OWNED ENTERPRISES



- 2. SARB
- 3. Eskom
- 4. SARS
- 5. CSIR

### **TELECOMMUNICATIONS**



- 2. MTN
- 3. Telkom
- 4. Cell C
- 5. Rain

### TRANSPORT & LOGISTICS



- 2. Transnet
- 3. Imperial
- 4. DSV
- 5. Barloworld



It is important to note that the students surveyed nominated the companies on the preceding pages as their preferred employers through an entirely unscripted process. The question was open-ended, and not segmented into industries - nor were the students provided with any examples as prompts. Their choices are based on their knowledge of the employment landscape as a whole, and industry segementation was applied after the survey was complete. While the top employer nominated by our students to work for remains the government, it is important to note that this category includes all government departments, hospitals, schools and entities not mentioned separately in the list. The top 5 private preferred employers for 2020 were Absa, Deloitte, PwC, Standard Bank and Investec, and in 2021 are Absa, Deloitte, PwC, FNB and Standard Bank.



### Deloitte.







### **DISCUSSION AND KEY FINDINGS**

The 2020 survey was conducted during the beginning phases of the COVID-19 pandemic, and while the 2021 survey was conducted during less stringent lockdown levels, the effects of an ongoing pandemic are clearly still being felt. The following factors remain an influence on the results of this survey:

- The continued downturn experienced by the South African economy
- Increased economic uncertainty
- Increase in unemployment
- Students completing studies at home
- A new requirement for working from home
- Increased focus on physical and mental health
- Increased focus on family
- Increased online activity

It is notable that working from home and flexibility in working hours and conditions have risen in the ranking of influencers chosen by the students regarding their choice of employer. However, a supportive organisational culture and management style where employees are valued and cared for remains a top priority.

Both the 2020 and 2021 survey results show that students prefer a more informal office culture. They want open and free communication between themselves and the rest of the organisation, and an innovative, respectful and diverse environment where teamwork is promoted.

Most students are likely to transfer outside of South Africa if given the opportunity, however, travel is not as important to 2021 survey respondents as it was to those who responded in 2020 – the majority of 2021 respondents are neutral. This is likely due to decreased

travel in general, due to the pandemic, and the opportunity to work virtually in almost any country in the world.

General benefits such as pension fund, medical aid, paid leave, maternity and paternity leave, life/disability insurance, sick leave and UIF are highly regarded amongst the students. Flexibility and the ability to work from home now rank higher than before, and a competitive salary, wellness programmes and job security are highly valued. Notably, the importance of travelling as a benefit has dropped.

The top preferred industry to work in remains finance, followed by information and communication technology, human resources and management, public and government, education and healthcare.

Similar to 2020, the salary expectancy of female students in 2021 is notably lower than that of male students, where most female students expect a salary of smaller than R10 000 per month. Students in the rest of Africa have notably higher salary expectations that South African students, and honours students' expect between R16 000 and R30 000 per month. The results for 2021 follow a very similar demographic trend as those of 2020.

Most students are very comfortable to work in an area outside of their core background, and 2021 survey results are similar to 2020 for this section.

Most students find information about graduate opportunities through university career services, notice boards and lecturers. Other platforms used include LinkedIn, recruitment and employer websites, career fairs and social media, as well as word of mouth.



fueled by



### Imagine playing a role in creating a better world.

At bp South Africa, we're looking for the next generation of talented, skilled minds to take on some of the world's most complex challenges. We're dedicated to creating opportunities where people from diverse backgrounds can thrive; making a positive impact on the people and communities they serve.

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### BARRIERS TO



A survey to determine the view of tertiary level students from South African institutions, on barriers to their employment – a year-on-year comparison from 2019 to 2021.

The goal of the survey is to better understand how graduates perceive their employability in the marketplace, and to provide future employers with insights into how graduates think and see themselves when stepping out into the employment market. The survey was first conducted in 2019.

The report aims to understand the following:

- How students' studies are funded.
- The work readiness of students and their preparedness for employment.
- The institutions used to engage in work readiness programmes, where students have done so.
- The level of confidence felt by students regarding their employability soon after graduation.
- The challenges or barriers students experience or anticipate when looking to secure graduate employment.

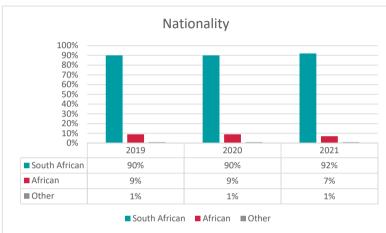
### **Student Sample**

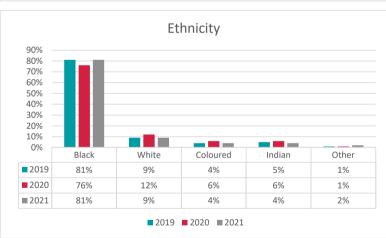
A web-based survey was used, which was completed by students when they registered to enter the GradStar Awards for the year in question, which starts on 1 July and ends on 30 June. In 2019, 2 906 students were surveyed, with 4 729 and 2 820 students surveyed in 2020 and 2021 respectively.



### **Demographics:**









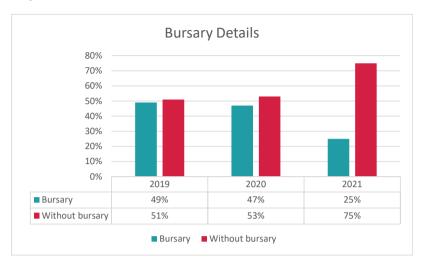


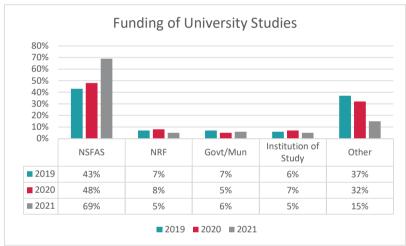
Five questions were asked of each graduate, and the results from each question from 2019, 2020 and 2021 are detailed below:

### **Question 1:**

### How are your university studies primarily funded?

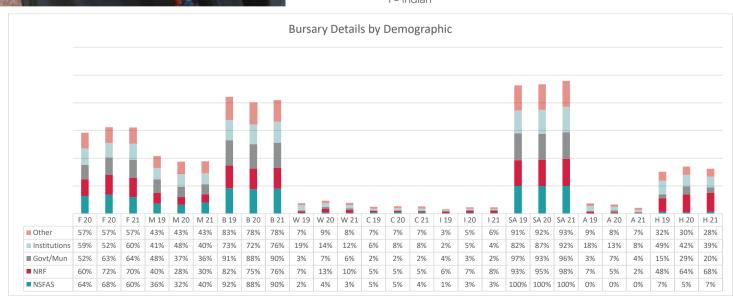






### Key for table below:

F = Female M = Male B = Black W = White C = Coloured I = Indian SA = South African A = African H = Honours



### **Question 2:**

How confident do you feel about securing graduate-level employment within 3 months of completing your degree?



THERE IS A SIGNIFICANT INCREASE IN CONFIDENCE IN GEOUTING Pemployment 1 in 2021

### Key for table below:

F = Female M = Male

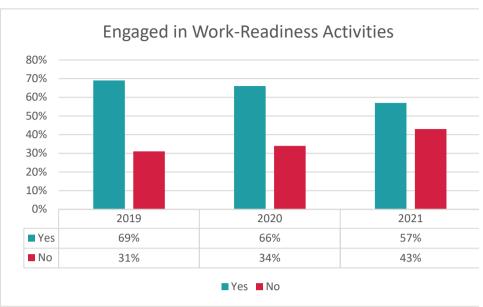
B = Black W = White C = Coloured I = Indian SA = South African A = African Hons = Honours

### Confidence in Securing Employment by Demographic 2019 2020 2021 2019 2020 2021 2019 2020 2021 2019 2020 2021 2019 2020 2021 Confident Slightly Confident Neutral Slightly Unconfident Not Confident ■ Hons 19% 18% 26% 24% 24% 23% 23% 23% 24% 23% 21% 25% 26% 27% 23% Δ 13% 10% 5% 9% 11% 8% 11% 11% 7% 8% 9% 14% 9% 8% 16% ■ SA 87% 89% 88% 91% 90% 92% 91% 90% 89% 83% 92% 90% 73% 90% 24% 5% 7% 10% 5% 7% 5% 5% 5% 4% 5% 3% 4% 6% 5% 5% 5% 3% 4% 4% 6% 5% 5% 7% 5% 6% 5% 9% 4% 5% 5% W 6% 9% 8% 9% 9% 9% 7% 9% 9% 10% 11% 7% 13% 11% 13% ■ B 86% 83% 72% 79% 71% 71% 80% 74% 65% 79% 76% 63% 81% 78% 70% 43% 41% 46% 34% 33% 41% 34% 33% 44% 39% 36% 45% 44% 40% 42% M F 57% 59% 54% 66% 67% 59% 66% 67% 56% 61% 64% 55% 56% 60% 58%

### **Question 3:**

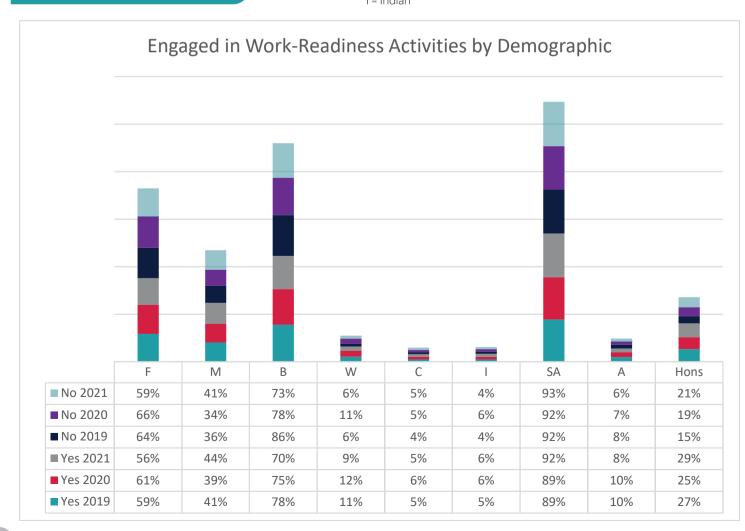
### Have you already started to engage in any work-readiness activities?





### Key for table below:

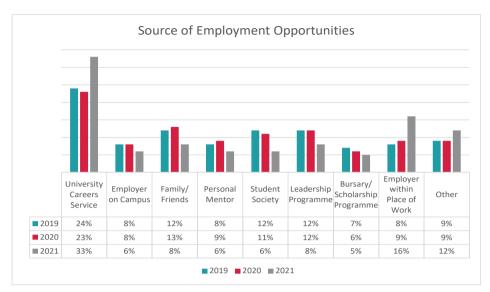
F = Female M = Male B = Black W = White C = Coloured I = Indian SA = South African A = African Hons = Honours



### **Question 4:**

If you answered Yes to the previous question, please indicate who these opportunities

were offered by?



CAREERS **SERVICES** REMAIN THE primary?
source) OF EMPLOYMENT

**OPPORTUNITIES** 

UNIVERSITY

### Key for table below and on following page:

I = Indian

F = Female M = Male

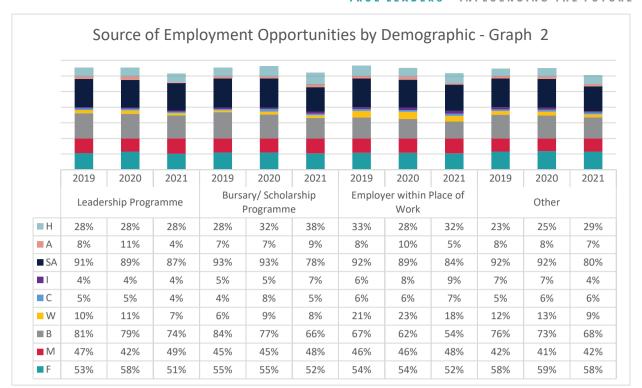
W = White C = Coloured

B = Black SA = South African

A = African

H = Honours

Source of Employment Opportunities by Demographic - Graph 1 2019 2020 2021 2019 2020 2021 2019 2020 2021 2019 2020 2021 2019 2020 2021 **University Careers** Family/Friends **Employer on Campus** Personal Mentor Student Society Service ■ H 29% 27% 30% 34% 33% 39% 23% 25% 18% 27% 27% 28% 26% 18% 21% 11% 12% 10% 13% 12% 10% 12% 15% 10% 9% 8% 9% 12% 7% A 11% SA 89% 88% 83% 86% 87% 83% 87% 85% 74% 90% 88% 79% 90% 88% 80% 4% 5% 5% 6% 5% 2% 7% 9% 6% 5% 5% 8% 6% 3% 4% C 5% 6% 4% 7% 7% 4% 5% 7% 4% 4% 6% 5% 5% 1% 5% W 9% 10% 5% 8% 11% 11% 17% 18% 11% 14% 15% 10% 9% 12% 8% ■ B 81% 79% 79% 79% 77% 77% 70% 66% 64% 76% 74% 73% 81% 77% 68% 41% 38% 39% 48% 41% 45% 40% 40% 47% 49% 43% 40% M 46% 45% 43% ■ F 59% 62% 61% 52% 59% 55% 60% 60% 53% 54% 55% 51% 57% 57% 60%



### **Question 5:**

### What barriers have you experienced when looking to secure graduate employment?

Barrier/Challenge	% of All Students			% of Hons Students		
	2019	2020	2021	2019	2020	2021
Experience is required for employment. However, students lack the required work/practical experience. There are not enough graduate programmes to provide for practical experience.	19	51	68	26	21	61
There are not enough graduate programmes and work opportunities in specific fields. Also, some fields of study are new and not recognised in the workplace yet.	12	11	29	48	22	33
Lack of knowledge and guidance of how to compile a professional Curriculum Vitae, and not enough guidance as to where to start looking for employment.	7	11	28	48	25	24
High unemployment rate in South Africa and high number of graduates in specific fields.	6	6	62	46	28	58
Lack of finances to pay for resources like internet, data, printing of CVs, travelling to interviews, further studies or skill acquisition.	5	5	20	62	22	16
Being an international student is a challenge – particularly due to the immigration process, non-inclusion in graduate programs, not considered for employment due to nationality, and limited opportunities in their country of citizenship.	5	5	7	21	28	11
Do not know how to prepare for an interview and what to expect. Also, struggle with the assessments and/or psychometric test. Are not always able to get to the assessment or have the resources (computer and internet) available to complete the tests.	4	6	25	55	36	20
The gap between the theory and the practical application in the workplace. Furthermore, the lack of skills outside the field of study, such as ability to stand out, financial skills, computer skills, psychological skills, time management, working as a team.	6	-	28	65	-	25
Lack of mentorship and connections, or guidance and support from family and/or friends.	-	5	38	-	28	36
Not enough advertising of graduate programmes and work opportunities.	4	-	43	47	-	37
Geographic location – finding opportunities in the areas of residence is difficult as there are less opportunities in rural areas and small towns. The requirement to have to relocate is unaffordable and sometimes not practical. There are also limited resources in rural areas such as internet, computers, and ability to print a CV.	-	4	18	-	26	17
The COVID-19 Pandemic	-	-	41	-	-	38
Did not see any barriers, or the question did not apply to them as they have not started looking for employment as yet.	6	5	4	55	23	4

### DISCUSSION AND KEY findings

The past three years saw a number of challenges for the students completing these surveys - from student strikes in 2019, to COVID-19 and lockdowns during 2020 and 2021.

Specific factors that could therefore impact the results of the surveys include the following:

- Unstable study environment
- Uncertainty over whether students would be able to complete their studies during the strikes
- Increased uncertainty around employability
- A hard initial lockdown, along with subsequent lockdowns that included school and university closures, affecting attendance and continuity for students
- Home environments not always conducive to studying, including lack of suitable space, connectivity challenges and access to resources
- Extended periods of loadshedding during these times also impacted students without a reliable source of alternate electricity.
- · General increase in unemployment statistics in South Africa over the past two years
- Lack of access to funding for fees parents or funders may have lost their jobs or experienced other economic impact as a result of the pandemic.

### **Key findings:**

- There was a 20%+ increase in students without bursaries in 2021 over the previous year.
- NSFAS remains the primary source of student bursaries in South Africa.
- Confidence in securing employment after graduation has increased sharply in 2021, compared with 2020 and 2019 figures.
- Engagement in workplace readiness activities has, however, declined year-on-year. This could be attributed to
  the COVID-19 pandemic, and a reduction in face-to-face opportunities being provided by employers and other
  programmes, coupled with these same organisations not being ready to provide online workplace readiness
  programmes.
- University careers services remain the primary source of employment opportunities for students.
- A high percentage of students (more than a third) feel that graduate programmes are not well advertised and that they are unable to find these opportunities.
- The COVID-19 pandemic featured as a barrier for the first time in this year's survey, with 41% of students overall, and 37% of Honours students, perceiving it as a barrier.
- The high unemployment rate in South Africa remains a concern for graduates entering the workplace.



### \*\*★\*\* RISING STAR

### RISING STARS

The ninth annual Accenture Rising Star Awards were held on 3 December 2020 at a glittering cocktail function at the Sandton Hilton, and were the result of a rigorous judging process designed to find the best in rising young talent in industries across South Africa. This year's programme again saw a record number of entries, which were narrowed down to five finalists in each industry sector.

STAF DS C AND REFINERY

The event was opened by the Founder of the Rising Star and GradStar programmes, and Managing Director of BlackBark Productions, Laura Barker, and guests were welcomed by Keshnie Martin, Human Resources Lead at Accenture in Africa. The guests were entertained by Jay Something, with entertainer Lindy Johnson as accomplished MC.

The best way to experience the journey to the Rising Star Awards is through the eyes of the finalists, and we caught up with the winners before they knew they had won. Designations and companies are correct as at the time of the Awards:

### **BANKING & FINANCIAL SERVICES**

### MBALI MAKHATHINI – ENVIRONMENTAL & SOCIAL RISK MANAGER, FIRSTRAND LIMITED

I remember reading up on some of the individuals that had made it to the semi-finalists stage. I recall being nervous at my competition and equally proud of myself for having been selected amongst such remarkable individuals who were clearly on the path to become future leaders. So, when I progressed to the finalist stage, I was so excited to have made it a step closer to my goal, but it was also a moment where I felt like I was getting a nod to reaffirm that my career and personal growth were headed in the right direction.

