

EMBA 20/2018

DELEGATE PROFILES



Graduate School
of **BUSINESS**
UNIVERSITY OF CAPE TOWN



The EMBA Team welcomes you to the programme. We look forward to sharing your learning journey with you.

Kosheek Sewchurran, *Director of the EMBA*

EMBA VALUES

As a community, we ask that you adhere to the basic principles and values of the University.



Consistency,
timekeeping
and
professionalism



Respect and tolerance
for cultural, religious,
political, and other
differences and
acknowledgement of
the value of diversity
in society



Respect for
individual
privacy, dignity,
and
the right to
personal choice



Intellectual
honesty and
respect

We trust that, together, we will move forward in a positive and respectful manner.



SHERRY WALKLETT

Learning Support manager

Sherry will ensure that you achieve maximum benefit throughout the programme. She is here to support your personal and academic development.

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GLEND A WEBER

EMBA Programme Manager

Glenda takes care of the logistics. She arranges all events/fieldtrips on the programme. She takes care of the course scheduling, your registration and other logistical matters.

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JAMES A. MABUNDZA

Key Accounts Manager, Swaziland Electricity Company Limited (SEC)

Mabundza is responsible for building and managing key customer relationships by ensuring that needs and expectations are met through excellent provision of quality service and supply. He describes his role as a strategic one-stop-shop position to ensure that the service experience of key customers is maximised.

Mabundza holds a Bachelor's degree in Social Science, majoring in Economics and Accounting, from the University of Swaziland and a Postgraduate Diploma in Management Practice from the GSB. He also completed a short course in customer service management at the University of South Africa.

He believes that the number one challenge facing today's leaders is that of complexity in an uncertain and ever-changing environment. "The actions of the past do not always yield the same results when taken in future. Leaders need to possess tools that will help them make sense of the numerous challenges, and even anticipate what could happen, in order to make informed decisions. This should be a continuous process of learning, unlearning and relearning as we progress in the journey of discovering oneself and the environment," he says.

It is this vision which led him to enrol in the EMBA programme where he hopes to build his leadership capacity at an organisational level. He says, "it is exciting to be part of the GSB family - as the leading business school in Africa it is the ideal institution to help me attain my ambitions. I am expecting a very significant paradigm shift that will help me contribute positively to shaping the future of my organisation and society".





BARCELONA TSAUSES

Director of Operations, Dundee Precious Metals Tsumeb

Tsauses has served as the Director of Operations at Dundee Precious Metals Tsumeb since 2016 and has transformed the business into a stable operation. She has over ten years of experience working in commodities such as zinc processing, uranium processing and copper smelting.

Tsauses has extensive experience in the design, commissioning and successful management of various plant units including the state of the art Sulphuric Acid Plant at Dundee Precious Metals. She also set up the operational readiness programme for the plant and recruited the employees that are currently operating the plant successfully.

Tsauses holds a Bachelor of Technology degree in Chemical Engineering from the Cape Peninsula University of Technology. In 2009 she was awarded outstanding achievement for the design and commissioning of a project by JIMEC - a young achievers' award in which Anglo American engineers competed globally.

She believes that guiding change is the challenge that most leaders face today due to the ever-growing digital world. She joined the EMBA programme to develop her strategic leadership skills.

JEROME MORKEL

Managing Director, Tandym Print [Pty] Ltd

Directorships: Bespoke Media [Pty] Ltd; Bacemor Investments & Bacemor Holdings

Morkel describes his role as leading and managing his team to ensure the continued, sustainable growth and profitability of the business. His responsibilities include strategic market-positioning; development and maintenance of key accounts; and driving continuous improvement of the human and capital resources of the business divisions.

He holds a diploma in Internal Auditing from Cape Technikon, and has completed various print management courses locally, and abroad. Morkel is an alumnus of the London Business School, where he has attended executive education courses for the last five years.

Morkel believes the key challenge facing South African businesses is the inability to successfully adapt to change. He comments, “this change is happening in so many spheres, ranging from rapidly advancing technology to employing a new generation of employees with different aspirations and work ethics”.