### **CONSTRUCTION & INDUSTRIALS**

### INNOCENTIA MAHLANGU - PROJECT MANAGER AND SENIOR CIVIL ENGINEER, HATCH

I must admit, I was not fully prepared for the process and later realised that it not only requires you to discuss your accomplishments, but it also stretches you to think about your growth and development. The top 5 finalist announcement was online, and I remember going back and forth trying to figure out if I heard my name correctly as it was announced.



There was a level of doubt until I saw it again in print. already felt like a winner when I was announced as a Top finalist. The process as Top 5 finalist, up to the final interview LUSANI NEMALILI - SPECIALIST: PUBLIC POLICY & process, is both rewarding and fulfilling. It is rare to learn so ENGAGEMENT, CORPORATE AFFAIRS, VODACOM much about yourself in an awards process.

### **ENERGY & ENVIRONMENT**

### **SASOL**

there. I was forced to reckon with myself, who I am as a leader and where I want to take my leadership journey. It gave me the stretch I didn't know I needed. When do we get MANUFACTURING, RETAIL & FMCG these opportunities to really reckon with ourselves, who are and why we should be tasked with leadership? I recall spending a full day recording a two-minute video on why think I am a future leader, I truly gave myself to the process and it rewarded me equally.

### **ENTREPRENEUR**

### SIYANDA MTHETHWA – FOUNDER & CEO, KULOOLA APP

Being in the top 5 finalists of the Accenture Rising Star was honoure Awards was a great recognition. It is also a great opportunity Awards proces to measure myself against the best minds and likewise to be invaluable for my leadership growth journey. entrepreneurs in the country. I believe that the awards are great platform to springboard your abilities, your company and resumé. I am certain that the awards have opened doors and gave the opportunity to be taken seriously within the industry that I am active in. It was unfortunate that the event happened under the pandemic conditions and many of us could not attend the awards ceremony, however the recognition was felt by myself and seen within my network.

### **ICT (TELECOMS & TECHNOLOGY)**

Being in the Top 5 finalists was really surprising. I was amongst professionally senior candidates, who I believe had GONTSE MADUMO - TALENT ACQUISITION TEAM LEAD, far more years of experience than I did. This meant that with the smaller number of experiential years and at my junior level, I had achieved impactful work, worthy of national Becoming a finalist in my category was quite something, recognition. It meant that I was to be part of a network of but more meaningful to me was the journey it took to get leaders that I can really draw more learnings from whilst sharing my own with them.

### **MIGUEL CAETANO - INTERNATIONAL CUSTOMER** MARKETING MANAGER, TIGER BRANDS

Having been through the rigorous evaluation rounds and ensuring I dedicated time and effort into my submissions, I was ply grateful and excited to have been selected as one of nalists. I knew I was competing for the award with lented young leaders in my category, so having extremely as a finalist was a great achievement in itself. I been sele nave been a part of the Accenture Rising Star nd the experience and learnings will continue



### **MEDIA & ADVERTISING**

### TRAVIS BERNARD – HUMAN RESOURCES MANAGER, E.TV

Being nominated in the top 5 from a national pool has been an eye opener for me. It has made me realise that I do have the potential which for a long time I did not believe I had. It has definitely made me view myself differently and has made me more conscious about the value that I add, and can continue to do, as a leader.

### **MINING & MINERALS**

### MOHLOANA MAGWAI – GROWTH MANAGER, STRATEGY & BUSINESS DEVELOPMENT, EXXARO

It was an honour and privilege to be chosen as the top 5 finalist for the Rising Star Awards. I was deliberate in being authentic in sharing my life and leadership experiences in the previous rounds and those after. So being chosen in the top 5 on that basis felt good and in various ways validated my approach to be true to myself and authentic.

### **PROFESSIONAL SERVICES**

### ANDILE NKOSI – SENIOR MANAGER PRICEWATERHOUSECOOPERS INC

I was initially surprised to be nominated, because I did not think I had anything of substance to offer. But as I went through the process, I realised the impact that I was making on our society and young upcoming Chartered Accountants. It forced me to take stock of how far I had come and the people I had lifted up along the way.

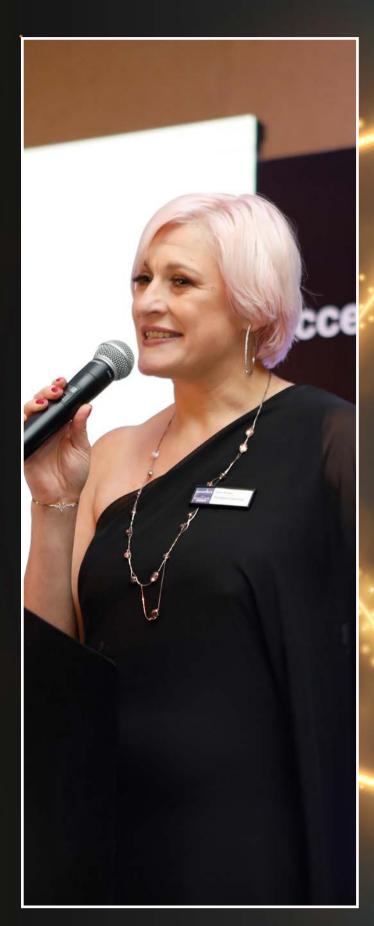
### **SERVICE: PUBLIC & PRIVATE**

### KERI-LEIGH PASCHAL – EXECUTIVE TRUSTEE, NATION BUILDER

There was a lot of time invested into the process. Not only by myself but by my line-manager who needed to complete comprehensive questionnaires as part of my application. I was so appreciative of the investment and incredible backing that I was given throughout the whole process. I was pleasantly surprised to make the top 5 and be featured alongside incredible peers in the category. When one loves the work you do, it's not often that you stand back and consider how people outside of your immediate stakeholders may perceive your contribution to society. Completing the case study and interviewing with the judges was a tough challenge, therefore winning the category was









### THE BEST WAY TO EXPERIENCE THE JOURNEY TO THE RISING STAR AWARDS IS THROUGH THE EYES OF THE FINALISTS

really the cherry on the top for me, realising that people outside of my sphere of work saw value and potential in the work of Nation Builder.

### **TOURISM, RETAIL & HOSPITALITY**

### DEVANDRÉ DERRIN LAWRENCE – GENERAL MANAGER, PEOPLE OPERATIONS, NANDO'S SOUTH AFRICA

We faced the past year with the utmost bravery and courage! When reflecting back on the last few months, there were moments where I felt that I was on the verge of being defeated. In those moments, my strength came from realising just how much this time was necessary to shape my character, allowing me to push my own limits! Eliminating self-doubt and discovering self-worth in its purist form. As they say, "Diamonds are made under pressure" and I believe that we all found greater purpose within ourselves to weather the storm and know that the best is yet to come. Know that you are extraordinary, you are uniquely designed for a future of endless possibilities, and you own the power to be the change you see in the world! It's time for us to be authentic, not be fearful, stand together and take ownership co-creating a future that we all want to live in. A world where we thrive together!

### TRANSPORT, LOGISTICS & SECURITY

### GIOVANNI LARIGAN ABRAHAMS – GENERAL MANAGER, IMPERIAL LOGISTICS: AFRICA REGIONS

Being chosen as one of the top finalists for 2020 was surreal. I was excited and looking forward to the awards evening even though it had taken so long due to COVID-19 and the restrictions.

Achieving the accolade of top five was very humbling in that captains of industry on the judging panel valued or recognised my contribution made in industry no matter how small.



## PRESENTING THE OQUE GRADSTARS OF 2020!

The 2020 Absa GradStar Awards took a different spin than in previous years, the COVID restrictions resulting in a virtual event where usually the Top 100 would be announced at a glittering gala. However, the virtual nature of these awards meant no less excitement when another 100 GradStars were added to this fast-growing network of up-and-coming young university students.

The 2020 GradStar programme was made possible by headline sponsor Absa and employer sponsors Accenture, Epiroc, Fasken, BAT and bp, and partners Golden Key and FutureFit. The programme was created and is run by BlackBark Productions (creators of the Rising Star Awards). It is a uniquely developed programme that focuses on quality connections, and compliments existing employer programmes. It is designed to provide previously unrecognised students with opportunities for employment and allow them to contribute positively to South Africa's future growth.

These university students show the best potential as the country's future leaders, and their assessment throughout the process is conducted by key assessment providers 3C Leadership, employers and universities.

The Top 100 students are selected based on leadership criteria and readiness for the workplace, in addition to their academic performance, and the programme culminates in employer workshops – virtual this year – with the Top 100, who represent the financial, accounting, IT, engineering and legal disciplines, amongst others. The Top 100 graduates compete for a spot in the "Ten of the Finest" at these workshops, and these students were awarded their Top 10 honours on 22 September 2020.

The programme celebrated its sixth year in 2020 and attracts thousands of entries from students at universities across South Africa. The judging process is rigorous, and comprises four different stages, through which successful candidates must proceed. These range from identifying and assessing behavioural habits, to a 5-minute presentation in front of a panel.

The competition process is designed to emulate the process that top employers use to find their future talent and uses behavioural testing and personal interviewing amongst other methods as measurement tools. It allows students to familiarise themselves with the formal graduate programme application process and enables them to identify their own strengths and weaknesses along the way.

"I am particularly proud of the GradStar programme for the way it develops our very young talent in South Africa," says Laura Barker, MD of BlackBark Productions. "The Top 100 will each be connected with a business mentor, who has been recognised through our Rising Star Programme, to further ready them for the workplace. This is a unique and valuable opportunity for each graduate to draw upon the expertise and knowledge of those who have gone before them, and start their careers on a solid foundation."



THIS IS A UNIQUE AND

VALUABLE OPPORTUNITY FOR

EACH GRADUATE TO DRAW

UPON THE EXPERTISE AND

KNOWLEDGE OF THOSE WHO

HAVE GONE BEFORE THEM,

### WORDS FROM THE TEN OF THE FINEST

We asked each of the Ten of the Finest what the GradStar Awards meant to them (in alphabetical order by surname):

Zakiyyah Abdulla, Honours (Human Resource Management)

### **University of the Witwatersrand**

When I saw my name appear on my laptop screen, I froze with excitement. Words could never express how honoured I was in that moment.

I believe that GradStar is important as it gives students the platform to be challenged and to explore their strengths and weaknesses.

I realised the value of GradStar once I entered the workplace as it has moulded my approaches to problem solving and decision-making.



### **Anusha Alex, Post-Graduate Diploma (Commerce)**

### **University of Cape Town**

It was one of the most exciting and empowering experiences in my varsity career. To be chosen out of thousands of students and to represent my university on such a prestigious platform was truly an honour.

Programmes like GradStar provide students with the opportunity to learn from and be inspired by one another, as well as to gain exposure while building their networks. These connections help immensely when seeking employment and/or when working on projects and initiatives now and in the future. The activities that are part of the programme also encourage students to think critically and creatively, as well as to reflect deeply, both on their own and while engaging with others, all of which are critical skills needed to succeed in life. There is no doubt that GradStar has opened doors for me; all the employers I had interviewed with were impressed, as I have solid evidence of my capabilities as well as my potential. I am also grateful for the connections I have made through the programme and hope to leverage them to open doors in the future for other students as well.



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THE PROGRAMME

CELEBRATED ITS SIXTH YEAR

IN 2020 AND ATTRACTS

THOUSANDS OF ENTRIES

FROM STUDENTS AT

UNIVERSITIES ACROSS

SOUTH AFRICA

### Simbarashe Gomwe. Bachelor of Laws (LLB)

### **University of Cape Town**

Winning the Ten of the Finest Award was a surreal affirmation of my abilities and hard work. In a year that was difficult in many ways, we got to interact with top employers and amazing students to work on skills around employability and personal development. Given the gravity of this opportunity, it is truly an honour.

Awards such as these are so important because workplace readiness is not given much emphasis during university. Where it is, it is peripheral or an add-on, which is bizarre given the emphasis on getting work after university. The opportunity doesn't only benefit the students or the companies participating, but sends the message that work-readiness is a necessary element of a student's development.



The GradStar experience, from the application to the workshops with employers, was an introspective learning experience. It prompted me to think deeper about my university experiences, and the skills I had developed in relation to presenting myself and using these skills in the workplace. I'm truly grateful for that.

### Shanti Khosa, Bachelor of Commerce Honours

### **Rhodes University**

Being mentioned as one of GradStar's Top 10 of the Finest was an answered prayer for me as it added to my academic achievements and accolades.

Programmes like GradStar are important in that they afford students with opportunities to connect with some of South

Africa's top employers through the GradStar workshops. The amazing companies offered valuable tips and insight on how to be marketable to employers and how to stand out in the job market. They offered constructive, interactive engagements



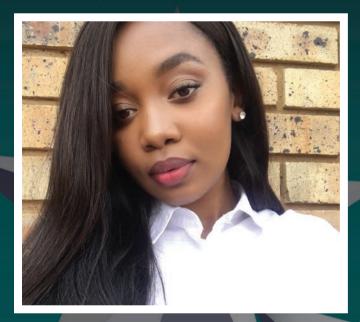
and brilliant activities for teamwork. It has also been an absolute honour working with some of South Africa's bright minds from different institutions and learning from them.

GradStar offered me a golden opportunity to find out more about qualities that make me employable and skills that I possess which will make me successful in the workplace, and that is the reason I am a Graduate trainee in a top financial institution in the country. I believe that GradStar assisted me greatly with preparing me for interviews and cementing my place in the work environment.



### THE TOP 100

STUDENTS ARE
SELECTED BASED
ON LEADERSHIP
CRITERIA AND
READINESS FOR
THE WORKPLACE,
IN ADDITION TO
THEIR ACADEMIC
PERFORMANCE



### Alice Letsoalo, Bachelor of Commerce (Law) and Bachelor of Laws

### **University of the Witwatersrand**

It still feels surreal to get this kind of an accolade. Not only is it an immense honour to be a part of the programme, but it is also equally as humbling, and I will remain eternally grateful for this opportunity.

We are often told as graduates that one of the keys to your success is your ability to network with your future employer. A programme like GradStar bridges this gap and affords graduates an opportunity to interact with their future employers, where both the employer and the graduate can determine how they can mutually benefit from each other. Moreover, graduates are also given the opportunity to network with other graduates who, at one point or the other, will become colleagues, and building these relationships is incredibly important. Being recognised as part of the Top 10 GradStars also gave me the confidence to step boldly into the corporate world, knowing that I was capable of adding value wherever I would go.

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THE VIRTUAL NATURE
OF THESE AWARDS
MEANT NO LESS
EXCITEMENT

### Thabo Masuku. Bachelor of Commerce

### **University of Johannesburg**

Making the Top 100 was just enough for me, I couldn't believe it! I was still appreciating that fact when the announcement came out and I was one of the 10 of the Finest for 2020. Everything leading to that moment was worth it. The GradStar programme is important because it is an opportunity to identify and nurture graduates into rising star leaders who are set to play an important role in shaping the future of our country and the world.

Through GradStar I was able to form and expand my network and relationships. And it is through this platform that I started to appreciate and invest in the extraordinary potential that I have and was recognised for it.

THESE UNIVERSITY
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3C LEADERSHIP,
EMPLOYERS AND
UNIVERSITIES.



### Mame-Diara Mbaye, Post-Graduate (Law)

### **University of Cape Town**

GradStar 2020 was a once in a lifetime opportunity to interact with some of the most significant companies of our time. Despite being virtual, it was extremely interactive and the organisers were attentive to the needs of the students who were taking part during trying times.

My favourite part of the experience was the fact that I was able to synergise with likeminded students who were



passionate and optimistic, even during a time when the South African economy was taking a major knock. The presentations and one-on-one conversations with industry experts were all opportunities to improve myself as a candidate when applying for jobs. It also endowed me with a well-informed view of what it takes to excel in a high calibre work environment. Ranking in the Top 10 was an honour, given how excellent the student talent was. I wouldn't trade this experience for anything!

### Zuko Mrwetyana, Bachelor of Commerce (Financial Accountancy)

### **North-West University**

"Your mind is your first enemy, if you challenge it, you can challenge others". GradStar Awards should not be words that look well printed in calligraphy and hung on the wall in a fancy gold frame. Your prize should state your purpose, it should reflect the effective change you want to bring to your society.

As a leader of the youth community, I have a lot of goals and plans. These goals are improvement of youth well-



being, involvement of young people into social life, finding and promotion of young leaders. It's very important to me. Being announced as one of the Top 10 GradStars was really a testimony to all my efforts; as this will inspire the youth irrespective of their backgrounds that effort does pay off, as this will open more doors for myself and contribute to my professional growth.

What a wonderful experience! I will definitely encourage my fellow students to participate next year. It was well organised, under unfavourable pandemic conditions, but everything went incredibly smoothly. I liked that we were given the chance to talk and socialise with the employers on a more personal level. It enabled me to have a deeper sense of the companies as well as their corporate cultures.

I am honoured to be part of the Top 10 and I am grateful to all the organisers and judges. And a special thanks to Absa, Fasken, BP, Accenture, Epiroc, BAT and Golden Key for this amazing opportunity. Ndiyabulela!

### Vaschel Naidoo, Bachelor of Commerce (Law) and Bachelor of Laws

### **University of Pretoria**

Being named one of the Top 10 for GradStar 2020 was a surreal and incredible experience. Not only did I discover and recognise so much about myself and my own capabilities, but it was such an honour to be named among nine other unique and inspiring GradStars.

I was truly grateful to have been recognised for such an incredible achievement, as is the Top 10 of the Finest, and I am proud to have been the only representative from the University of Pretoria. The GradStar programme not only provides incredible career opportunities in so many different professional sectors for students throughout the country,



### IT DEVELOPS OUR VERY **YOUNG TALENT** IN SOUTH AFRICA

but it also exposes the GradStars to amazing people, not only in the different sponsor firms of the programme, but also in the mentors, innovative speakers and the likeminded GradStar students who you get to take this brilliant journey with. The programme is able to teach you valuable skills and offers you experience in the workplace in an easy and encouraging environment, which emphasises your strengths and encourages you to constructively work on your weaknesses. The GradStar programme highlights the importance of teamwork and inspires you to ask for help in order for everyone to move forward together. I found that the lessons I experienced throughout my own GradStar journey are ones that will not only be relevant for my future professional career but will also continue to help me grow in my own personal capacity.

My GradStar journey was one that was unique and incredibly rich with knowledge and opportunity. The best outcome from my experience was that I was signed by the incredible leading law firm, Fasken. Not only did the programme change my professional career as an aspiring corporate lawyer, but the inspiration I felt from the innovative speakers throughout the programme, the life lessons gained from the different levels of the programme and witnessing such amazing leaders in action in my fellow GradStars truly has laid a firm foundation for me to continue to better myself wherever possible.

### Athenkosi Nzala, Master of Education

### **University of Cape Town**

It was an honour knowing that the efforts of those who have supported me were being recognised. It made me feel like we are moving close to the vision of enabling a better education system for Africa because it all starts with aiming to be a top and successful graduate in my environment. It takes being willing to help others and to receive, consistency, discipline, and denying oneself self-gratification in order to achieve a goal, and this felt like it was for the community that surrounded and walked with me, more than for my own self.

Awards such as these are important in ensuring that skills are connected to employers. They are important in inspiring younger people to dream bigger and to be consistent and disciplined in their efforts because that is what it takes to be recognised as a Top 10 graduate. It is also important in inspiring individuals who are already inspired to not lose or drop in inspiration and as much as I am not one for doing things for accolades, they do serve as an external motivation in most unexpected circumstances.

GradStar has connected me to a group of individuals that are also inspired to do more with the lives they have been gifted with. It connected me with employers that shared with us skills and resources that are still helpful to me to this day. The workshops we had helped us to understand ourselves even more than we did before we participated in them, and were a great opportunity to grow and see oneself in a mirror.



### THE RISING STAR

Over the past decade, Rising Star has been creating a network of young, ambitious and talented individuals, which is now over 600-strong. All of them have risen to the top of their industries in the rigorous Rising Star programme, and have proven their mettle in the leadership and talent arena.

OUR VISION IS TO ENSURE THAT
THESE YOUNG LEADERS OF THE
FUTURE INTERACT WITH EACH
OTHER, FORMING A NETWORK THAT
WILL SUPPORT THEM THROUGHOUT
THEIR CAREERS, ENCOURAGING
AND PROMOTING CORPORATE
COLLABORATION ACROSS ALL
SECTORS.



Rising Star is more than just an award, or a certificate hanging on a wall. It is an ever-growing network of alumni that we support on a continuing basis. We offer them networking opportunities, mentoring opportunities and access to development through our Rising Star partners and conferences. Not only do participants in the programme have the opportunity to add value in their own organisations, but they are also in the unique position to become a force for positive change in the South African economic landscape.

The Rising Star network is a platform that celebrates the abilities and talents of individuals in their industries, but does not limit them to these sectors. It encourages them to share their knowledge and expertise with peers from across diverse industries, organisations and fields of interest.

Our vision is to ensure that these young leaders of the future interact with each other, forming a network that will support them throughout their careers, encouraging and promoting corporate collaboration across all sectors.

On a more personal and immediate level, this network will act as a sounding board for challenges the alumni are facing in their current positions, enabling them to benefit from a collective expertise, and giving them an unmatched competitive edge. This benefits both the individual and the organisation they work for.

Furthermore, in September 2016, we launched a sister programme to Rising Star – GradStar. The initiative reaches out to all universities on a national level and invites current students to enter. We take them through rigorous judging processes, designed to mimic employer graduate recruitment programmes and from this, develop a list of the Top 100 most employable undergraduates nationally.

We then fly all the Top100 into Johannesburg for a day of workshops with top employers, giving them a wealth of experience in preparation for the workplace, connections to some of the country's top organisations as well as an opportunity to meet each other and increase their networks; 'An Incubation of Excellence' using the words of a former GradStar.

In addition, we use this opportunity to further assist them with the transition into the workplace by linking them with a Rising Star who just a few years ago was in their position and may be able to answer any questions they may have and facilitate the transition.

And to add to all of this, we have a list of the Top 100 most employable students in the country which we make available to our sponsors, providing them with invaluable recruitment information, saving them time in their own recruitment processes and increasing the GradStars' chances of being offered a position on a top graduate recruitment programme. Win-win!

Without further ado, I invite you to page on to meet the movers and shakers of the business world!

Thank you for the role you have played in making this dream a reality.

## CURRENT

(Companies listed as correct at the time of nomination)

### **2021 RISING STAR NETWORK - SOUTH AFRICA**

\*Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Ashley Byles, Regional Manager, Old Mutual
Candice De Villiers, Underwriter, Bryte Insurance
Thamage Lesito, Fixed Income Portfolio Manager, Momentum Asset Management
Zanele Mabena, Executive, Change & Business Transformation, Standard Bank Group
Niren Mungar Ram, Head of Analytics Enablement, Absa

### **ENERGY & ENVIRONMENT SPONSORED**

Nompumelelo Dlamini, Civil Engineering Manager, Eskom Kagiso Hlabahlaba, Snr Solutions Architect SAP HR, Sasol **Mantsie Hlakudi, Chief Engineer, Eskom** 

Ntitiseng Moloi, Supervisor: Power Plant Operations, BTE Renewables François Sieberhagen, Executive Head: Human Resources, VKB Agriculture Group of Companies

### **ENTREPRENEUR**

Talifhani Mamafha, Managing Director, Analytics Advertising Linda Maponyane, Managing Director, Kenako Media House **Veronica Motloutsi, CEO, SmartDigital Solution** 

Miso Nhlangulela, Managing Director & CEO, JayBerry Smoothie Nneile Nkholise, CEO, 3DIMO

### **ICT**

Fayaz Cassim, Regional Programme Manager, Dark Fibre Africa

Apiwe Hotele, Technology Commercialization Specialist, SA Radio Astronomy Observatory (SARAO)

Kabelo Kgodane, Business Development Manager: Sub Saharan Africa, SITA Aero Tebogo Matlou, Senior Manager: CVM Commercial & Platforms, MTN

Mapula Monyela, Specialist: Project Leader, Vodacom

### **MANUFACTURING & FMCG**

### Ntsako Baloyi, Environmental Manager, Coca-Cola Beverages South Africa

Werner Koen, Cosmetic Channel Head, Revlon Zainab Mohamed, Category Brand Manager, Mondelēz International Sivenasen Moodley, Head of Customer Management, British American Tobacco Tracy Nkabinde, Home Care Category Media Lead, Unilever

### **MEDIA & ADVERTISING (NOTE SECTOR NAME CHANGE)**

Lindiwe Dhlamini, Label & Marketing Manager, The Orchard Anthony Kirkwood, Creative Director, Big Red Design Agency **Philile Mabolloane, Chief Revenue Officer, Juta & Company** Kalycia Urquhart, Co-Founder & CEO, Digital Doorway Yolisa Zeka, Account Director, Publicist

### **MINING & MINERALS**

### Thomas Conolly, Senior Asset Manager, Amandelbult Complex, Anglo-American Platinum

Lorren Jordt, Senior Manager Surface & Mineral Rights, Anglo American Platinum Sikelela Nzuza, Engineer Compliance Projects, Black Rock Mine Operations, Assmang Pity Pheko, Production Section Manager, Anglo American Thermal Coal Mariëtte Swart, Corporate Financial Manager, Afrimat Limited

### **PROFESSIONAL SERVICES**

Tanya Boretti, Accenture AWS Business Group (AABG) Market Development, Accenture Zama Ngcobo, Managing Partner, WMN Attorneys Inc.
Shirleen Ritchie, Salaried Partner, Webber Wentzel

### **Charity Simamane, Snr Manager, PwC**

Mpho Zim, Manager - Technology Strategy, Accenture

### **SERVICE: PUBLIC & PRIVATE**

Leenta Grobler, Associate Professor & Acting Director: Business Develop, North-West University Wayde Groep, Capacity Building & Knowledge Manager, Youth & After School Programme Office, Western Cape Government

Gundo Nevhutanda, Legal Counsel, Public Investment Corporation

**Melene Rossouw, Executive Director, Women Lead Movement** 

Zainab Seria, Executive - Legal, Compliance & Corporate Relations, ITHUBA Holdings

### **TOURISM, RETAIL & HOSPITALITY**

Dorcas Dlamini, Area Director of Sales & Distribution - Sub Saharan Africa, Marriott International Zunaid Habib, Regional Operations Manager, Massmart

Candice Jamieson, Snr Manager, Information Risk & Privacy, Pick n Pay

**Lazaros Karapanagiotidis, Digital Omnichannel Executive, Massmart** 

Refilwe Tleane, Snr IT Demand Manager, Massmart

### TRANSPORT, LOGISTICS & SECURITY

Kutloano Modise, SHEQ Manager, Imperial

Mathandi Nkosi, Senior Manager: Process Governance, Transnet SOC

Tendai Sigauke, Inventory Manager, DB Schenker

Amber Louise Sterley, HR Manager, Fidelity ADT - A division of the Fidelity Services Group

Carli Venter, Marketplace Strategic Executive, Unitrans Supply Chain Solutions

## CURRENT



### **2021 GRADSTAR NETWORK - SOUTH AFRICA**

(University listed as correct at the time of nomination)
\*Ten of the Finest not yet chosen at time of going to print

Simphiwe Ngwenya, Bachelor of Science, Mathematics of Finance (Cape Peninsula University of Technology)

Timothy Mario Coetzee, Bachelor of Arts - Graphic Design (Eduvos)

Kerusha Naidu, Post-Graduate Diploma, Project Management (MANCOSA)

Azra Rajah, Bachelor of Arts Honours, Applied Language Studies (Nelson Mandela University)

Gary Sayster, Master of Business Administration (Nelson Mandela University)

Liso Zenani, Bachelor of Laws (Nelson Mandela University)

Nkazimulo Kubone, Diploma, Accountancy (Nelson Mandela University)

Ashley Van Der Westhuizen, Master of Arts, Industrial and Organisational Psychology (North-West University)

Danica Jonker, Bachelor of Laws (North-West University)

Katlego Kubheka, Bachelor of Commerce, Economic Sciences (North-West University)

Michelle Khabele, Bachelor of Commerce (North-West University)

Ofentse Phahlamohlaka, Bachelor of Commerce (Hons), Financial Accountancy (North-West University)

Thato Innocent Motingwe, Bachelor of Laws (North-West University)

Ugonma Gugulethu Ikpechukwu, Bachelor of Laws (North-West University)

Amukelani Machabi, Bachelor of Laws (Rhodes University)

Christopher Tobaiwa, Bachelor of Laws (Rhodes University)

Rafaela Moutzoures, Bachelor of Arts and Bachelor of Laws (Rhodes University)

Tagen de Wet, Bachelor of Science, Mathematical Statistics and Information Systems (Rhodes University)

Tarusha Chetty, Master of Commerce, Honours (Rhodes University)

Ameer Mohamed, Bachelor of Engineering (Stellenbosch University)

Dano Taljaard, Bachelor of Laws (Stellenbosch University)

Giséle Lavita, Doctor of Laws (Stellenbosch University)

Samuel Peta, Master of Science, Zoology (Stellenbosch University)

Carmen De Beer, Bachelor of Science, Chemical Engineering (University of Cape Town)

Ian Matthews, Master of Laws (University of Cape Town)

Jessica Lee, Bachelor of Business Science, Finance with Accounting (University of Cape Town)

Ntebogang Segone, Master of Commerce, Risk Management of Financial Markets (University of Cape Town)

Phehello Caefus Tladi, Bachelor Social Work (University of Cape Town)

Pleasure Maphanga, Bachelor of Medicine and Bachelor of Surgery (University of Cape Town)

Pule Mokoena - Bachelor of Laws (LLB) (University of Cape Town)

Tatenda Gwaambuka, Master of Laws, Tax Law (University of Cape Town)

Tshegofatso Masenya, Bachelor of Medicine and Bachelor of Surgery (University of Cape Town)

Andile Millicent Nkambule, Bachelor of Laws (University of Johannesburg)

Brighton Manaba, Master of Philosophy Mechanical Engineering (University of Johannesburg)

Mapula Lucy Kubjana, Bachelor of Construction (University of Johannesburg)

Ngwako Cliffort Lebang, Bachelor of Commerce (Hons), Taxation (University of Johannesburg)

Siphamandla Lifa Dlamini, Bachelor of Commerce, Accounting (University of Johannesburg)

Thabiso Dhlula, Bachelor of Commerce in Accounting (University of Johannesburg)

Tshegofatso Koka, Bachelor of Commerce Honours in Investment Management (University of Johannesburg)

Xolani Mzileni, Master of Technology in Operations Management (University of Johannesburg)

Ayesha Bibi Setar, Bachelor of Business Science, Finance (University of KwaZulu-Natal)

Cameron Phekun, Master of Science, Chemical Engineering (University of KwaZulu-Natal)

Kiash Maharaj, Master of Civil Engineering (University of KwaZulu-Natal)

Theshaya Naidoo, Bachelor of Laws (LLB) (University of KwaZulu-Natal)

### 2021

### **10 OF THE FINEST**

KERUSHA NAIDU

**MANCOSA** 

AZRA RAJAH

**NELSON MANDELA UNIVERSITY** 

AMUKELANI MACHABI

**RHODES UNIVERSITY** 

**RAFAELA MOUTSOURES** 

**RHODES UNIVERSITY** 

**JESSICA LEE** 

**UNIVERSITY OF CAPE TOWN** 

**PLEASURE MAPHANGA** 

**UNIVERSITY OF CAPE TOWN** 

**TSHEGOFATSO MASENYA** 

**UNIVERSITY OF CAPE TOWN** 

**OLONA NDZUZO** 

**UNIVERSITY OF SOUTH AFRICA** 

**CHUENE KEKANA** 

**UNIVERSITY OF WITWATERSRAND** 

**ZANELE MANGENA** 

**UNIVERSITY OF WITWATERSRAND** 

Andrea Yazbek, Bachelor of Social Science: Politics Philosophy Economics (University of Pretoria)

Ashlee Luckhun, Bachelor of Commerce, Law (University of Pretoria)

Bethuel Manyathela, Master of Laws, Mercantile Law (University of Pretoria)

Buncwane Xotyeni, Bachelor of Commerce, Financial Accounting (University of Pretoria)

Caitlin Anne Tallack, Bachelor of Engineering (University of Pretoria)

Calvin Smith, Bachelor of Industrial and Systems Engineering (University of Pretoria)

Charlene Eksteen, Master of Commerce, Marketing Management (University of Pretoria)

Charlise Basson, Master of Science, Biochemistry (University of Pretoria)

Charmain Motha, Bachelor of Political Science (University of Pretoria)

Christin Kleingeld, Bachelor of Laws (University of Pretoria)

Conrad Joseph, Bachelor of Arts, Law (University of Pretoria)

Divan Grobler, Bachelor of Commerce, Supply Chain Management (University of Pretoria)

Esmari Scheün, Bachelor of Commerce, Industrial Psychology (University of Pretoria)

Faith Chigodora, Bachelor of Sciences, Actuarial and Financial Mathematics (University of Pretoria)

Joshua Leo, Bachelor of Science, Information Technology (University of Pretoria)

Kanya Pumela Xundu, Bachelor of Commercial Law (University of Pretoria)

Koketso Mbewe, Masters: Industrial Engineering (University of Pretoria)

Lerato Mannya, Bachelor of Commerce, Investment Management (University of Pretoria)

Mahlatse Mokgotlha, Bachelor of Laws (University of Pretoria)

Melissa Bekker, Master of Science, Human Physiology (cum laude) (University of Pretoria)

Michael Sibanda, Bachelor of Commerce (University of Pretoria)

Mukhethwa Audrey Mayhungu, Bachelor of Nursing Sciences (University of Pretoria)

Namita Biju, Bachelor of Accounting Science (University of Pretoria)

Ndinae Ramavhoya, Bachelor of Arts, Law (University of Pretoria)

Odirile Matladi - Bachelor of Commerce in Law, Bachelor of Laws (University of Pretoria)

Tau Matsau, Bachelor of Commerce, Marketing Management (University of Pretoria)

Trishla Pathak, Bachelor of Information Technology (Information Systems) (University of Pretoria)

Zonke Makaula, Master of Philosophy - Strategic Communication Management (University of Pretoria)

Mandisa Faith Ntoto, Bachelor of Commerce, Business Informatics (University of South Africa)

Nkosingphile Jabulile Nyandeni, Bachelor of Laws (University of South Africa)

Olona Ndzuzo, Postgraduate Diploma, Management Accounting (University of South Africa)

Sydney Sthembiso Mulaudzi, Bachelor of Laws (University of South Africa)

Jana de Kluiver, Bachelor of Arts Honours, Political Science (University of the Free State)

Mieke van Niekerk, Bachelor of Social Science (University of the Free State)

Modiehi Maria Koti, Bachelor of Arts, Communication Science and Psychology (University of the Free State)

Mpilenhle Jangaza, Bachelor of Social Science, Business Management and Psychology

(University of the Free State)

Shaun Redgard, PhD, Chemistry (University of the Free State)

Tekano Brilliance Dikgale, Bachelor of Social Science (University of the Free State)

Aime Fabius Irabin, Master of Pharmaceutical Sciences (University of the Western Cape)

Cecile Elbie Louw, Bachelor of Science Physiotherapy (University of the Western Cape)

Wesley January, Bachelor of Laws (University of the Western Cape)

Zackeen Ebraim Thomas, Master of Arts (Political Studies) (University of the Western Cape)

Abdurrahman Memee, Master of Science, Engineering (University of the Witwatersrand)

Caitlin Manning, Bachelor of Commerce (University of the Witwatersrand)

Chuene Kekana, Bachelor of Science, Actuarial Science (University of the Witwatersrand)

Deborah Nompumza, Bachelor of Science (University of the Witwatersrand)

Duduzile Mabaso, Master of Political Science (University of the Witwatersrand)

Falcon Collin Sadhaseevan, Master of Engineering, Mechanical Engineering (University of the Witwatersrand)

Frans Phahlela Maluleke, Post Graduate Diploma, Accountancy (University of the Witwatersrand)

Herminah Mothiba, Master of Science, Building (University of the Witwatersrand)

Kate Da Silva, Doctor of Philosophy in Science, Medicine (University of the Witwatersrand)