On choosing the EMBA programme, he says, “my reason for deciding on GSB is based on its stellar reputation for providing a unique learning experience. I do not seek career advancement or promotion, nor am I looking to enhance my curriculum vitae. Instead, I aim to stretch myself - to unlock new competence, agility and resilience. I plan to enhance my ability by putting to good use the intellectual and practical tools I will be exposed to. I’m keen to surround myself with smart, highly motivated, driven individuals from whom I can learn, and explore shared experiences”.

He adds that, “the business must benefit by investing in me. I wish to emerge from the programme as a stronger leader, armed with strengthened ability to deal with complexity in a continuously changing business landscape”.





CLIFFORD RETIEF

Sales and Marketing Director, DB Group

As the Sales and Marketing Director for the DB Group, Retief is responsible for the complete sales function of all the subsidiaries within the group and all marketing and communication with clients and end consumers. Originally a salt mining business, the group has expanded into the refining, distribution, and packaging of salt related products and currently supplies various industries throughout Africa with an array of products.

Retief's motivation for joining the EMBA programme is to become a more complete leader – one with a clear vision who is focused and courageous. "To become that, I need to acquire the necessary tools and skills - I believe that this programme will provide that and unlock my true potential which in turn will lead to greater responsibilities," he says.

Retief believes that a key business challenge is simply to focus. "We are continuously influenced and distracted by so many things it is sometimes difficult to make sense of it all, so if you do not genuinely focus you will not be able to lead with purpose and authority," he says.

FEROSE OATEN

CEO, TUV SUD South Africa (Pty) Ltd

Managing Director, AVTS Roadworthy Stations (Pty) Ltd

Oaten is responsible for the management of AVTS Roadworthy Stations, an organisation with seven branches and 80 staff members that has recently celebrated 25 years in business. Her role includes overall strategic direction, growing the business, financial management, human resource management and stakeholder engagement.

As CEO of TUV SUD South Africa, Oaten provides oversight, management and business development for the Systems Certification, Marketing and Auto Services divisions.

She holds a Diploma in Library and Information Science from the University of Cape Town, and has completed the Senior Management Programme (SMP) at the University of Stellenbosch Business School; and the Executive Leadership Programme at the University of St Gallen.

Oaten feels that after 25 years, she wants to take the business to the next level and this is her motivation for joining the EMBA programme. She also hopes to gain personal development and broader thinking. "I want to engage with other CEOs to trigger my thinking, to see other possibilities and to change or confirm my perspective," she says.

Oaten believes the key challenge in today's business world is managing the expectations of the millennial workforce, and the current employee base, as these expectations have been shaped by rapid changes in technology and access to instant information.





FOLABI ESAN

Partner, Adlevo Capital

Esan is a Founding Partner of Adlevo Capital - the first private equity firm to specialise in growth-stage investments in technology-enabled companies in Sub-Saharan Africa. Previously, he served as Managing Director of SAP Nigeria and Regional Manager for SAP West Africa and held other positions at Bain & Company and Andersen Consulting.

Esan is an avid entrepreneur and has successfully run two companies - Techno-Diffusion (an idea incubator) and Heureka Consulting (a provider of technology marketing services). He is the president of the Stanford Alumni Club of Nigeria and the Nigerian-German Business Association (NGBA).

He holds a first-class degree in Mechanical Engineering from Ahmadu Bello University in Nigeria; a Master's in Manufacturing Systems Engineering from Stanford University and a Master's in Innovation Systems and Technology Policy from the University of London.

LOUIS LOUW (LJ)

Project Manager, Sasol

Sasol Group Technology provides technical and project management support to various business units within Sasol. In his role as Project Manager, Louw is responsible for a portfolio of projects in the oil and gas sector, including the development of a 400MW gas to power project in Mozambique.

Louw holds a Bachelor's degree in Industrial Engineering and a Master's in Engineering and Project Management from the University of Pretoria.

His expectation from the EMBA programme is to acquire the right skill set, know-how and confidence to enable strategic thinking and decision making, that is not limited by his experience, background or perceptions. "In addition, I want to enhance my ability to think analytically and holistically, and increase my capability to seek novel solutions," he says.

Louw feels that the biggest challenge leaders' face is reaching out to a diverse society to create an inspiring, inclusive and united vision that is in the best long-term interest of an organisation and country and is not affected by short-term populist demands or politics.