Lethabo Manabeng, Postgraduate Diploma in Specialised Accountancy (University of the Witwatersrand)

Simphiwe Ngubane, Bachelor of Geomatics (University of the Witwatersrand)

Yamkela Ncokazi - Bachelor of Science (Honours), Quantity Surveying (University of the Witwatersrand)

Zanele Mangena, Master of Science in Medicine, Pharmacology (University of the Witwatersrand)

Kylan Lee Moopen, Bachelor of Commerce (Accounting) (University of Zululand) Kimberley Abijah Saul, Bachelor of Graphic Design (Vega School)

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### 2020 RISING STAR NETWORK - SOUTH AFRICA

\*Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Elka Du Piesanie, Operations Manager & Campaign Manager, Hollard Insurance Johannes Engelbrecht, Head: Finance Business Partnering & Management Accounts, Bryte Insurance Keabetswe Letsholo, Client Support Specialist, Sanlam

Mbali Makhathini, Environmental & Social Risk Manager, FirstRand Limited

Michelle Steenkamp, Change Manager, Absa Bank

### **CONSTRUCTION & INDUSTRIALS**

Caitlin Adair, Senior Project Manager, Turner & Townsend
Chevonne Engelbrecht, Wage & Document Control Manager, Octorex (Waco Africa)
Innocentia Mahlangu, Project Manager and Senior Civil Engineer, Hatch
Jatin Maharaj, Data Analytics, Barloworld
Muaaz Limbada, Cost Manager, Turner & Townsend

### **ENERGY & ENVIRONMENT**

Claire Pengelly, Water & Agriculture Programme Manager, GreenCape Sector Development Agency Gabriel Pillay, Director, Amandla Engineering

**Gontse Madumo, Talent Acquisition Team Lead, Sasol** 

Jow-Hara Omarjee Lead Employment Equity & Diversity, Sasol Yvonne Mazibuko, Engineer, Eskom

### **ENTREPRENEUR**

Justin Huxter, Owner, Cartology Travel
Lerato Mohlala, Director, Letha Lethu International Freight
Nicolene Schoeman-Louw, Managing Director, SchoemanLaw Inc
Peterson Khumalo, Managing Director, Khumalo & Mabuya Chartered Accountants
Siyanda Mthethwa, Founder & CEO, Kuloola app

### **ICT**

Kgomotso Zimase, Senior Specialist PR & Activations, Telkom **Lusani Nemalili, Specialist: Public Policy & Engagement, Corporate Affairs, Vodacom Group**Misiwe Xolo, Key Account Manager, Samsung Electronics

Ralph Vraagom, Group General Manager Partnerships, MTN

Tumelo Thekisho, Systems Engineer, Planner, MTN

### **MANUFACTURING & FMCG**

Anelisa Mzinyathi, AIT & Fiscal Affairs Manager SAA, British American Tobacco SA Mark Adams, Planning; Procurement & Logistics Manager, Distell

Miguel Caetano, International Customer Marketing Manager, Tiger Brands

Tamsyn Hendricks, Brand Manager, Tiger Brands

Werner Koen, Cosmetic Channel Head, Revlon South Africa SA

### **MEDIA & MARKETING**

Anthony Kirkwood, Creative Director, Big Red Design Agency Laiken Ragaval, Assistant Finance Manager & Office Manager, Oracle Media Peter Robb, Group Chief Enterprise Architect, Multichoice Sinethemba Zondi, Account Executive, Initiative Promotions & Designs Travis Bernard, Human Resources Manager, e.tv

### **MINING & MINERALS**

Dzivhu Mungani, Senior Reliability Engineer, Sasol Mining
Esther Teffo, Group Manager, Afrimat

Mohloana Magwai, Growth Manager, Strategy & Business Development, Exxaro

Pleasure Mnisi, Manager-Mining, Exxaro

Ulrich Baumgarten, Process Metallurgist, Anglo American Platinum

### **PROFESSIONAL SERVICES**

Amanda Nyoni, Chief Financial Officer - Emerging Business, Rakoma Group Andile Nkosi, Senior Manager, PricewaterhouseCoopers Inc Goitseona Raseroka, Functional Strategy Manager, Accenture Mamogale Malaji, Manager, Accenture Ziyanda Mzamo, Project Management Consultancy, BlaQRose Consulting

### **SERVICE: PUBLIC & PRIVATE**

Kagiso "TK" Pooe, Senior Lecture, North West University

### **Keri-Leigh Paschal, Executive Trustee, Nation Builder**

Mabel Sithole, Manager, Building Bridges, The Nelson Mandela School of Public Governance, University of Cape Town

Nasreen Cariem, Occupational Therapist & Director, OT Keys to the Universe Susanna Smith, Information & Media Specialist, United States Mission to South Africa

### **TOURISM, RETAIL & HOSPITALITY**

### Devandre Derrin Lawrence, General Manager, People Operations, Nando's South Africa

Lara Visagie, Cluster Director of Sales, Minor Hotels Nomsa Tshabalala, Revenue Manager, AndBeyond Travel Stephanie Naidoo, Legal Executive, Edcon Zachary Levendal, General Manager, City Lodge Hotel Group

### TRANSPORT, LOGISTICS & SECURITY

Angelique Nel, District Admin Manager, Fidelity Service Group

### Giovanni Larigan Abrahams, General Manager, Imperial Logistics: Africa Regions

Gordon Ballentine, Continuous Business Improvement Manager, Unitrans Supply Chain Solutions Katlego Dolamo, Managing Director, Kgetho Global Solutions Refilwe Lechaba, Legal Manager, Moipone Fleet

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## VIOUS



### **2020 GRADSTAR NETWORK - SOUTH AFRICA**

(University listed as correct at the time of nomination)

Corne Conradie, Post-Graduate of Education, Cape Peninsula University of Technology

Kimendren Gounden, Bachelor of Technology (Mechanical Engineering), Durban University of Technology

Ngobile Sibisi, Master of Management Sciences in Administration and Information Management, Durban University of Technology

Sanele Collen Hlatshwayo, Advanced Diploma in Human Resources Management Science, Durban University of Technology

Shrishti Maharaj, Master of Technology: Chiropractic, Durban University of Technology

Tiziano Gospodnetic, Bachelor of Mechanical Engineering, Bachelor of Commerce Economics, Durban University of Technology

Mangaliso Makhoba, National Certificate in Data Science, Explore Data Science Academy

Nehemiah Sikhosana, Bachelor of Social Science, IIE MSA

Tanaka Gombera, Post-Graduate Diploma, Management College of Southern Africa

Curwyn Mapaling, Doctor of Philosophy, Nelson Mandela University

Keano Cotton, Bachelor of Commerce (Accounting Sciences: Computer Science and Information Systems), Nelson Mandela University

Khayalethu Khoza, Bachelor of Commerce, Nelson Mandela University

Michelle Mkorongo, Master of Laws, Nelson Mandela University

Philip van der Merwe, Diploma in Management, Nelson Mandela University

Sanele Thwala, Bachelor of Arts (Psychology and Sociology), Nelson Mandela University

Yolanda Mbalentle Mngcongo, Bachelor of Environmental Health, Nelson Mandela University

Amantle Mathuloe, Bachelor of Arts (Industrial and Organisational Psychology with Labour Relations Management), North-West University

Casey Venter, Bachelor of Arts, North-West University

Ndumiso Tshabalala, Bachelor of Science, North-West University

Refilwe Moloi, Bachelor of Laws, North-West University

Skitla Swele, Bachelor of Commerce, North-West University

Thato Miloane, Master of Commerce in Accountancy, North-West University

Zuko Mrwetyana, Bachelor of Commerce (Financial Accountancy), North-West University

Elsmari Volschenk, Bachelor of Commerce (Law), Pearson Institution of Higher Education

Chloe Brandt, Bachelor of Laws, Rhodes University

Lerato Leboho, Bachelor of Social Sciences, Rhodes University

Lindiwe Mahlangu, Bachelor of Science, Rhodes University

Lukhanyo Tshongweni, Master of Commerce, Rhodes University

Nhlanzeko Nokwanda Ngcobo, Bachelor of Pharmacy, Rhodes university

Shanti Khosa, Bachelor of Commerce Honours, Rhodes University

Xolela Ceba, Bachelor of Social Sciences, Rhodes University

Aiden Timberlake, Bachelor of Engineering Technology, Stellenbosch University

Akhona Xotyeni, Master's candidate in Environmental Management, Stellenbosch University

Anele Lupuzi, Bachelor of Accounting Honours, Stellenbosch University

Annerie Bredenkamp, Master of Economics, Stellenbosch University

Bradley Frolick, Bachelor of Laws, Stellenbosch University

Emma Dodgen, Bachelor of Commerce (LLB), Stellenbosch University

Randy Cunningham, Doctor of Philosophy (Polymer Chemistry), Stellenbosch University

Shahina Salim Patel, Master of Electrical Engineering, Stellenbosch University

Vuyiswa Dlamini, Bachelor of Commerce, Stellenbosch University

Yanga Mohai, Bachelor of Engineering, Stellenbosch University

Anusha Alex, Post-Graduate Diploma (Commerce), University of Cape Town

Athenkosi Nzala, Master of Education, University of Cape Town

Hlonela Mabhani, Bachelor of Social Work, University of Cape Town

### 2020

### **10 OF THE FINEST**

ZAKIYYAH ABDULLA

UNIVERSITY OF THE WITWATERSRAND

**ANUSHA ALEX** 

**UNIVERSITY OF CAPE TOWN** 

SIMBARASHE GOMWE

**UNIVERSITY OF CAPE TOWN** 

SHANTI KHOSA

**RHODES UNIVERSITY** 

**ALICE LETSOALO** 

**UNIVERSITY OF THE WITWATERSRAND** 

THABO MASUKU

**UNIVERSITY OF JOHANNESBURG** 

MAME-DIARA MBAYE

**UNIVERSITY OF CAPE TOWN** 

**ZUKO MRWETYANA** 

**NORTH-WEST UNIVERSITY** 

**VASCHEL NAIDOO** 

**UNIVERSITY OF PRETORIA** 

ATHENKOSI NZALA

**UNIVERSITY OF CAPE TOWN** 

Katleho Mathafeng, Master of Science (Geology), University of Cape Town
Kirsten Pienaar, Bachelor of Social Work, University of Cape Town
Lisa Mkize, Bachelor of Commerce Honours (Taxation), University of Cape Town
Lungile Tshabalala, Bachelor of Social Science, University of Cape Town
Malusi Olwethu Ngidi, Bachelor of Commerce, University of Cape Town
Mame-Diara Mbaye, Post-Graduate (Law), University of Cape Town
Mark Nyago, Bachelor of Engineering, University of Cape Town
Pleasure Maphanga, Bachelor of Medicine and Surgery (MBChB), University of Cape Town

Samantha Sublal, Bachelor of Business Science (Actuarial Science), University of Cape Town Simbarashe Gomwe, Bachelor of Laws (LLB), University of Cape Town

Simple Simple Gomwe, Bachelor of Laws (LLB), University of Cape Town Sinalo Bambeni, Bachelor of Social Science, University of Cape Town

Singalakha Menziwa, Honours in Mathematical Statistics, University of Cape Town

Treven Moodley, Master of Architecture (PROF), University of Cape Town

Khanyisa Baloyi, Bachelor of Commerce, University of Johannesburg

Makgotso Mofokeng, Bachelor of Accounting, University of Johannesburg

Ntsadi Chokoe, Bachelor of Engineering Technology, University of Johannesburg

Shaahid Farouk Valjie, Bachelor of Commerce, University of Johannesburg

Thabo Masuku, Bachelor of Commerce, University of Johannesburg

Keshav Ajodapersad, Bachelor of Science, University of KwaZulu-Natal

Nokwanda Zondi, Bachelor of Commerce (Finance and Economics), University of KwaZulu-Natal

Anel De Villiers, Bachelor of Consumer Science, University of Pretoria

Ashlee Luckhun, Bachelor of Commercial Law, University of Pretoria

Elekanyani Siphuma, Bachelor of Science Honours, University of Pretoria

Elma Akob, Bachelor of Commerce (Law), University of Pretoria

Elre Sauerman, MBChB, Bachelor of Science (Genetics, Biochemistry), University of Pretoria

Emely Moleko, Bachelor of Laws, University of Pretoria

Fundile Nene, Bachelor of Commerce, University of Pretoria

Gopika Ramkilawon, Master of Science (Advanced Data Analytics), University of Pretoria

Laetitia Makombe, Bachelor of Laws, University of Pretoria

Lethabo Kgwadi, Bachelor of Commerce (Informatics), University of Pretoria

Melissa Papiyana, Bachelor of commerce, University of Pretoria

Mpilwenhle Magwaza, Bachelor of Laws, University of Pretoria

Nicole Philips, Bachelor of Science (Actuarial and Financial Mathematics), University of Pretoria

Palesa Tsotetsi, Bachelor of Informatics, University of Pretoria

Priyanka Dhanraj, Bachelor of Science (Honours), University of Pretoria

Serena Joubert, Bachelor of Science, University of Pretoria

Sigcino Kubeka, Master of Arts (Diplomatic Studies), University of Pretoria

Tusani Tembe, MBChB (Bachelor of Medicine and Surgery), University of Pretoria

Vaschel Naidoo, Bachelor of Commerce (Law) and Bachelor of Laws, University of Pretoria

Noluyolo Zanendaba, Post-Graduate Diploma (Commerce), University of South Africa

Pontsho Mosese, Advanced Diploma in Accounting Sciences (CTA), University of South Africa

Sershin Naicker, Doctor of Philosophy, University of South Africa

Sibongile Mdluli, Bachelor of Education, University of South Africa

Yolande Brugman, Post-Graduate (Human Science), University of South Africa

Bolokang Polelo, Bachelor of Science Honours (Mathematics and Statistics), University of the Free State Lindokuhle Dlamini, Doctor of Philosophy (Soil Science), University of the Free State ((RSA) and University of Burgundy (France)

Paballo Mohlala, Post-Graduate (Communication Science), University of the Free State

Sihle Masinda, Bachelor of Science, University of the Free State

Thabang Nthatisi, Bachelor of Laws, University of the Free State

Adi'b Daniels, Master of Laws, University of the Western Cape

Lenishia Frank, Master of Social Development, University of the Western Cape
Alice Letsoalo, Bachelor of Commerce (Law) and Bachelor of Laws, University of the Witwatersrand

Thandazo Ndimande, Bachelor of Science Honours (Quantity Surveying), University of the Witwatersrand

Zakiyyah Abdulla, Honours (Human Resource Management), University of the Witwatersrand

Nonkululeko Madondo, Master of Engineering: Electrical Engineering, Vaal University of Technology

Anelisa Hohlo, MBChB (Bachelor of Medicine and Surgery), Walter Sisulu University

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2019 RISING STAR NETWORK - SOUTH AFRICA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Claire Mordaunt, Senior Manager of Legal, Lending Investigations, Insolv-Standard Bank Khensani Shikwambane, Marketing Manager, Absa, Corporate and Investment Banking Naledi Marimcowitz, Programme manager, First National Bank

Trevelene Sewnundan, Manager, Debt Review Ops, Standard Bank

Victoria Lakey, Manager, Bryte Insurance Company

### **CONSTRUCTION & INDUSTRIALS**

Cari Drysdale, Associate Director Business Director, Turner & Townsend Elizabeth Foli, Test Engineering Manager, Gibela Rail Transport Consortium Hamilton Ndlovu, Process Engineer, Aberdare Cables Samuel Perumal, Key Accounts Manager, Aberdare Cables Sarisha Harrychund, Professional Structural Engineer, Hatch (Pty) Ltd

### **ENERGY & ENVIRONMENT**

### **Grace Olukune, Chief Engineer, Eskom**

Kgopolo Kgomo, Analyst: Industrial Effluents, Johannesburg Water Sharon Singh, Senior Account Manager, DOW Shaun Tooray, Regional Head of Talent and Development: Africa, Puma Energy Unathi Thango, Senior Advisor Quality Assurance, Eskom

### **ENTREPRENEUR**

Justin Siljeur, Chief Executive Officer, Petanque NXT Africa Nambitha Ben-Mazwi, Actress & Philanthropist, NambithaBM Media Roy Gluckman, CEO/Founder, Cohesion Collective (Pty) Ltd **Sheila Afari, Managing Director, Sheila Afari PR** Siphelele Buthelezi, Chief Executive Officer, SNH Freight & Logistics

### **ICT**

Nduvho Mukhavhuli, Specialist, Systems Engineer, Vodacom Sebastin Samuel, Regional Executive, CELL C Siphiwe Mgandela, HR Manager, ZTE Corporation South Africa Vonic Henry, Specialist: Project Reporting, MTN Zimkhita Buwa, COO, Britehouse, a Division of Dimension Data

### **MANUFACTURING. RETAIL & FMCG**

Caeser Kenny, Customer Service Excellence Director, RCL Foods Neo Mutloatse, Senior Brand Manager, British American Tobacco Pragashni Kirsten, Customer Marketing Manager, Tiger Brands Roxanne Renecke, Commercial Planning and Activations Manager, Diageo Thandeka Ngqumeya, Head of Innovation, Diageo

### **MEDIA & ADVERTISING**

Jessica Levitt Editor, Tiso Blackstar Group
Sibonisile Ngubane, Senior Public Relations Specialist, Ditshego Media
Sibusiso Ngobeni, Executive Producer, Engage Entertainment
Thomas Mofolo, Chief Brand Communications Consultant, Mofolo Media Marketing Communications
Zoliswa King, Creative Specialist, Water to Wine Media

### MINING & MINERALS

Benedictor Masoto Mathibeng, Technical Accountant, Impala Platinum Holdings Limited Christiaan de Wet, Manager Production, Anglo American Platinum Hayley-Jane Prinsloo, Production Superintendent, Anglo American Platinum Sbo Buthelezi, Group Engineering Manager, Glencore

Sindi Nyirenda, Technical Services Manager, Glencore

### **PROFESSIONAL SERVICES**

### **Ashford Nyatsumba, Partner, Webber Wentzel**

Ayisha Ramasike, Director, Nexia SAB&T
Jared Daniels, Technology Consulting Manager, Accenture
Lamis Adam, Senior Associate, Hogan Lovells
Noxolo Ntshaba, Strategic Projects Manager to the Africa Markets Leader, EY

### **SERVICE: PUBLIC & PRIVATE**

Elin Agodi, Human Resources Business Partner, SAICA **Koketso Marishane, Youth Envoy, Marishane Authority**Malebo Maholo, HR Audit Officer, SABPP

Walter Matli, Lecturer and Researcher, Vaal University of Technology

Zama Goqo, Human Capital – Talent Sourcing, Road Accident Fund

### **TOURISM, LEISURE & HOSPITALITY**

### **Brendon Hart, Director, Hyatt Sales Force, Africa, Hyatt**

Katlego Teffo, Guest Relations Manager, Hilton Sandton Martinette Fortuin, Compensation and Benefits Manager, Marriott International Suzanne de Jager-Cranston, General Manager, City Lodge Hotel Group Zeanne-Mari Benedek, Cluster Marketing Assistant, Hilton Hotels & Resorts

### TRANSPORT, LOGISTICS & SECURITY

Jacques Greeff, Executive Operational Excellence, Unitrans Supply Chain Solutions

Kathleen Tolo, National Contracts Billing Supervisor, Fidelity Security Group
Lerato Nonyane, Assistant DC Manager, Imperial Managed Logistics
Lesego Alphina Tladi, Director, M6T Seal Cargo Services PTY LTD
Nirendra Mahabeer, Chief Financial Officer - Coastal Operations, Fidelity Security Group

# VIOUS WGD



### **2019 GRADSTAR NETWORK - SOUTH AFRICA**

(University listed as correct at the time of nomination)

Helper Zhou, Doctor of Philosophy (Entrepreneurial and Management Studies), Durban University of Technology Necolious Khosa, Diploma (Mechanical Engineering and Marine Engineering Knowledge), Central University of Technology Nikita Singh, Bachelor of Engineering (Chemical Engineering), Durban University of Technology Sboniso Ngcobo, Bachelor of Technology (Food and Nutrition), Durban University of Technology Tanganedzani Magodi, Post-Graduate Diploma (Accounting Science), Institute of Accounting Sciences Yeshveer Manawar, Bachelor of Engineering Technology (Chemical Engineering), Durban University of Technology Zama Dabula, Diploma (Human Resource Management), Durban University of Technology Adrianne Johnson, Bachelor of Arts Hons (Public Administration), Nelson Mandela University Funeka Mbatha, Bachelor of Commerce Hons (Economics), Nelson Mandela University Lesego Nkosi, Bachelor of Arts (Psychology and Sociology), Nelson Mandela University Ntsako Mogatosi, Master of Arts (Research Psychology), Nelson Mandela University Lesego Sole, Bachelor of Commerce (Law), North-West University Lourens Swanepoel, Doctor of Laws (Trade and Business Law), North-West University Lungile Mazibane, Bachelor of Laws, North-West University Amanda Dlamini, Bachelor of Commerce (Financial Accounting), Rhodes University Antonette Motloung, Bachelor of Commerce (Economics and Management), Rhodes University Brett Mason, Master of Economics (Valuation of Alien Invasive Plants), Rhodes University Chevon Mia, Bachelor of Arts Hons (Human Kinetics and Ergonomics), Rhodes University Idris Nianie, PhD (Microbiology), Rhodes University Morgan Lee, Bachelor of Arts (Environmental Science and Geography), Rhodes University Ngobile Nzimande, Bachelor of Commerce Hons (Economics), Rhodes University Octavia Du Plessis, Master of Commerce (Management), Rhodes University Shana Ellappa, Bachelor of Arts (Journalism), Rhodes University Sinethemba Gama, Post-Graduate Certificate (Education), Rhodes University Tarusha Chetty, Master of Commerce (Financial Management), Rhodes University Danielle Kruger, Bachelor of Commerce (Economics and Investments), Stellenbosch University Kendrick Mashego, Bachelor of Engineering (Chemical Process Engineering), Stellenbosch University Liana Maheso, Post-Graduate Diploma (Transport and Logistics), Stellenbosch University Newton Mapowo, Master of Engineering (Engineering Management), Stellenbosch University Nicholas Tutt, Bachelor of Engineering (Mechanical Engineering), Stellenbosch University Shahina Salim Patel, Master of Enginering (Electrical Engineering Research), Stellenbosch University Travis Defty, Bachelor of Engineering (Mechatronics), Stellenbosch University Celumusa Magagula, Bachelor of Technology (Mechanical Engineering), Tshwane University of Technology Altay Turan, Bachelor of Social Sciences (Psychology and English Literature), University of Cape Town Arnold Kinabo, Master of Engineering (Telecommunications), University of Cape Town Beguens Tshimpaka, Bachelor of Science Hons (Mathematics), University of Cape Town Bradley Zebert, Master of Laws (International Taxation), University of Cape Town Cleopatra Mokone, Bachelor of Social Work (Psychological Studies), University of Cape Town Daniel Martin, Bachelor of Business Science (Finance with Accounting), University of Cape Town Kaila Fourie, Bachelor of Business Science (Actuarial Science), University of Cape Town Mihlali Kulati, Bachelor of Science (Construction Studies), University of Cape Town Nyaradzo Tapa, Bachelor of Social Work, University of Cape Town

Paul Pettit, Bachelor of Business Science (Actuarial Science), University of Cape Town

Tristan van der Heever, Bachelor of Business Science (Finance with Accounting), University of Cape Town

### 2019

### 10 OF THE FINEST

YESHVEER MANAWAR,

DURBAN UNIVERSITY OF

TECHNOLOGY

NTSAKO MOGATOSI,

NELSON MANDELA UNIVERSITY

LESEGO SOLE,

NORTH-WEST UNIVERSITY

CHEVON MIA,

RHODES UNIVERSITY

TRAVIS DEFTY,

STELLENBOSCH UNIVERSITY

KAILA FOURIE

UNIVERSITY OF CAPE TOWN

RUEY SHIUAN CHANG,

**UNIVERSITY OF JOHANNESBURG** 

HEE-RAK LEE,
UNIVERSITY OF PRETORIA

LELETHU NOGWAVU,

UNIVERSITY OF THE WESTERN
CAPE

PHENYO MABOKELA,
UNIVERSITY OF THE
WITWATERSRAND

Fortune Radebe, Post-Graduate Diploma (Financial Management), University of Johannesburg Jean Bollweg, Master of Technology, University of Johannesburg

Ruey Shiuan Chang, Bachelor of Finance Hons (Financial Management), University of Johannesburg Tariro Chinyemba, Post-Graduate Diploma (Accounting Science), University of Johannesburg

Tokelo Thaloki Mahlong, Bachelor of Accounting Science (Financial Accounting), University of Johannesburg

Tshegofatso Bogatsu, Bachelor of Accounting, University of Johannesburg

 $Thembelihle\ Bhengu,\ Bachelor\ of\ Commerce\ Hons\ (Business\ Finance),\ University\ of\ KwaZulu-Natal$ 

Sandile Grant Ngubane, Bachelor of Commerce Hons (Finance), University of KwaZulu-Natal

Andre Kleynhans, Bachelor of Science (Actuarial and Financial Mathematics), University of Pretoria

Andrew van Vuren, Bachelor of Commerce Hons (Marketing Management), University of Pretoria

Anru Opperman, Bachelor of Natural and Agricultural Sciences (Human Physiology), University of Pretoria

Boepelo Mahlangu, Bachelor of Social Sciences (Industrial Sociology and Labour Studies), University of Pretoria Candice Motshegwa, Bachelor of Education (Foundation Phase Teaching), University of Pretoria

Cara-Lee Compton, Bachelor of Laws, University of Pretoria

Divyam Dixit, Post-Graduate Diploma (Accounting Sciences), University of Pretoria

Durandt Uys, Bachelor of Information Technology, University of Pretoria

Elma Akob, Bachelor of Commerce (Law), University of Pretoria

Erin Da Silva, Master of Town and Regional Planning, University of Pretoria

Hee-Rak Lee, Bachelor of Laws, University of Pretoria

Jamie Stickling, Bachelor of Education Hons (Teacher Education and Professional Development), University of Pretoria

Jolanda Pretorius, Bachelor of Laws, University of Pretoria

Kaigiao Pang, Bachelor of Commerce (Accounting Sciences), University of Pretoria

Kathleen Godfrey, Master of Science (Geoinformatics), University of Pretoria

Meshack Kekana, Master of Biochemistry (HIV Research), University of Pretoria

Micheline Iyera, Bachelor of Information Sciences Hons, University of Pretoria

Nicolien De Jager, Bachelor of Commerce (Financial Sciences), University of Pretoria

Nicolina Ramos, PhD (Technology and Innovation Management), University of Pretoria

Refilwe Nakeng, Bachelor of Education (Business Management), University of Pretoria

nonworkationg, business of Education (business management), environity of Free

Samson Koketso Nonyane, Master of Laws (Corporate Law), University of Pretoria Savannah Hristov, Bachelor of Commerce Hons (Marketing Management), University of Pretoria

Siseko Ngubo, Bachelor of Commerce (Taxation), University of Pretoria

Tanaka Gombera, Bachelor of Commerce (Business Management, University of Pretoria

Tinashe Dutuma, Bachelor of Commerce (Investment Management), University of Pretoria

Zaleekhah Dawood, Bachelor of Science (Mathematical Statistics), University of Pretoria

Bianca Malan, Bachelor of Accounting (Financial Accounting), University of the Free State

Boitumelo Mancoe, Master of Business Administration, University of the Free State

Elizabeth Terblans, Post-Graduate Diploma (Applied Accounting Sciences), University of South Africa

Kabelo Mashego, Bachelor of Medicine and Surgery, University of the Free State

Kananelo Moletsane, Bachelor of Agriculture, University of the Free State

Mariné du Toit, Bachelor of Social Work, University of the Free Sate

Mpolokeng Mmutle, Bachelor of Commerce (Accounting), University of the Free State

Mudzunga Mukwevho, Bachelor of Accounting (Financial Accounting), University of the Free State

Neo Roberts, Bachelor of Science (Information Technology), University of the Free State

Nyiko Maluleka, Bachelor of Arts (Corporate and Marketing Communications), University of the Free State

Refilwe Maimane, Bachelor of Commerce (Accounting), University of the Free State

Themba Makhoba, Bachelor of Public Administration, University of the Free State

Jaun-Roche Bergman, Master of Gendered Ethics and Psychology, University of the Western Cape

Lelethu Nogwavu, Bachelor of Laws, University of the Western Cape

Noluyolo Zanendaba, Bachelor of Commerce (Accounting) (CA Stream), University of the Western Cape Raquel Lamour, Bachelor of Arts (Industrial Psychology and Politics), University of the Western Cape

Ronny Esau, Bachelor of Commerce (Economics, Finance and Investments), University of the Western Cape Yolanda Bam, Bachelor of Laws, University of the Western Cape

Khumo Modiba, Master of Commerce (Development Theory and Policy), University of the Witwatersrand Leeson Govender, Bachelor of Science (Mathematics, Computational and Applied Mathematics), University of the Witwatersrand

Phenyo Mabokela, Bachelor of Commerce (Management Accounting and Finance), University of the Witswatersrand

Bayanda Mkhatshwa, National Diploma (Mechanical Engineering), Walter Sisulu University

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2018 RISING STAR NETWORK - SOUTH AFRICA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Itumeleng Makheme, Manager: Operational Risk Monitoring and Assurance - Standard Bank

Jeremy Lang, Regional General Manager - Business Partners

Moroka Komati, Practitioner: Operational Planning - Standard Bank

Hloniphani Manzi, Senior Test Analyst – African Bank Kenny Madi, Head: GM Equities IT – Standard Bank

### **CONSTRUCTION & INDUSTRIALS**

Ling-Ling Mothapo, Senior Engineer: Metallurgy - Exxaro

Franck Wandii, Principal: Infrastructure Business & SOEs Africa - ArcelorMittal SA

Nompumelelo Mncwabe, Senior Manager - Transnet

Celiwe Zondo, CSI Manager: South Africa - General Electric

Hlengiwe Mngoma, HOD: Human Resources Manager - Assmang Cato Ridge Works

### **ENERGY & ENVIRONMENT**

Tshego Cornelius, Eng Design Application (PMMC) Manager – Eskom Tumisang Maphumulo, Corporate Specialist: Power Lines – Eskom Ali Moroane, Strategic Talent Sourcing Lead: Southern Africa Region – Sasol Simon Pitts, Technical Account Manager – Dow Chemicals Bulali Mdontsane, Industrial Infrastructure Manager – Easigas

### **ENTREPRENEUR**

Dov Girnun, CEO – Merchant Capital
Andile Makhanda, Co-Founder (Technical Director) – OS Holdings

Dinao Lerutla, CEO – Maya Group

Brian Makwaiba, Managing Director – Vuleka

Fortune Madlala, Managing Director – Forch Communications and Projects

### **ICT**

John Golding, Head of Sector: Banking and Remittance – WiGroup Morne de Villiers, IIoT Technical Lead – BcX Sheila Hwalima, Assistant Technical Director – OS Holdings Zweli Tinise, Projects Manager – OS Holdings

Oreratile Itumeleng, Specialist: Enterprise & Supplier Development – Telkom

### **MANUFACTURING, RETAIL & FMCG**

Boota Pitsa, Trade Marketing Manager – Heineken Wendilene Balie, Human Resources Manager – BAT Pinny Hack, Group Finance Manager – Stor-Age Cebile Xulu, HR Director/Business Lead: South Central & East Africa – Mondelēz Zaheera Tayob, Financial Manager – Conlog

### **MEDIA & ADVERTISING**

Siyabonga Ngcobo, Specialist: International Channels Marketing – Multichoice Lizzie Kondowe, Search Lead – Mindshare Verusha Maharaj, General Manager – The Creative Counsel Anja Kruger, Group Head of Operations – The Creative Counsel Boitumelo Mmakou, Content Producer – YFM

### **MINING & MINERALS**

Eric Sithole, Business Analyst – Sasol Mining
Paul Cronje, Senior Manager: Mining Rights and Properties – Sasol Mining
Musa Mabasa, Manager. Mining – Exxaro
Nkanyiso Zulu, Plant Manager – AngloGold Ashanti
Lorraine Semenya, Mining Geologist – Assmang Khumani Mine

### **PROFESSIONAL SERVICES**

Sabelo Myeni, Head of Academy – Mindworx Ntswaki Malebatja, HR Business Partner – Arup Kyle Beilings, Partner: Mergers & Acquisitions Tax – Webber Wentzel Ziningi Hlophe, Senior Associate – Webber Wentzel Ayanda Nondwana, Partner – Hogan Lovells

### **SERVICE: PUBLIC & PRIVATE**

Thandi Tlaka, Specialist: Benefits and Administration – Road Accident Fund Frikkie de Lange, Remuneration and Benefits Specialist – TIA Boitumelo Ramatsetse, PhD Candidate & Lecturer – TUT Georges Mturi, Advanced Material Testing Lab Manager/Senior Scientist – CSIR Sarusha Pillay, Acting Executive and Business Unit Head – TIA

### **TOURISM, LEISURE & HOSPITALITY**

Sizwe Mdladla, Digital Marketing Manager – SAA Farhana Gany, Digital Manager – McDonald's SA Ashley Ragunanan, Chief Audit Executive – Comair Lizelle Henze, General Manager – City Lodge Hilois Greyling, Hotel Manager – Hilton

### TRANSPORT, LOGISTICS & SECURITY

Nomvana Marwanqana, Technical Manager – Transnet Port Terminals Venessa Dewing, Head: CSI & MNC Customers – DHL Express Nonkululeko Baloyi, National Tender Desk – Bolloré Logistics Sinqobile Nkabinde, Chief Engineering Technician, Pr. Eng. Tech – Transnet Kwazelela Mcetywa, Deputy Port Engineer – Transnet National Ports Authority

## VIOUS

### **2018 GRADSTAR NETWORK - SOUTH AFRICA**

(University listed as correct at the time of nomination)

Deliverance Kgonyane, Central University of Technology

Deliverance Kgonyane, Bachelor of Technology (Information Technology), Central University of Technology

Gareth Gericke, Bachelor of Technology (Electrical Engineering), Central University of Technology

Portia Thothela, Bachelor of Technology (Information Technology), Central University of Technology

Abhishek Pramraj, Bachelot of Technology (Chemical Engineering), Durban University of Technology

Chirelle Rai, Bachelor of Technology (Engineering), Durban University of Technology

Sunara Ramphal, Bachelor of Technology (Engineering), Durban University of Technology

Brandon Mckillop, Bachelor of Business Science (Commerce), Monash South Africa

Makhotso Pulumo, Bachelor of Arts, Monash South Africa

Vincent Fakude, Post Graduate Diploma in Accounting, Monash South Africa

Mpilwenhle Dlamini, Bachelor of Business Science (Economics), Monash South Africa

Thandokazi Magopheni, Bachelor of Commerce (CA Stream), Nelson Mandela Metropolitan University

Bwanika Lawrence Mkhululi Lwanga, Bachelor of Laws, Nelson Mandela Metropolitan University

Georgina Fiorentinos, Bachelor of Science (Maths and Statistics), Rhodes University

Amy Langston, Bachelor of Science (Maths and Statistics), Rhodes University

Kamogelo Mafokwana, Master of Chemistry, Rhodes University

Rudolph Lakaje, Bachelor of Arts (Information Systems), Rhodes University

Nhlakanipho Dlamini, Bachelor of Commerce, Rhodes University

James Higgs, Bachelor of Commerce, Rhodes University

Daisy Ramantshwane, Bachelor of Technology (Environmental Science), Tshwane University of Technology

Mike Thomson, Bachelor of Science (Engineering), University of Cape Town

Aisha Hussain, Bachelor of Business Science (Finance), University of Cape Town

Craig Darren Eckleton, Bachelor of Commerce (Economics), University of Cape Town

Abdulkader Elyas, Honours (Finance), University of Cape Town

Palesa Magudulela, Bachelor of Commerce (Actuarial Science), University of Cape Town