MATSHEDISO MAROTA

General Manager, Sekelo Oil Trading

Chairperson, Burgan Cape Terminal

As General Manager of Sekelo Oil Trading, Marota is accountable for the management and governance of the company as well as the profitability of the business. She manages five professionals and enjoys the support of many functional (HR, legal, HSE) and technical (oil trading) experts locally and abroad. Marota is also responsible for transformation and business development in South Africa's ever evolving B-BBEE regulatory landscape.

As Chairperson for the Burgan Cape Terminal, Marota leads the business to deliver on its financial performance whilst adhering to sound corporate governance principles, which she delivers through ethics-based leadership.

Marota holds a BSc in Chemical Engineering from the University of Cape Town and a BEng Hons in Technology Management from the University of Pretoria.

She chose the EMBA programme to interact with other business leaders, learn the latest management theory and improve her business management arsenal. She says, "many business leaders have not kitted themselves to effectively deal with disruptive innovation which is led by smaller and more innovative players. Incumbents are largely focused on satisfying their core business and innovating for the highest paying customer. This often leaves room for smaller and more innovative players to enter, grow and dominate the bottom-end of the market".

MATHIAS MPAKATI

*Senior Contracts Manager, Stefanutti Stocks Electrical and Instrumentation
- a division of Stefanutti Stocks (Pty) Ltd*

Mpakati is a Senior Contracts Manager responsible for mining and petrochemical projects at a multidisciplinary construction company. He says, “I am seconded to an enterprise development business purchased by Stefanutti Stocks, and as General Manager I am responsible for the day-to-day running of the business”.

Mpakati holds a Cambridge Ordinary Level Certificate and served a four-year electrical apprenticeship. He also holds a craft certificate in Electrical Installation and Maintenance from Bulawayo Technical College and a certificate in Human Geography, Common Law and Institutions from the University of London.

On his expectations for the EMBA programme, he says, “I hope to enhance my experience with more established scientific methods of thought and problem identification and solving, and to unlearn the habits that I have picked up over the years that are not correct, not relevant or archaic. I hope to learn from the establishment, and my peers, how to be universal in thought and not to be restricted to one discipline”.

He believes a key business challenge is that most leaders are still trapped in the “my way or the highway mentality” and give little regard to new ideas.





NAVIN SAMMY

Manager: Business Solutions, Vodacom

Sammy leads a team of Pre-Sales Consultants and System Integrators that consult with Vodacom's multinational customers. He also leads a team of Solution Architects that focus on internal enablement projects (tools and processes) to improve the way the organisation executes Solution Management in doing business across Africa. His responsibilities include building a centre of excellence in System Integration in the areas of Cloud, UC and Security.

He holds an MBA from the Tshwane University of Technology and a Postgraduate Diploma in Leadership from the University of Stellenbosch. He completed a Senior Leaders Development programme at WITS; a CSSA Professional Postgraduate Qualification (Company Secretarial and Governance Professional) and a National Diploma S4 in Electrical Engineering.

He comments, "I want to progress as a leader. I am looking to enhance my skill set in a meaningful and lasting way that will affect how I behave. I have the theoretical background of an MBA so I am looking at the EMBA as a tool to help me as a leader and to help me design and implement strategies in the workplace".

Sammy believes that the number one challenge leaders' face today is that in a world of digitisation, leaders treat others as objects rather than people. He says, "in this world leaders may focus on outputs and efficiencies and lose sight of the human side of people".

PHUMZILE SIZAKELE MTSHALI

Finance Manager, Spirit Sister Productions

Mtshali's responsibilities include assisting the company directors to develop strategies and plans for the organisation's short and long-term financial goals; monitoring finances by coming up with ideas to maximise profits and minimise expenses and analysing industry and market trends to find opportunities to create more profit. She says simply, "as Finance Manager, I am responsible for the financial health of my organisation".

Mtshali holds a Postgraduate Diploma in Management Practice from the University of Cape Town and an Associate in Management Certificate from the University of Johannesburg. She hopes to gain professional and leadership transformation that will assist her in creating the social change needed in South African society. She says, "my decision to pursue my EMBA at this institution is not only based on the fact that the GSB is committed to diversity, but that it also has the ability to create leaders and entrepreneurs who can take this country, and continent, further to compete with other emerging economies". She feels that the GSB exposes its students to diverse perspectives and different cultures all over the world, and this enriches each student's learning and experience.