Sitha Phillip, Bachelor of Commerce (Actuarial Science), University of Cape Town

Andile Madondo, Post Graduate Diploma in Accounting, University of Cape Town

Sa'diyya Mahomed, Bachelor of Commerce (Accounting), University of Cape Town

Romeo Mngqibisa, Bachelor of Commerce (CA-Stream), University of Cape Town

Ramontsheng Rapolaki, PhD (Science), University of Cape Town

Tshifhiwa Munzhelele, Bachelor of Commerce, Accounting, University of Cape Town

Mfanafuthi Methula, Bachelor of Accounting, University of Johannesburg

Harmony Nkambule, Bachelor of Accounting (Honours), University of Johannesburg

Dineo Mogoru, Post Graduate Diploma (Finance), University of Johannesburg

Sibongakonke Kheswa, Bachelor of Accounting (CA-Stream), University of Johannesburg

Tiisetso Mogadime, Bachelor of Accounting, University of Johannesburg

Nolwazi Mbambo, Bachelor of Arts (Development Studies), University of Johannesburg

Sana Jeewa, PhD (Linguistics), University of Kwazulu-Natal

Francis Wilkinson, Bachelor of Commerce (Human Resource Management), University of Pretoria

Erard Knoetzen, Bachelor of Commerce (Informatics), University of Pretoria

Rian Botes, Bachelor of Commerce (Economics), University of Pretoria

Anke Wortmann, Bachelor of Commerce, University of Pretoria

Michelle Oelofse, Bachelor of Laws, University of Pretoria

Mihandi Kirchner, Bachelor of Commerce (Human Resource Management), University of Pretoria

### 2018

### **10 OF THE FINEST**

**ANDILE MADONDO** 

**UNIVERSITY OF CAPE TOWN** 

**BERNICE MABAYA** 

**UNIVERSITY OF PRETORIA** 

**CRAIG ECKLETON** 

**UNIVERSITY OF** 

**CAPE TOWN** 

**DINEO MOGURU** 

**UNIVERSITY OF** 

**JOHANNESBURG** 

**KIRSTEN DEMPSEY** 

**UNIVERSITY OF PRETORIA** 

MICHELLE OELOFSE

**UNIVERSITY OF PRETORIA** 

MIKE THOMSON

**UNIVERSITY OF CAPE TOWN** 

**RAZIA ADRIAANSE** 

**UNIVERSITY OF** 

THE FREE STATE

**ROGER WYLLIE** 

**UNIVERSITY OF PRETORIA** 

SITHA PHILLIP

**UNIVERSITY OF CAPE TOWN** 

Kerry Van Zyl, Bachelor of Commerce Honours (Marketing Management), University of Pretoria Kirsten Dempsey, Bachelor of Laws, University of Pretoria

Bernice Mabaya, Bachelor of Commerce (Financial Sciences), University of Pretoria

Jason E Sa, Bachelor of Commerce (Law), University of Pretoria

Roger Wyllie, Bachelor of Commerce (Accounting Sciences), University of Pretoria

Kamohelo Dimo, Bachelor of Commerce (Financial Management), University of Pretoria

René Myburgh, Bachelor of Commerce (Financial Sciences), University of Pretoria

Patrick Wiggett, Bachelor of Commerce (Accounting Science), University of Pretoria

Phenyo Khunou, Bachelor of Commerce (Accounting Science), University of Pretoria

Siseko Ngubo, Bachelor of Commerce (Accounting), University of Pretoria

Andre Kleynhans, Bachelor of Natural and Agricultural Sciences (Actuarial and Financial Mathematics), University of Pretoria

Brian-James Schroeder, Bachelor of Commerce (Supply Chain Management), University of Pretoria

Tinyiko Zitha, Bachelor of Commerce (Financial Sciences), University of Pretoria

Amogelang Mokoape, Bachelor of Commerce (Tax Internal Auditing), University of Pretoria

Mahlatsi Phele, Economic and Management Sciences, University of Pretoria

Loyd Mufamadi, Bachelor of Commerce (Accounting Science), University of Pretoria

Mahlatse Laka, Bachelor of Commerce (Marketing Management), University of Pretoria

Alexander Harris, Bachelor of Laws (Medical/Info Tech), University of Pretoria

Amal Siddique, Bachelor of Commerce (Accounting Sciences), University of Pretoria

Juan-Louis Basson, Bachelor of Commerce (Accounting Science), University of Pretoria

Rayvern Coetzee, Bachelor of Commerce (Accounting), University of Pretoria

Tendo Murunzi, Bachelor of Commerce (Econometrics), University of Pretoria

Amandla Mgijima, Bachelor of Commerce (Informatics), University of Pretoria

Tondani Maradwa, Bachelor of Engineering (Mechanical Engineering), University of Pretoria

Nadine Jordaan, Bachelor of Education, University of South Africa

Tshwarelo Radinne, Bachelor of Commerce Honours (Accounting), University of South Africa

Mnotho Ngcobo, Bachelor of Laws, University of South Africa

Louis Schoonwinkel, Bachelor of Commerce (Actuarial Science), University of Stellenbosch

Garrick Blok, Bachelor of Accounting and Laws, University of Stellenbosch

Janine Stols, Bachelor of Commerce Honours (Actuarial Science), University of Stellenbosch

Lucy Leimer, Bachelor of Commerce (Economics), University of Stellenbosch

Julian Daniels, Bachelor of Engineering, University of Stellenbosch

Nontobeko Mbokazi, Bachelor of Laws, University of Stellenbosch

Elsa Moitsemang, Bachelor of Commerce (Economics), University of the Free State

Tebello Ntene, Bachelor of Science (Statistics), University of the Free State

Sajel Singh, Bachelor of Commerce (Law), University of the Free State

Tshireletso Bogatsu, Bachelor of Accounting, University of the Free State

Ringetani Clementine Matlou, Masters (Agriculture), University of the Free State

Lise-Mari Otto, Bachelor of Education, University of the Free State

Josiah Meyer, Bachelor of Science (Actuarial Science), University of the Free State

Carlo Visser, Bachelor of Science (Microbiology), University of the Free State

Bongani Sithole, Bachelor of Science (Biochemistry and Physiology), University of the Free State

Joseph Alappattu, Bachelor of Science (Commerce), University of the Free State

Refiloe Maqelepo, Bachelor of Commerce (Accounting), University of the Free State

 ${\it Kayurin\ Govender}, \, {\it Bachelor\ of\ Commerce\ (Accounting)}, \, {\it University\ of\ the\ Free\ State}$ 

Christian Cookson, Bachelor of Commerce (Accounting), University of The Free State

Jon-Dylon Petersen, Bachelor of Science (Quantity Surveying), University of the Free State Keshalia Naidoo, Bachelor of Arts (Marketing), University of the Free State

Razia Adriaanse, Master of Laws, University of the Free State

Sivuyile Mpatheni, Bachelor of Laws, University of The Free State

Onalenna Lephoro, Bachelor of Laws, University of the Free State

Nduduzo Kubheka, Bachelor of Science (Forensic Science), University of the Free State

Meredith Green, Bachelor of Laws, University of the Free State

Joshua Owusu-Sekyere, Bachelor of Commerce (Accounting), University of the Free-State

Busiswa Mahlambi, Bachelor of Commerce, Accounting, University of the Western Cape

Lugmaan Samsodien, PhD (Science), University of the Western Cape

Sisa Foloti, Bachelor of Commerce Honours (Finance & Investments), University of the Western Cape

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2017 RISING STAR NETWORK - SOUTH AFRICA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Kenneth Kayser, Vice President for Open Innovation in Africa, ABSA Yameer Noor Mahomed, Senior Human Resource Consultant, Finbond Mutual Bank

Ashia Bowers, Head, Project Management, Standard Bank Francois Mellors-Hefer, Relationship Manager (Private Banking), Standard Bank Lesego Sebuelo, HR Analytics Specialist, Telesure

### **CONSTRUCTION & INDUSTRIALS**

Jan Harm Steenkamp, Group HR Manager, Esor Construction **Tafadzwa Mukwena, Profit Centre Manager, Bigen Africa**Sabata Malope, Senior Engineering Technologist (Project Leader), Nyeleti Consulting

Melody Botya, Procurement, Transnet Capital Projects

Xolani Phakathi, Mechanical Engineering Technician, Transnet Engineering

### **ENERGY & ENVIRONMENT**

Unathi Thango, Senior Advisor, Eskom Mashudu Ndou, Senior Manager, Sasol Bheki Gazu, Senior Specialist Supplier Intelligence, Sasol Shelley George, Senior Advisor Organisational Effectiveness, Eskom **Popi Elizabeth Melato, Chief Engineer, Eskom** 

### **ENTREPRENEUR**

Refilwe Mochoari, MD, Bo-Esi Media Claudette Lingenfelder, Owner, Beauty Beyond by Claudette Serame Jacobs, Founder & CEO, Noaves Pty Ltd International Freight Thulisile Mdluli, MD, Prologue Consulting Nonala Tose, Founder, Nonala Tose Productions

### ICT (TELECOMMS & TECHNOLOGY)

Hanlie de Bod, Service Delivery Manager, Britehouse a Division of Dimension Data Khetha Majozi, SAP FI Consultant, UCS-Solutions Samantha Cammarata, Specialist: Talent Management and Assessments, Telkom **Zjaen Coetzee, Team Lead: EIM, Telkom** Refilwe Nkabinde, CFO, Business Connexion

### **MANUFACTURING. RETAIL & FMCG**

Lenesh Singh, Inventory Manager, Mr Price Group

Alicia Moodley, Senior Change Leader, ArcelorMittal SA

Rishav Saikoolal, Finance Administrator, Aberdare Cables

Lester Ross, Project Manager, Aberdare Cables

Conway Maluleke, Manager: Government Sales & Projects, Iveco South Africa

### **MEDIA & ADVERTISING**

Carla Harris, Marketing and Sales Coordinator, Global Access Talita Myburgh, Head of Department, Grey Advertising Craig Groenewald, Online Content Producer, Okuhle Media Luthando Tshaya, Content Researcher, Okuhle Media Asanda Sizani, Fashion Editor, Ndalo Media

### MINING & MINERALS

Razia Adam, Senior Business Analyst, Sasol Mining
Veli Sibiya, Shaft Engineer, Sasol Mining
Catharina Kotze, SHERQ Officer, Assmang Khumani Iron Ore
Pierre Prinsloo, Production Manager, Anglo American Platinum
Mangaliso Sethethi, Business Unit Manager, Exxaro Resources

### **PROFESSIONAL SERVICES**

Talia Lancaster, Agile Consultant, IQ Business
Africa Nkosi, Manager, Khonology
Megan Nicholas, Senior Associate, Hogan Lovells South Africa
Jenita De Sousa, Human Capital Consultant, PwC
Katrine Lategan, Project Creation, Arup

### **SERVICE: PUBLIC & PRIVATE**

Lesedi Kopano Aphiri, Human Resources Administrator, SANAS Khumbulani Mpofu, Professor, Research Chair and Head of Department, Tshwane University of Technology Vuyo Landa, Chairperson, Centre For Moral Value and Justice Loyiso Magqi, Laboratory Supervisor, CSIR Jillian January, Sub Unit Head Children's Services, City of Johannesburg

### **TOURISM, LEISURE & HOSPITALITY**

Christine Ndlovu, Director of Operations, Hilton Hotel – Durban Nomcebo Tembe, Cluster Revenue Manager, Hilton **Thozama Mali, Executive Housekeeper, Conrad Pezula Hotel**Mpho Rambau, Network Planning Specialist, South African Airways Siyathemba Nhlakanipho Mbambo, Chief Admin Official:

Operations Planning and Control, The Blue Train

### TRANSPORT, LOGISTICS & SECURITY

Sean Mcghee, Sales Development Manager, DHL International Dineo Msomi, Learning Specialist, CHEP Christopher van der Merwe, Projects Exports Controller, Bollore Logistics Fhatuwani Nephawe, Train Assistant, Transnet Freight Rail Kenneth Williams, Yardmaster, Transnet Freight Rail

## PREVIOUS Stars

## TOP 100

### 2017 GRADSTAR NETWORK - SOUTH AFRICA

(University listed as correct at the time of nomination)

Rajesperi Moodley, Bachelor of Commerce (Management Marketing), Boston City Campus & Business College

Tankiso Motaung, Bachelor of Technology (Electrical), Central University of Technology

Bianca Vermeulen, Bachelor of Technology, Central University of Technology

Karessa Pillay, Bachelor of Technology (Chemical Engineering), Durban university of Technology

Princeton Ellapen, Bachelor of Technology (Chemical Engineering), Durban University of Technology

Lataisha Dharamraj, Bachelor of Technology (Engineering), Durban University of Technology

De Mornay Hamman, Bachelor of Arts Honours (Psychology), Institute of Christian Psychology

Nobubele Phuza, Bachelor of Sociology, Nelson Mandela Metropolitan University

Sian Blackburn, Bachelor of Commerce (Law), Nelson Mandela Metropolitan University

Ntombiyesibini Phumelela Matonana, Bachelor of Arts (Development Studies), Nelson Mandela Metropolitan University

Nkanyiso Mbete, Diploma (Information Technology), Nelson Mandela Metropolitan University

Vhonani Maboga, Bachelor of Arts (Social Sciences), Nelson Mandela Metropolitan University

Nhlakanipo Meke, Bachelor of Commerce (CA Stream), Nelson Mandela Metropolitan University

Nkosinathi Samson Radebe, Bachelor of Commerce (CA Stream), Nelson Mandela Metropolitan University

Lana Ruth Nazer, Post-Graduate Diploma (Financial Planning), Nelson Mandela Metropolitan University

Amy Claire Bobbins, Masters (Pharmacy), Nelson Mandela Metropolitan University

Paul Maritz, Masters (Theology), North West University

Wesley Wessels, Bachelor of Commerce (CA Stream), North West University

Matimu Ngoveni, Bachelor of Science (Computer Sciences & Information Systems), North-West University Vaal Triangle

Jurie Spencer, Bachelor of Commerce (Accounting), Rhodes University

Tamika Fellows, Master of Science (Biotechnology), Rhodes University

Sinenhlanhla Bengu, Bachelor of Business Science (Economics), Rhodes University

T Rudolph Lakaje, Bachelor of Arts (Chinese Studies), Rhodes University

Hayley Camilla Warring, Bachelor of Commerce (Law), Rhodes University

Megan Kim Reid, Bachelor of Science (Zoology and Entomology), Rhodes University

Daisy Ramantshwane, Bachelor of Technology (Environmental Sciences), Tshwane University of Technology

Abdulkader Elyas, Bachelor of Commerce (Actuarial Science), University of Cape Town

Clyde Rajpal, Bachelor of Commerce (Actuarial Science), University of Cape Town

Cassandra Da Cruz, Bachelor of Science (Engineering), University of Cape Town

Thembekani Gwegwana, Bachelor of Commerce (Actuarial Science), University of Cape Town

Fatima Ahmed Solwa, Bachelor of Commerce (Finance), University of Cape Town

Nevali Mohan, Bachelor of Arts (Film and Media), University of Cape Town

Thabo Kopane, Bachelor of Science (Computer Science), University of Cape Town

Nomfundo Mdliki, Bachelor of Science (Audiology), University of Cape Town

Mduduzi Masilela, Bachelor of Commerce (Quantitative Finance), University of Cape Town

Godfrey Tshanda, Bachelor of Science (Occupational Therapy), University of Cape Town

Taalia Crawley, Bachelor of Commerce (Accounting), University of Cape Town

Amy Visser, Master of Technology (Health Sciences), University of Johannesburg

Minyon Ferrero, Bachelor of Accounting, University of Johannesburg

Thato Rethabile Alma Lekabe, Post-Graduate Diploma (Chartered Accounting), University of Johannesburg

Sana Jeewa, Master of Arts (Linguistics), University of KwaZulu-Natal

Sivashen Reddy, Bachelor of Science (Computer Science and Information Technology), University of KwaZulu-Natal

2017/

### 10 OF THE FINEST

NKOSINATHI SAMSON RADEBE

**NELSON MANDELA** 

**METROPOLITAN UNIVERSITY** 

HAYLEY CAMILLA WARRING

GODFREY TSHANDA

**RHODES UNIVERSITY** 

**UNIVERSITY OF CAPE TOWN** 

THABO KOPANE
UNIVERSITY OF CAPE TOWN

SIVASHEN REDDY

**UNIVERSITY OF KWAZULU NATAL** 

EMMA ALIMOHAMMADI

**UNIVERSITY OF PRETORIA** 

**ROXANNE DICKSON** 

**UNIVERSITY OF PRETORIA** 

**LEE BAATJES** 

**UNIVERSITY OF STELLENBOSCH** 

**LUNGELWA MAMBESI GOJE** 

UNIVERSITY OF THE

**WESTERN CAPE** 

**KEANAN THEUNISSEN** 

UNIVERSITY OF THE

WITWATERSTRAND

Lungelo Mbatha, Bachelor of Arts Honours (Philosophy), University of KwaZulu-Natal Meshen Moodley, Bachelor of Commerce (Accounting), University of KwaZulu-Natal

Michael Schumann, Bachelor of Engineering (Civil Engineering), University of Pretoria

Mishkah Abdool Sattar, Bachelor of Laws, University of Pretoria

Zaleekhah Dawood, Bachelor of Statistics, University of Pretoria

Hilde von Grüning, Master of Science (Biotechnology), University of Pretoria

Arend Kahlau, Bachelor of Commerce (Business Management), University of Pretoria

Ashleigh Sent, Bachelor of Medicine and Surgery, University of Pretoria

Ruan Gräbe, Bachelor of Engineering, University of Pretoria

Ryan Thomas Van Rensburg, Bachelor of Commerce (Information Systems), University of Pretoria

Alwin Robin, Bachelor of Actuarial Science (Financial Mathematics), University of Pretoria

Shannon Barnard, Bachelor of Commerce (Communication Management), University of Pretoria

Targo Dove, Bachelor of Engineering, University of Pretoria

Jean Ruan Stols, Bachelor of Engineering (Chemical Engineering), University of Pretoria

Lawrence Jordaan, Bachelor of Science (Human Genetics), University of Pretoria

Roxanne Dickson, Bachelor of Laws, University of Pretoria

Rethabile Toona, Bachelor of Science (Human Physiology), University of Pretoria

Tian Lategan, Bachelor of Science (Actuarial Science), University of Pretoria

Arlene Lehman, Bachelor of Engineering (Chemical Engineering), University of Pretoria

Melissa Rudo Mushonga, Bachelor of Commerce (Marketing), University of Pretoria

Heike Schroder, Bachelor of Science (Architecture), University of Pretoria

Kelly Sian McLachlan, Bachelor of Commerce (Business Management), University of Pretoria

Andrea Yazbek, Bachelor of Human Resource Management (Economics), University of Pretoria

Charne Janse van Rensburg, Bachelor of Science (Health Sciences), University of Pretoria

Cailín Smith, Bachelor of Information Systems (Informatics), University of Pretoria

Justine Dominique van Greenen, Bachelor of Science (Medical Sciences), University of Pretoria

David Richard Buytenhuys, Bachelor of Electrical Engineering, University of Pretoria

Marc Von Goethem, Bachelor of Science Honours (Biotechnology), University of Pretoria

Marko Svicevic, Bachelor of Laws, University of Pretoria

Emma Alimohammadi, Bachelor of Commerce and Laws, University of Pretoria

Mahlolo Clinton Mphahlele, Bachelor of Commerce (Law), University of Pretoria

Maxine Clement, Bachelor of Commerce (Law), University of Pretoria

Thuli Ndlovu, Bachelor of Laws (Law), University of Pretoria

Sriya Beharie, Bachelor of Science (Mathematical Statistics), University of Pretoria

Bonginkosi Ndumo, Post-Graduate Diploma (Internal Auditing), University of South Africa

Cameron Foster, Bachelor of Commerce (Investment Management), University of Stellenbosch

Avuyile Mbangatha, Bachelor of Medicine and Surgery, University of Stellenbosch

Lee Baatjes, Bachelor of Medicine and Surgery, University of Stellenbosch

Amy Pike, Bachelor of Fine Arts (Visual Arts), University of Stellenbosch

Joseph Alappattu, Bachelor of Science (Actuarial Science), University of the Free State

Gaolatlhe Kepadisa, Bachelor of Commerce (Economics), University of the Free State

Zintle Jessica Jamseon, Bachelor of Commerce Hons (Financial Economics & Investment Management), University of the Free State

Rethabile Joy Mochela, Bachelor of Laws, University of the Free State

Charles De Meillon, Bachelor of Laws Honours, University of the Free State (Varsity College Cape Town)

Melissa Anne Wood, Bachelor of Nursing (Professional Nursing and Midwifery), University of the Western Cape

Wikus Botha, Bachelor of Commerce (Information Systems), University of the Western Cape

Viwe Manyifolo, Bachelor of Commerce (Financial Accounting), University of the Western Cape

Samantha Inamoolela Bhengu, Bachelor of Science (Medical Bioscience/Natural Science), University of the Western Cape

Gaynor Charlyn Nelson, Bachelor of Laws, University of the Western Cape

Zintle Zazele, Bachelor of Commerce (Accounting), University of the Western Cape

Nicola Grace de Louw, Bachelor of Commerce (Business), University of the Western Cape

Liso Mtshambela, Bachelor of Commerce (Accounting), University of the Western Cape

Lungelwa Mambesi Goje, Bachelor of Commerce (Accounting), University of the Western Cape

Simphiwe Lamula, Bachelor of Commerce (Accounting), University of the Witwatersrand

Keanan Theunissen, Bachelor of Science, University of the Witwatersrand

Prishanta Sewpaul, Bachelor of Arts Honours (Psychology), University of the Witwatersrand

Kiara Savithri Naidoo, Bachelor of Arts (Psychology), University of the Witwatersrand

Maryietta Chrysostomou, Bachelor of Commerce Honours (Strategic Brand Management), Vega School of Brand Leadership

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### 2016 RISING STAR NETWORK - SOUTH AFRICA

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Amy Bricker, Standard Bank

Brian Mahlangu, Nedbank

Johan De Beer, FNB International

Marco Lotz (Dr), Nedbank

Sharmila Mungal, Nedbank

### **CONSTRUCTION & ENGINEERING**

Byron Jefferys, Siemens Cameron Brauns, Murray & Roberts Power & Energy **Charlene Joseph, Liviero Group** Lazarus Makgalemane, Siemens

### **ENERGY & ENVIRONMENT**

Bianca Wernecke, Eskom Holdings SOC Limited Jana Breedt, Eskom Holdings SOC Limited Leon van Wyk, Eskom Holdings SOC Limited Lungile Malaza, Eskom Holdings SOC Limited Pieter Rosslee, Eskom Holdings SOC Limited

### **ENTREPRENEUR**

Boitumelo (Tumi) Liese, SL Diamond Tools **Grant Gavin, RE/MAX Panache**Lona Mnguni, Gracenet Logistics

Sean Ammon, Cebisile Investments & Business Advisory

Terrence Kommal (Dr), Ayush Healthcare Medical Experts &

Brain Medicine Neuro Diagnostics Institute

### **ICT (TELECOMMS & TECHNOLOGY)**

Gareth Kingston, Britehouse (a Division of Dimension Data)
Heidi Duvenage, Sage
Rashika Ramlal, Telkom
Riaan Cronje, Centracom
Tanya Pieterse, Centracom

### **MANUFACTURING, RETAIL & FMCG**

Genevieve Keshwar, Cipla Pharmaceuticals **Lerato Legoale, Aberdare Cables** Lorraine Naidu, ArcelorMittal South Africa Natasha Eddie, Toyota South Africa Pieter Van Gent, Cipla Pharmaceuticals

### **MEDIA & MAKETING**

Eduardo Pelembe, The MediaShop Linda Chimvumbo-Bindura, Okuhle Media Louise Hefer, The MediaShop Noleen Nagel, Okuhle Media **Tsoku Johnson Maela, Okuhle Media** 

### **MINING & MINERALS**

Ashina Buddu, Anglo American Cornelius Ollewagen, African Rainbow Minerals Hermann Hollhumer, Anglo American Poppy Beauty Mankwana Molapo, Anglo American Rousseau Jooste, Anglo American

### **PROFESSIONAL SERVICES**

Angie Doyle, IQ Business Biase De Gregorio, IQ Business **Dapo Adeyemo, Khonology** Luyanda Mngadi, PricewaterhouseCoopers Regan Stemmers, CIMA

### **SERVICE: PUBLIC & PRIVATE**

Henriëtte Hobbs (Dr), CSIR-Biosciences Jianwei Ren, CSIR-Biosciences Melanie Pretorius, CSIR-Biosciences **Nomthandazo Dlanga, Johannesburg Property Company** Shaakira Chohan, Johannesburg Development Agency

### **TOURISM, LEISURE & HOSPITALITY**

Ashley Smit, Hilton Durban
Beauty Lebelo, Hilton Sandton
Denver Appalsamy, Tsogo Sun, Suncoast Casino, Hotel &
Entertainment World
Driaan Jordaan, Hilton Cape Town City Centre Hotel
Thabo Ngoepe, Peermont Global, Emperors Palace

### TRANSPORT, LOGISTICS & SECURITY

Dikeledi Penelope Moche, Transnet Freight Rail James Jackson, G4S Deposita Mellody Kleingeld, G4S Deposita **Ntsako Nukeri, Transnet Freight Rail** Sally Mieny, Bolloré - Transport & Logistics SA



## **FVIOUS**



### 2016 GRADSTAR NETWORK - SOUTH AFRICA

(University listed as correct at the time of nomination)

Adriel Mebaley, Bachelor of Technology (Project Management), Cape Peninsula University of Technology

Vilencia Parsaraman, National Diploma, Durban University of Technology

Kirsten Smith, Bachelor of Social Sciences (Psychology), Monash University

Mamodikwe Kungoane, Bachelor of Public Health, Monash University

Muhammad Raafay, Siddiqui, Bachelor of Business Science (Economics), Monash University

Seannah Head, Bachelor of Social Science (Psychology), Monash University

Tsholofelo Gomba, Bachelor of Computer and Information Sciences (Application Development and Networks), Monash University

Wura Makinde, Bachelor of Business Science (Accounting), Monash University

Adewale Samuel, Osifowokan, Bachelor of Commerce (Economics), Nelson Mandela Metropolitan University

Anika Keils, Bachelor of Commerce (Marketing), Nelson Mandela Metropolitan University

Lauren O'Neil, Bachelor of Commerce (Business Management), Nelson Mandela Metropolitan University

Lawrence Mwape, National Diploma in Civil Engineering (Water Engineering), Nelson Mandela Metropolitan University

Siggibo Jack, Bachelor of Arts (Economics and Development Studies), Nelson Mandela Metropolitan University

Zacharia Manyoni, Bachelor of Science (Computer Sciences), North West University

Ivy Kinyanjui, Bachelor of Arts (Organisational Psychology), Rhodes University

Tafadzwa Nyamugafata, Bachelor of Commerce (Law), Rhodes University

Tapiwa Chiri, Bachelor of Commerce (Accounting), Rhodes University

Thomas Nicholson, Bachelor of Science (Biochemistry and Microbiology), Rhodes University

Tinashe Jani, Bachelor of Commerce (Information Systems), Rhodes University

Ahmed Syed, Bachelor of Science (Chemical Engineering), University of Cape Town

Arshad Abrahams, Bachelor of Business Science (Analytics), University of Cape Town

Mamello Rantseuoa, Bachelor of Business Science (Finance), University of Cape Town

Nicole Dunn, Bachelor of Social Science (Politics, Philosophy and Economics), University of Cape Town

Phomelelo Frans Mothapo, Bachelor of Science (Occupational Therapy), University of Cape Town

Rachel Serraf, Bachelor of Medicine and Surgery, University of Cape Town

Sabeehah Kootbodien, Bachelor of Commerce (CA Stream), University of Cape Town

Sanelisiwe Mhlambi, Bachelor of Science (Geology), University of Cape Town

Vuyolwethu Nkosi, Bachelor of Business Science (Statistics), University of Cape Town

Anisa Ingrid Inshallah Mazimpaka, Bachelor of Business Information Technology (Development Software), University of Johannesburg

Anoziva Gumbie, Bachelor of Arts (Public Management and Governance), University of Johannesburg

Melanie Powell, Bachelor of Arts (Human Resource Management), University of Johannesburg

Nthabiseng Malebane, Bachelor of Laws, University of Johannesburg

Prince Matope, Bachelor of Accounting (Accounting), University of Johannesburg

Prishanta Sewpaul, Bachelor of Arts (Psychology), University of Johannesburg

Tshepo Magoma, Bachelor of Arts (Public Management and Governance), University of Johannesburg

Priyanca Pillay, Bachelor of Business Science (Information Systems and Technology), University of Kwa-Zulu Natal

Sivashen Reddy, Bachelor of Science (Computer Science), University of Kwa-Zulu Natal

Tureyan Cooppan, Bachelor of Science (Chemical Engineering), University of Kwa-Zulu Natal

Adebayo Okeowo, Bachelor of Laws, University of Pretoria

Ahmed Elbeiti, Bachelor of Commerce (Marketing Management), University of Pretoria

Amanda Mabuza, Bachelor of Commerce (Financial Sciences), University of Pretoria

Amy Botha, Bachelor of Commerce (Communications), University of Pretoria

Andine Erasmus, Bachelor of Science (Zoology), University of Pretoria

Betty Kwati, Bachelor of Science (Biochemistry), University of Pretoria

### 2016

### **10 OF THE FINEST**

ADEWALE SAMUEL OSIFOWOKAN

**NELSON MANDELA** 

**METROPOLITAN UNIVERSITY** 

AHMED SYED

**UNIVERSITY OF CAPE TOWN** 

**NICOLE DUNN** 

**UNIVERSITY OF CAPE TOWN** 

**CYAN BROWN** 

**UNIVERSITY OF PRETORIA** 

PAUL SSALI

**UNIVERSITY OF PRETORIA** 

**DAVID HENDRICKS** 

**UNIVERSITY OF THE** 

**WESTERN CAPE** 

**FREDDY KIDO** 

**UNIVERSITY OF THE** 

**WESTERN CAPE** 

**TENDAI SAMKANGE** 

**UNIVERSITY OF THE** 

**WESTERN CAPE** 

**WIKUS BOTHA** 

**UNIVERSITY OF** 

**WESTERN CAPE** 

**YOLANDA BAM** 

UNIVERSITY OF THE

WESTERN CAPE

Bianca Gevers, Bachelor of Engineering (Chemical Engineering), University of Pretoria

Bianca Verlinden, Bachelor of Science (Biotechnology), University of Pretoria

Buhle Kalimashe, Bachelor of Commerce (Accounting), University of Pretoria

Carisa Venter, Bachelor of Veterinary Science, University of Pretoria

Carla Greyling, Bachelor of Medicine and Surgery, University of Pretoria

Clare Boswell, Bachelor of Science (Biochemistry), University of Pretoria

Courtney Knowles, Bachelor of Arts (Law), University of Pretoria

Cyan Brown, Bachelor of Medicine and Surgery, University of Pretoria

Dimpho Sekhaolelo, Bachelor of Science (Actuarial and Financial Mathematics), University of Pretoria

Emely Moleko, Bachelor of Arts (Law), University of Pretoria

Francis Wilkinson, Bachelor of Commerce (Human Resource Management), University of Pretoria

Giles Harmse, Bachelor of Engineering (Mechanical Engineering), University of Pretoria

Jagger Bellagarda, Bachelor of Commerce (Informatics), University of Pretoria

Laken Manning, Bachelor of Commerce (Business Management), University of Pretoria

Lehlogonolo Moja, Bachelor of Commerce (Taxation), University of Pretoria

Liesl Visser, Bachelor of Science (Mathematics), University of Pretoria

Oscar Tarique, Bachelor of Engineering (Civil Engineering), University of Pretoria

Patrick Engaba, Bachelor of Engineering (Chemical Engineering), University of Pretoria

Paul Ssali, Bachelor of Engineering (Mechanical Engineering), University of Pretoria

Sorina Mulke, Bachelor of Commerce (Economics), University of Pretoria

Thendo Neluvhola, Bachelor of Commerce (Statistics), University of Pretoria

Theophilus Ramatiie, Bachelor of Clinical Medical Practice, University of Pretoria

Tshiamo Makinta, Bachelor of Science (Actuarial and Financial Mathematics), University of Pretoria

Zaleekhah Dawood, Bachelor of Science (Actuarial and Financial Mathematics), University of Pretoria

Cameron Foster, Bachelor of Commerce (Investment Management), University of Stellenbosch

Daniel Shacksnovis, Bachelor of Commerce (Investment Management), University of Stellenbosch

Shanna Visagie, Bachelor of Arts (French), University of Stellenbosch

Talia Raubenheimer, Bachelor of Commerce (Marketing), University of Stellenbosch

Bongani Anthony Mtotoba, Bachelor of Commerce (Law and Accounting), University of the Free State

Jon-Dylon Petersen, Bachelor of Science (Quantity Surveying), University of the Free State

Linki Scholtz, Bachelor of Commerce (Economics), University of the Free State

Mbali Moeketsi, Bachelor of Arts (Media Studies and Journalism), University of the Free State

Minette Nortje, Bachelor of Commerce and Laws, University of the Free State

Molebogeng Motseke, Bachelor of Arts (Marketing Communication), University of the Free State

Neo Mathinya, Bachelor of Commerce (Agronomy), University of the Free State

Phila Apiwe Tantsi, Bachelor of Commerce (Banking and Investment Banking), University of the Free State

Ramona Govender, Bachelor of Laws (Criminal Law), University of the Free State

Tiisetso Mashele, Bachelor of Science (Mathematical Statistics), University of the Free State

Tshimologo Roestoff, Bachelor of Laws, University of the Free State

Tyrone Morehen, Bachelor of Laws, University of the Free State

Vhuthuhawe Sadiki, Bachelor of Arts (Corporate Marketing and Communication), University of the Free State

Andile Miya, Bachelor of Laws, University of the Western Cape

David Hendricks, Bachelor of Commerce (Information Systems), University of the Western Cape

Freddy Kido, Bachelor of Commerce (Law and Psychology), University of the Western Cape

Jaclisse Lorene Mayoma, Bachelor of Arts (Language and Communication Studies), University of the Western Cape

Jason Van der Schyff, Bachelor of Arts (English), University of the Western Cape

Ken Kruger, Bachelor of Economics and Finance (Economics), University of the Western Cape

Micaela Pauls, Bachelor of Dental Surgery (Dentistry), University of the Western Cape

Tendai Samkange, Bachelor of Pharmacy Honours (Pharmaceutics), University of the Western Cape

Themba Mbangata, Bachelor of Commerce (Economics), University of the Western Cape

Wikus Botha, Bachelor of Commerce (Information Systems), University of the Western Cape

William Moses, Bachelor of Commerce (Information Systems), University of the Western Cape
Wongakazi Pambuka, Bachelor of Science (Computer Science and Information Systems), University of the Western Cape

Yolanda Bam-Mguye, Bachelor of Laws, University of the Western Cape

Puseletso Mothoa, Bachelor of Commerce (Accounting), University of the Witwatersrand

Siphesihle Mbatha, Bachelor of Science, Chemical Engineering, University of the Witwatersrand

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2015 RISING STAR NETWORK - SOUTH AFRICA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Bernard Sebopa, Old Mutual Cindy Naidoo, PPS Joseph Ndaba, FNB **Kristel Sampson, Standard Bank** Tracy Hart, Standard Bank

### **CONSTRUCTION & ENGINEERING**

Alden Van Wyk, Murray & Roberts Power & Energy Hendrik Pretorius, Murray & Roberts Construction **Mbali Mbuli, Murray & Roberts Construction** San-Mari Pretorius, Aveng Grinaker-LTA Thato Twala, Aveng Grinaker-LTA

### **ENERGY & CHEMICALS**

Dudu Hadebe, Eskom Hanno Van Staden, Sasol Jacqueline Bisschoff, Utility Administration Services Kelello Sammering, Eskom **Nokuthula Mtegha, Shell** 

### **ENTREPRENEUR**

Thabang Mabuza, Ulwazi Resource Consultig Grant Gavin, re/Max Panache Laura Reynolds, Recruit Group Tamsyn Ferreira, Alifurn Arthie Moore, Celebrating Humanity International

### **ICT (TELECOMMS & TECHNOLOGY)**

Antoinette Johnson, Innnovation Group Lynette Van Wyk, Centracom Marcelle Appelcryn, Britehouse Automotive **Michelle Ramnath, Britehouse** Stefan Terblanche, Centracom