Mtshali believes that with the rapidly changing global landscape, organisational leaders have to deal with substantial ethical challenges - particularly corruption, bribery and corporate social responsibility. She feels this is the number one challenge faced across public, private and non-profit sectors. She comments, "in recent years there has been a substantial amount of ethical failure amongst leaders. They behave immorally not because they lack access to morality's requirements, in most cases it is simply because they are moved to do something other than what morality requires".





JAISON RAJAN

Operations Manager, Khutala Colliery

Rajan serves as the Operations Manager of a coal mine consisting of an underground mine producing 8.5 Mtpa and a small surface operation producing a further 1.2 Mtpa. The mine has a total of 1 700 personnel. He is accountable for an HOD team of 11 people and manages all aspects of operations, maintenance, planning, projects, health and safety, human resources and finance.

Rajan's responsibilities include the safe delivery of coal to the Kendal power station, fostering and developing a culture of inclusivity amongst employees, and managing stakeholder relations with local government, regulatory bodies and community structures.

He holds a BSc in Mining Engineering and a Master's in Engineering, both from the University of the Witwatersrand. He also holds a Mine Manager's certificate of competency and is a registered Professional Engineer with ECSA.

On his motivation for joining the EMBA he says, "I am hoping to get an experience more enlightening than the standard MBA, specifically in the field of leadership".

Rajan feels that a major business challenge is managing large, diverse teams with a workforce that remains quite distrusting of management.

SHEPERD AISAM

Executive and Head of Corporate and Investment Banking, Stanbic Bank Botswana Limited

Aisam's current role includes managing executives and driving teams, particularly in the development of a country Corporate and Investment Banking strategy, and executing the strategy through specialist product teams. He is responsible for delivering a CAGR that exceeds the market, and is accountable for revenues of approximately R600 million, and managing costs of R200 million.

Aisam holds a Bachelor of Business Administration from the University of Botswana; a Master of Science in Strategic Management from the University of Derby; and has completed a masterclass in strategic client management – a GSB professional course in conjunction with Standard Bank.

He is looking forward to meeting new people and hopes that the EMBA will help him develop a network of potential collaborators. He is interested in learning new ways of thinking and discovering market-leading approaches to dealing with common challenges across the globe.

Aisam believes a key challenge is to re-invent organisations to ensure that they survive into the future, using technology and digitisation, and to consider how to partner with competition in one ecosystem. He says, “companies that are not thinking about this are having challenges remaining in existence”.





ANDRE SCHEEPERS

Strategic Decision Support Manager, Hulamin

Scheepers describes his role as supporting EXCO and the Hulamin Board in the strategic decision-making process through in-depth feasibility analyses, financial modelling and integration of multi-disciplinary input to reach robust and realistic recommendations. He also supports the business with tools, processes and input to ensure accurate cost modelling and data for business planning.

He holds a Bachelor's degree in Mechanical Engineering from the University of Stellenbosch.

Scheepers says, "The GSB EMBA became my first choice after considering the school's international and local recognition, programme content and fellow participants' level of maturity. I expect the programme's general learning experience, practicality, future relevance and local relevance to be amongst the best South Africa has to offer".

Scheepers hopes the EMBA will consolidate his skills and knowledge. "I hope to learn how to best add value to my future career, the company I work for, and to contribute as much as I can towards society in general going forward," he says.

He believes the number one challenge leaders face today is to effectively shape and execute a strategy to ensure the long-term future of their organisation. This includes harnessing the full potential of all employees, using the most relevant tools and through meaningful engagement.

BRENDAN W COLLEN

Strategy and Business Performance Specialist, MMI Health

Collen's responsibilities include new business ventures and corporate actions. He is custodian of the MMI Health business strategy and the various performance outcomes required to deliver on that strategy - including business cases and benefit realisation.

He holds a BComm; TOGAF Enterprise Architect from Rhodes University. Collen says he was drawn to the EMBA programme as he hopes to learn new thinking and "have new conversations around the way we think, engage and solve for our future in the context of our escalating rate of change".

He believes a crucial challenge for today's leaders is that of social accountability and sustainability in the face of the Tech revolution and emergence of AI.





DAVINA ZIETSMAN

Executive Director, Orenda Advisory and Strategy

Zietsman co-founded Orenda Advisory and Strategy, a consulting firm servicing clients across all industries, with a focus on providing long-term solutions to complex problems in South Africa. With Orenda still in its infancy, she is responsible for numerous tasks including strategy development, research, client facilitation, stakeholder engagement, and financial planning.

On her decision to enrol in the EMBA she says, “the last year has been a transitionary year for me - I moved from a corporate environment into the world of entrepreneurship and shifted from a senior specialist role into an executive director position. I also moved from aviation into broad industry. My decision to apply for the EMBA was influenced by my need for a structured programme to enable this transition”. Through this experience, she hopes to gain learnings, tools, and a network that will support her growth and ambitions, as well as expand her worldview.

Zietsman holds a MScEng in Civil Engineering from the University of Cape Town and a Bachelor’s degree in Civil Engineering from the University of Pretoria.

She believes an important challenge facing today’s leaders is having to balance short-term pressures with long-term objectives. “There is an overwhelming number of problems which require fixing today, juxtaposed against a desired future state which demands equal, if not greater, attention. This is a challenge because our current system promotes myopic behaviour and solutions,” she says.

DR SHAHEEM DE VRIES

*Head: Emergency Medical Services, Western Cape Government Health
Honorary Lecturer, University of Cape Town, Faculty of Emergency
Medicine
CEO, African Federation for Emergency Medicine*

As Head of Emergency Medical Services, Dr De Vries provides oversight and governance of all ambulance, rescue, aeromedical and patient transport services for Western Cape Government Health. This service covers 130 000 square kilometres with a fleet of 260 ambulances staffed by 2000 personnel, all executing nearly 500 000 calls per annum.

His clinical duties include being part of the medical advisory team for maritime medical incidents along the Southern African coastline as well as Wilderness Search and Rescue, and events such as the Cape Town Cycle Tour, Two Oceans Marathon and other major corporate events.

Dr De Vries holds a MBChB from the University of Cape Town, a Diploma in Primary Emergency Care from the College of Medicine South Africa and a Master's in Emergency Medicine (with Distinction) from the University of Cape Town.

He enrolled in the EMBA for the opportunity to engage with industry disruptors, innovators and thought leaders. He says, "I hope to meet individuals who have excelled in their field due to an ability to challenge the accepted view and who are fearless in their willingness to pursue and hold alternate perspectives - in so doing, they not only provide the breakthrough to our most pressing problems but often forge new insights which transcend their industries". He adds, "such an ability and a talent cannot be taught - it must be absorbed through immersion and engaged participation - hence my decision to enrol".

Dr De Vries comments, "today, work has become far more ambiguous, abstract and complex with boundaries far more imprecise and ill-defined. The modern worker faces unprecedented levels of change and uncertainty - elements that render accurate and timely decision making nigh impossible within our large and complex organisations. Leaders who are able to observe, analyse and, more importantly, synthesise these observations into a coherent process of sense-making are better able to respond to the rapidly changing context. They are best able to calmly and confidently navigate their organisations through the many challenges in our constantly evolving, modern societies".





LUZUKO MBAMBANI

Engineer, Prasa T/A Metrorail

As an Engineer at Metrorail, Mbambani's role includes identifying gaps in services offered by the Telecoms department and providing solutions to bridge such gaps; developing technical specifications; compiling tender requests and managing budgets. He also manages junior staff and contractors.

He holds a BSc in Electrical Engineering from the University of Cape Town. Mbambani's primary motivation for embarking on the EMBA programme is to develop good management and leadership skills, and to acquire superior business acumen. He says, "I hope to develop an understanding of what separates successful business leaders from the rest and to gain a broad understanding of business on a global scale".

He believes the most important challenge facing business leaders is overcoming the fear of stepping into unknown spaces - which directly starves innovation and prevents people from trying new things. "I think it is human nature to stick to the safe way of doing things, doing the tried and tested, and having a fear of failure", he says.

COLLEEN LOUW

Project Manager

Louw is the former station manager of CapeTalk and KFM. Whilst there she experienced a rapid career trajectory at Primedia Broadcasting. She joined the broadcaster in 1998 as the Public Relations Manager and swiftly moved up the ladder to become CapeTalk Station Manager in 2003, aged only 28. When Primedia Broadcasting bought KFM in 2005, she took over management of the new music station, retaining her role on CapeTalk. Under Louw's leadership both stations grew in listenership, revenue and influence within the region. During her tenure the brands became an integral part of communities across the Cape.