### **MANUFACTURING. RETAIL & FMCG**

Sivaan Marie, Bidvest Foodservice (Pty) Ltd **Ronnie Mulaudzi, Massmart Services** Manisha Bhika, ArcelorMittal.com Nikola Whelan, Aspen Pharmacare Chevonne Engelbrecht, Evraz Highveld Steel

### **MEDIA & MARKETING**

Clyde Tlou, SuperSport.com Dineo Mahao, Retro Booiz & Other Projects Pty (Ltd) **Jessica Wheeler, Grey Africa** Preetesh Sewraj, Product of the Year - South Africa Ziyanda Buthelezi, MultiChoice Africa

### **MINING & MINERALS**

Jayshree Brijball, Exxaro Resources **Sandra Seabela, Optimum Coal** Nicholas Maphari, Exxaro Resources Ziphozonke Buthelezi, Tronox Namakwa Sands Abigail Mukhuba, Exxaro Resources

### **PROFESSIONAL SERVICES**

Grant Wilkinson, Global Business Solutions
Janko Kotze, PwC
Lee Naik, Accenture
Palesa Makobe, KPMG
Shaun Hangone, Von Lieres Cooper Barlow & Hangone

### **SERVICE: PUBLIC & PRIVATE**

Dr Kajal Lutchminarian, King Edward Hospital
Gerinda Jooste, SAICA
Lusanda Ncoliwe, Umgeni Water
Tatenda Zingoni, BroadReach Healthcare
Brightness Mangolothi, Nelson Mandela Metropolitan University

### **TOURISM, LEISURE & HOSPITALITY**

Fanie Meintjes, Hilton Worldwide, South Africa Nadia Virasamy, Moving into Dance Mophatong Grant Oliver, Hilton Worldwiide, Hilton Cape Town Roxanne van Niekerk, Hilton Worldwide, South Aftrica **Amy Mortlock, STA-Travel** 

### TRANSPORT, LOGISTICS & SECURITY

Cecilia Albertyn, G4S South Africa **Connie Mdladla, Khaas Logistics** Daniel Van Der Merwe, DHL Express Darrin Hedley, G4S South Africa Kevin Stout, Unitrans



## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2015 RISING STAR NETWORK - KENYA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Angela Okinda, Alexander Forbes Financial Services Gideon Mugendi Njeru, Gulf African Bank Mary Mueni Ngui, Liberty Life Assurance Nelson Odhiambo Masimba, Kenya Commercial Bank **Wilson Obwatinya, Real People Ltd Kenya** 

### **CONSTRUCTION, ENERGY & CHEMICALS**

Alfred Oseko Nyanchoka, KenGen Charity Wambui Maina, Hashi Energy Ltd Maureen Amore, Kenya Power & Lighting Company Ltd **Nimo Abdullahi Hussein, KenGen** Steve Onyango Okiri, Tata Chemicals Magadi Ltd

### **ENTREPRENEUR**

Bovince Ochieng, Talent Industry Ltd Christine Khasinah-Odero, Supamamas Emily Thaara Njuki, Smart Solutions Africa Ltd Felix Nicholas Bukachi, Fastrax Solutions Ltd

### **ICT (TELECOMMS & TECHNOLOGY)**

Edgar Opata, Liquid Telecom Joseph Gatheru Mugo, Wisedigits Ltd Nancy Tumaini Kalama, Airtel Kenya Nicholas Kinoti, Trendmak Computers Limited **Phyllis Migwi, IBM East Africa** 

### **MANUFACTURING, RETAIL & FMCG**

Barrack David Otieno Onyango, Sanergy Ltd **Daniel Njuguna, East African Breweries Limited - Kenya**Obadiah Kiprono Rotich, Unga Ltd

Sally Auma Ochola, Crown Paints Kenya Limited

Sarah Machungo, Crown Paints Kenya Limited



Anne Kiunuhe, Anjarwalla & Khanna Advocates
Lorraine Kamule Masinde, Simba & Simba Advocates
Mary Nicoleta Muthoni Mwangi, Bella Borsa Consultants
Stephen Obock Oloo, KPMG Kenya
Tirus Wanyoike Kamau, Strathmore University - @iLabAfrica

### **TOURISM, LEISURE & HOSPITALITY**

Alexander Kavita, The Vineyard.
Angela Mwenderani, Best Western Premier Hotel Nairobi
Christine Wanjiru Wambura, Nairobi Java House
Jeremiah Mutisya, Basecamp Explorer Kenya
Nicholas Mwangi, Fairmont Mount Kenya Safari Club

### TRANSPORT, LOGISTICS & SECURITY

Jacob Oduor The One Consultants Limited Julius Kamau Virginia, Bollore Africa Logistics **Noelle Priscilla Mwihaki Kamau, DHL Express (K) Ltd** Patricia Omondi, DHL Express Stephen Katiwa Kilonzo , DHL Express

# VIOUS VIGO

(Companies listed as correct at the time of nomination)

### 2014 RISING STAR NETWORK - SOUTH AFRICA

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Marlon Reddy, Standard Bank Sonja Pascoe, Standard Bank Caren Robb, afb Isabella de Langa, Standard Bank Mayandree Govender, Standard Bank

### **ENERGY & CHEMICALS**

Mxolisi Bhebhe, Engen Petroleum Lisa Ferraz, Engen Petroleum Nobleman Kani, Engen Petroleum Nthabiseng Mutisya, Engen Petroleum Adriana De Beer, Sasol

### **ENTREPRENEUR**

Zuko Mandlakazi, Six Sib Inc & Ibrik Pty Ltd Asanda Ngoasheng, Fiction Imitates Reality Harry Welby-Cooke, Action Coach Anda Maganda, AM Groups Justine Botes, Prize Voucher

### **ICT**

Noleen Ilunga-Muleya, Wipro Thato Padi, Innovation Group (Pty) Ltd Clara Namnick, Business Connexion/Accsys Muthe Rambuwani, PCubed Tamika Mercedes, Innovation Group (Pty) Ltd

### **LOGISTICS & SUPPLY CHAIN**

Francois van Rensburg, Dovetail Business Solutions
Leeanne Soobramoney, The Point Of Purchase Warehouse
Olebogeng "Lebza" Seameco, Transnet Freight Rail
Emma Gwala, Transnet Port Terminals
Khanyi Mamba, DHL Express

### **MANUFACTURING. RETAIL & FMCG**

Joanne Hodgson, Ellerine Holding Limited Millicent Molete, Nestlè Andrew Jackson, DeonWired: MassMart Kim Jensen, Aspen Pharmacare Werner Beukes, Ellerine Furnishers, (Pty) Ltd.

### **MEDIA & ADVERTISING**

Lee-Anne Coosner, Media24 Weekly Magazines Xolane Ngobozana, Viruz Empire Entertainment Theogaren Moodley, Bonngoe.tv **Joey Legodi, SAfm Radio 104 - 107/SABC** Wayne Hempe, TBWA Hunt Lascaris

### **MINING & MINERALS**

Glen Nwaila, Sibanye Gold Limited
Neo Hutiri, ArcelorMittal South Africa
Brendan Marais, ArcelorMittal South Africa
Frances Phillips, ArcelorMittal South Africa
Celia Malahlela, Denel Land Systems

### **PROFESSIONAL SERVICES**

Jutta Villet, DAV Professional Placement Group **Rohitesh Dhawan, KPMG** Arthie Moore, Celebrating Humanity International (Pty) Ltd Angie Botes, Dante Personnel Recruitment Pty Ltd Georgina Smit, Arup

### **SERVICE: PUBLIC & PRIVATE**

Wiebke Toussaint, Engineers Without Borders South Africa
Benita Olivier, University of the Witwatersrand
Thandeka Mazibuko, Sinomusanothando Community Developement
Mashilo Mpya, MSC Business College
Mandisa Singata, Effective Care Research Unit, East London

### **TRANSPORT & HOSPITALITY**

Marvin Theron, City Lodge Hotels Dominic Fry, Hilton Worldwide Malcolm Fynn, Hilton Worldwide **Craig Donaldson, Hilton Worldwide** Abia Rakoma, City Lodge Hotels



## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2014 RISING STAR NETWORK - KENYA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Mahesh Acharya, Kaplan & Stratton Advocates
Nicholas Kyalo, Professional Marketing Services Ltd
Jackson Wande, Silikon Training & Consultancy
Clare Wamalwa, Tell em pr (EA)
Silvanous Inyangala, Ernst & Young

### **CONSTRUCTION, ENERGY & CHEMICALS**

Fredrick Gendi, Bamburi Special Products Ltd Caroline Mavuti, KenolKobil Sylvia Atieno, Engen Kenya Ltd **Austin Adoyo, Engen Kenya Ltd** Kemunto Michieka, Engen Kenya Ltd

### **ENTREPRENEUR**

Martin Kiarie, Bean Interactive Limited
Levis Maina, Sullivan Marketing
Dorothy Ghettuba, Spielworks Media Ltd
Anthony Mwaura, Dream IT Computling Ltd

### **ICT (TELECOMMS & TECHNOLOGY)**

Breneen Elisha Maloba, SevenSeas Technologies Moses Gitonga, Digital Works Limited Moses Mwangi, Alrtel Kenya **George Namisi, Alrtel Kenya** Susan Onyach, Alrtel Kenya

### **FINANCIAL SERVICES**

Samuel Kigotho, British American Insurance George Ndegwa, CfC Stanbic Samuel Ruugia, Kenya Reinsurance Corporation Limited Davis Onsakia, Kenya Reinsurance Corporation Limited **Eunie Khimulu Nyakundi,** Resolution Insurance Company Limited



Christine Njeri, DHL Express Kenya Faith Muthama, DHL Express Kenya Peter Njuguna Waweru, Strac Investment Ltd **Abdallah Ali Wereh, DHL Express Kenya** Clement Okun, Sandy Carriers Ltd

### **MANUFACTURING, RETAIL & FMCG**

Daniel Nyange, Deepa Industries Ltd Abdul Kairo, Nakumatt Holdings Ltd Olajide Osuntubo, Unilever Daoisy Chepng'etich Rono, Text Book Centre Ltd Nganga Hellen, Stantech Motors

### **SERVICE: PUBLIC & PRIVATE**

Francis Chege, The League of Young Professionals Gladwell kahara, United Nations Environment Programme Mary Waceke Thongoh Muia, Central Bank of Kenya Allan Tollo, Gertrude's Children's Hospital Rose Ronoh, KenTrade

### **TOURISM & HOSPITALITY**

Mbithe Wambua, Fairmont The Norfolk Alex Kavita, Fairmont The Norfolk Ruth Karonjo, Best Western Premier Nairobi **Anicoh Nathaniel, Best Western Premier Nairobi** Pauline Suchi, Hilton Nairobi

## PREVIOUS Stars

(Companies listed as correct at the time of nomination)

### **2013 RISING STAR NETWORK - SOUTH AFRICA**

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Adriaan Kloppers, AIG South Africa Limited Brandon Garbutt, Liberty Life Setlogane Manchidi, Investec Yaseen Ismail, AIG South Africa Ltd

### **ENERGY & CHEMICALS**

Chantelle Greyling, Natref / Sasol Cobus Pieterse, Sasol Technology **Dineo Kwili, Consolidated Power Projects** Tshifhiwa Maphala, Shell South Africa Warwick Hayes, Sasol

### **ENTREPRENEUR**

Chris Dykes, Infinity Learning
Justin van der Walt, Just PC's
Lali Tshikalange, Key Recruitment Group
Ella Bella, Generation Earth
Wayne Sinclair, Sundowner Adventure

### **ICT**

Gerard Dumont, IBM Kathleen Langman, IBM Tamzin Burrill, IBM South Africa Tatenda Nyakubaya, ACCSYS

### **LOGISTICS & SUPPLY CHAIN**

Leeanne Soobramoney, The Point Of Purchase Warehouse Ntando Mpofu, SAEL Shaun Naidoo (Vishnu), Rohlig Grindrod **Siveshnie Moodley, Rohlig-Grindrod** Sylvester Moodley, Kuma Freight cc

### **MEDIA AND ADVERTISING**

Claudia Cutino, Strike Media **Paul Jackson, Volcano Group**Roberta Naidoo, Africa Business News
Shaun Naidoo, Love Johannesburg

### **MINING & INDUSTRIALS**

Gerald Wolmarans, Evraz Highveld Steel and Vanadium Ltd Nkuli Bogopa, Rio Tinto Sarel Emmerick, ArcelorMittal South Africa Travesh Ramkhelawan, ArcelorMittal South Africa

### **PROFESSIONAL SERVICES**

Agnes Dire, SizweNtsalubaGobodo Charles Douglas, Bowman Gilfillan Kim Dowdeswell, SHL South Africa Bonolo Sinobolo, KPMG **Mmuso Selaledi, KPMG** 

### **PUBLIC & PRIVATE SERVICE**

Jeri-Lee Mowers, Rand Water
Kasturi Moodaliyar, University of Witwatersrand School of
Law
Nicolene Barkhuizen, North-West University
Priza Mantsena, The South African Post Office
Seipati Mangadi, GGDA

### **PUBLIC SECTOR**

Annie Maboea, Kids Haven Brendan Barthasarthy, TFR/Transnet Imameleng Kabane, Transnet Zeenat Adam, DIRCO

### **RETAIL/FMCG**

Ashleigh Mc Currie, Wetherlys
Jaco du Plessis, Ellerine Holdings
Teboho Chomane, Ellerine Holdings
Tsakane Mtenjane, Kimberly Clark

### **TOURISM & HOSPITALITY**

Mariska Botha, Park Inn by Radisson Sandton **Ravi Nadasen, Tsogo Sun** Simo Mthimkulu, City Lodge Hotels Limited Tshidi Mkhosana, FEDHASA





# VIOUS VIGO

(Companies listed as correct at the time of nomination)

### 2012 RISING STAR NETWORK - SOUTH AFRICA

Rising Stars in each sector indicated in bold

### **BANKING & FINANCIAL SERVICES**

Litha Magingxa, Land Bank **Oluwatoyin Oladiran, Land Bank** Stefan Jansen van Vuuren, Land Bank Victor Mabuli, Land Bank

### **BUSINESS SERVICES**

Dylan James, Cape Media Hazel Ngobeni, DHL Heather Goode, Midrand Graduate Institute Taryn Haynes-Smart, LRMG Performance Agency

### **ENERGY & CHEMICALS**

Adri de Beer, Sasol **Lorraine Smith, Sasol** Shamini Harrington, Sasol Terence Abboo, Eskom

### **ENTREPRENEUR**

Christopher Dykes, Infinity Learning Jodene Shaer, Lifeology/Chat Factory Lee-Anne Curtis-Cox, Evolution Recruitment Lekwetse Trinity Ncala, T&T Appointments **Linda Galvad, Sought After Seedlings** 

### **FINANCIAL SERVICES**

(Siyabonga) Gugu Nxiweni, KPMG **Kate Moodley, Discovery Holdings** Kuben Moodley, Ernst & Young Wikus Botha, Ernst & Young



**HOSPITALITY** 

Candace - Claire Paul (Habib), Abercrombie & Kent **Jackie Williams, Tsogo Sun** Kagiso Dumasi, Sun International Lynton Swatton, Premier Hotels Ravi Nadasen, Southern Sun, The Cullinan - Tsogo Sun

### **ICT**

Gugu Mthembu, MTN Ian Munro, BSG **Jean du Plessis, Quirk eMarketing (Pty) Ltd** Ken Horn, Riso Siyamkela Makoma, Quirk eMarketing (Pty) Ltd

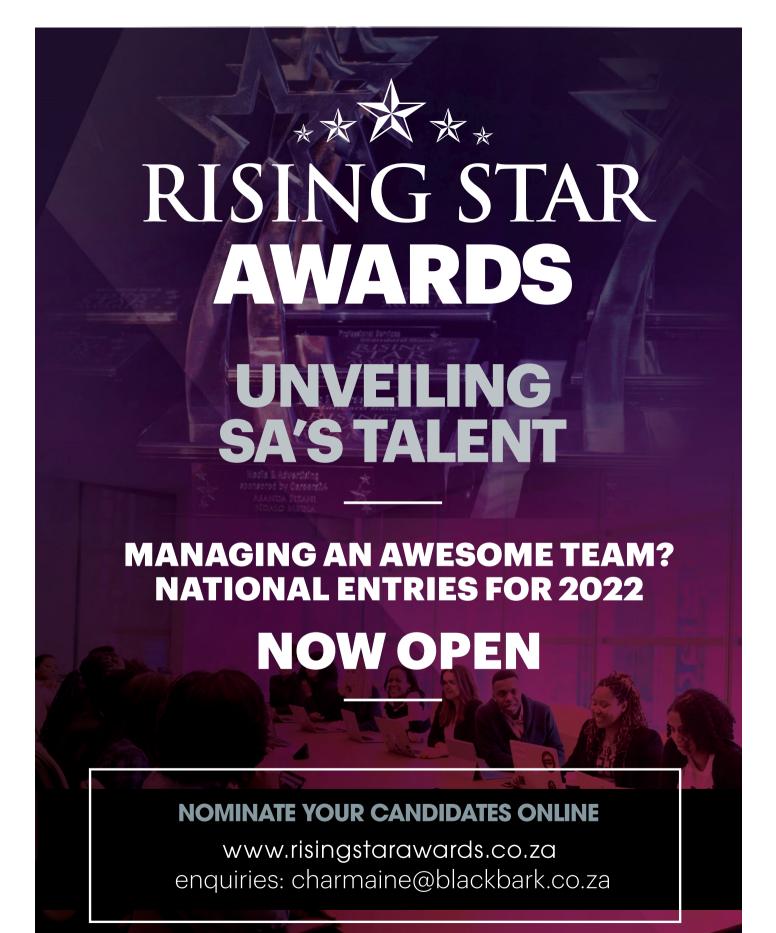
### **MINING**

Gomotsegang Virginia Monga, Anglo American Platinum **Nhlanhla (Terance) Nkosi, Rand Refinery** Ogodiseng Senye, Sasol Mining Thabo Nzima, ARM

### **PUBLIC SECTOR**

Annie Maboea, Kids Haven Brendan Barthasarthy, TFR/Transnet Imameleng Kabane, Transnet Zeenat Adam, DIRCO









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