Louw has led four successful radiothons, which have raised millions for the community. Most recently, Louw led a radiothon across both stations after fires ravaged the Cape Peninsula. In 24 hours they managed to raise R4million for the Volunteer Wildlife Fire Services to support the firefighting effort.

The media landscape has changed dramatically since Louw began her career in radio and she has steered the Cape Town office through a digital evolution. The brands have geared up traditional radio with digital to create effective and innovative solutions that respond to clients' needs. Louw led a sales force that navigated this increasingly complex and dynamic media environment to ensure that these radio brands were relevant and appealing to advertisers and audience alike.

On choosing the EMBA programme, she says, "I hope to challenge what I know as I recalibrate my way forward. At this stage, I am clear on what I don't want to do moving forward. This course I believe will strengthen my understanding of what I would like to do".

Louw has experienced three challenges which she believes are relevant to business today. "As a leader, I found that the key challenge for me was remaining authentic and true in my dealings - this became easier and more intrinsic as I developed. The second challenge was remaining relevant to the environment we served, including the ability to read trends and mould the product to future needs. The third challenge was the maintenance of commercial integrity and growth of profit margins".





BIANCA BUSISIWE KUMALO

Supervisor, Grindrod Intermodal

As a Supervisor in the Transport division of a large logistics company, Kumalo needs to create synergy between the main depot and her department. Her responsibilities include driving departmental revenue, coaching and motivating employees, retaining clients and recruiting new clients, resolving escalated queries, creating workflow processes and managing sub-contractors.

She holds a Postgraduate Diploma in Management Practice from the University of Cape Town and has joined the EMBA programme to expand her management knowledge and skills.

Kumalo believes that interpersonal communication is a critical skill that poses a challenge for leaders in today's business world. She says, "managing difficult situations is a challenge for some leaders, for example to be able to provide one-on-one feedback to their employees, especially when they need to reprimand the employee".

HAZEL PILLAY

Country Manager, Cotton On Group

Pillay leads the South African team of a large retail group to regionalise a global strategy to be commercially successful and relevant in South Africa. She delivers strategy and brand DNA of two Australian brands. Her role includes developing growth strategies around people, product, productivity and profit. She describes her responsibilities as “ensuring that the customer comes first in all our decisions and building supporting plans to deliver a customer experience that remains competitive in a global retail landscape”.

Pillay hopes the EMBA will refresh her thinking by exposing her to leaders from different industries with different experience. She says, “I believe that great ideas and growth come from diversity of people and experience. I need my current abilities, thoughts and ideas to be challenged so that I will grow to reach new levels of performance and enhanced behaviour that will support making a difference in my world, as well as in South Africa”.

She comments, “I endeavour to lead better, develop more opportunities for other people, look for more instances to create jobs, rise up as a woman of colour and use my talents to make changes for women in the work place and in the communities I belong to”.

Pillay believes that the constant evolution in technology, coupled with globalisation, is the greatest challenge for business leaders who need to stay ahead of the game in order to remain competitive. She says, “technology can open many opportunities to improve systems and lead to greater efficiencies and speed-to-customer, but it can be difficult to consistently be ahead and understand which technology will create the greatest impact, and how often to change it”.

She also notes that technology has radically altered the retail business environment, with retail channels changing from “bricks and mortar” to omnichannel. “Technology gives customers access to the world and allows businesses to have global footprints - we need to consistently anticipate change in customer needs and local businesses must learn to play at an international level to compete. All these new options for the customer will require a more complex, agile strategy to deliver a seamless, consistent customer experience”, she says.





ADAM COOKE

Head of Media24 Academy, Media24

As part of Corporate HR, Cooke's focus is running learning and development programmes across the divisions that are of strategic importance. These programmes include the Media24 graduate programme, executive level change management projects and external programmes that position Media24 as a good corporate citizen.

Cooke holds a Bachelor of Arts degree from the University of Cape Town and a Postgraduate Diploma in Journalism from Rhodes University. His motivation for joining the EMBA programme is to gain exposure to other industries after a career spent working in media organisations. He says, "I would like to be better equipped to advise leadership in ways to help define the future shape of their companies".

Cooke feels that the number one challenge leaders face today is dealing with uncertainty. He says, "in the media sector, which has faced over a decade of decline, there are big risks. Uncertainty is a challenge and investments are being made in order to assure the future, but will they work?"

BAZIEL BARENDS

Head of Client Services, Foschini Group

Barends' role spans multiple client-facing IT services, specifically business relationship management between IT and Business. He offers Project Management Office support (including IT Programme Management, Group Business Analysis, IT Training and Change Management), Service Management Centre support (including Head Office End User Computing, Store IT Operations and IT call centres) and IT Process Management.

Barends holds a B.Sc. in Computer Science from the University of Cape Town. He hopes the EMBA programme will provide opportunities for personal growth. "I hope to increase my contribution in the workplace and to South Africa. Ultimately, I am hoping for tangential growth as a person through this course," he says.

He believes that short-term, siloed ideas get more traction in society because they tend to be seen as effective, quick fixes to current problems. Therefore, the biggest challenge for leaders is to resist these pressures and to understand and drive a more holistic way of changing the areas they lead and influence, while fighting hard (often against significant opposition) for buy-in for this approach.

He comments, "the 'Trumps' of the world get traction as much of society has not matured sufficiently on various levels to challenge this thinking (a global example would be the US ignoring global climate change resolutions to create short-term gain for the US population). This applies in business as well, where market pressures force short-term, and sometimes counterproductive solutions, often resulting in failure of these businesses".





GEORGE CAVE

Infrastructure and Integration Management, Standard Bank

Cave oversees technology operations to meet established goals. He leads multi-cultural teams and acts as a trusted advisor to management concerning risks, effected technology within IT Operations and risk management policies. His responsibilities include designing and optimising IT environments and analysing business requirements in order to determine technology needs.

Cave holds an undergraduate degree in Systems Design and Analyses from Oxford University and a Postgraduate Diploma in Digital Business from Emeritus in partnership with MIT Management Executive Education and Columbia Business School. He also completed a New Management Programme and Management Advance Programme at Wits Business School and a PGDip in Management Practice at the GSB.

On his decision to embark on the EMBA programme he says, “the GSB is a well-recognised institute on the African continent that offers superior educational programmes and skills that can be applied immediately in the workplace. My ultimate goals are to enhance my leadership skills and capabilities, including enhancing my future career prospects”.

Cave believes ethical leadership is a core skill requirement that seems to be absent in today’s leadership. “This results in a negative impact in the business activities of organisations (public and private) and ultimately influences the economic growth of South Africa,” he says.

FULUFHELO TSHIKHUDO

Group Risk Manager, Airports Company South Africa

Tshikhudo, together with the risk management team, leads the implementation of an effective risk management process throughout the company to support the achievement of company objectives. Her responsibilities include the development of risk management guidelines and standards that support the management of risks and improve performance.

Tshikhudo holds a BComm and a BComm Honours degree; and two Postgraduate Diplomas – in Financial Accounting and Risk Management from the University of South Africa. She is a certified Risk Management Assurer and certified Internal Auditor.

Her motivation for joining the EMBA is to be better equipped in strategy-setting for improved performance. She is looking forward to learning and sharing with others, particularly tested strategies and work experiences.

She comments, “leaders need to develop strategies that address stakeholder needs and ensure improved organisational performance - a lack of stakeholder analysis, understanding and appreciation poses a challenge”.





DR EMILE PRINCE

Deputy Dean: Clinical Affairs, Faculty of Dentistry, University of the Western Cape

Dr Prince provides executive management and clinical leadership across the six clinical platforms of the Faculty of Dentistry. He is responsible for the effective daily operations of the Dental Faculty, ensuring that its clinical platforms support the clinical training and educational needs of students, whilst delivering on the faculty's community service mandate.

He qualified as a Dentist at the University of the Western Cape, and as a Basic Ambulance Assistant (cum laude) through Emergency Medical Services. Dr Prince also holds a Master of Science (with distinction) in Healthcare and Governance at Loughborough University School of Business and Economics; and a Postgraduate Diploma in Business Management from the GSB.

On choosing the EMBA programme he says, "completing the EMBA will allow me to further develop professionally and enhance my candidacy for more senior positions within the higher education and healthcare sectors".

Dr Prince believes that practising ethical and authentic leadership is a critical challenge for today's leaders. He says, "ethical leadership because there is an obvious lack of trust in our leadership (both in the private and public sector). Being an authentic leader means remaining true to your core values and principles and not altering your course to suit each prevailing wind. Both attributes require character and conviction - traits that are challenging to find in much of our current leadership".

REBAONEG GAELELJWE

Geosciences Manager, Moab Khotsong Mine, AngloGold Ashanti

Gaeleljwe's role is to manage the Geoscience function of the mine to upgrade the geological model's confidence. He also quantifies the Mineral Resource and Lead Competent Person for Mineral Resource public reporting. His responsibilities include providing technical service to the mines, managing geological drilling contracts and providing input for the business planning process and growth projects.

He holds a Bachelor of Science in Geology (Hons), from Wits University; and two Postgraduate Diplomas from the GSB.

On joining the EMBA programme, he says, "I am not new to the GSB - after my initial PGDip (HR) in 2012, I returned in 2017 to do my PGDip (BA). I have enjoyed the structure of the lectures and the emphasis on teamwork during my studies at the GSB. I'm hoping the EMBA will provide me with further training and proficiency in business fundamentals".

Gaeleljwe believes that the number one challenge facing leaders today is making sense of the Volatile, Uncertain, Complex, Ambiguous (VUCA) world to make informed decisions. He says, "this requires leaders to have the ability to read, adapt and stay ahead of changing challenges brought by constantly shifting economic, political, societal and environmental landscapes".





MPUMELELO NHLANGULELA

HOD: Supply Chain Management, The Competition Commission of South Africa

Nhlangulela manages all supply chain activities within the organisation, ensuring efficiency and compliance with applicable laws and regulations. His responsibilities include strategic procurement and implementation; policy update; provision of training and SCM advisory service to all internal stakeholders and the implementation of cost-saving initiatives within the organisation.

Nhlangulela holds a Bachelor of Accounting from the University of KwaZulu-Natal and a Postgraduate Diploma in Management Practice from the GSB.

He anticipates that the EMBA programme will enhance his current management experience and leadership skills to be able to survive in any business environment.

Nhlangulela believes that the most important challenge for today's leaders is the development of employees. He says, "leaders need to develop others and provide guidance - this is often lacking. Additionally, leaders often set targets without taking the resource requirements needed for the task into account".

VUYO KOBOKOANE

Executive Head, PPS Foundation & PPS Academy

Kobokoane provides strategic direction for two newly established legal entities- the PPS Foundation and the PPS Academy. The Foundation implements corporate social responsibility projects and the Academy, a commercial entity, delivers learning and development and is to be operationalised as a training company. Kobokoane is responsible for driving the group's long-term shared value strategy, transformation and implementation.

Kobokoane holds a Postgraduate Diploma in Business Administration from the GSB.

On joining the EMBA programme, she says, "I am on a self-discovery journey to learn and to unlearn. To be exposed to diverse perspectives that can help shape and shift my own comfortable views to new, different and undoubtedly uncomfortable ones".

Kobokoane believes that leaders are confronted by numerous challenges in the business, socio-economic and political environment - and courage, integrity and morality are much needed. She explains, "as these converge in a world that insists on distinguishing between shared value and shareholder value, our moral compass appears to be lost like a needle in a haystack. The world is changing faster than we can say 'corner office' and before we can warm the seats of our high-back leather chairs".

"As leaders we are entrusted with strategies that should effect impactful changes on society. There is an assumed and reasonable expectation of technical expertise, emotional intelligence and probity that comes with our tenure and positions. However, the deficit and disconnect to servant leadership evinced in the current local and global socio-political landscape, demonstrates a disparity with these expectations. In the absence of an anchoring purpose, we have meandered into a self-serving abyss propelled by populism and hollow 140-character strategies and policies. Hubris and its distant cousin venality, have taken hold and our inevitable demise is unfolding, leaving in their wake a litany of disillusioned and disappointed followership. The primary challenge facing us seems to be the lack of courage and integrity to be the lone voice of reason that dares to speak out and act against this".





BONGIWE MABUSELA

Director: Empowerment Transactions, Department of Mineral Resources South Africa

Mabusela reports to the Deputy Director General and provides strategic leadership to the Empowerment Transaction unit. She plays an oversight role on issues relating to Black Economic Empowerment and Preferential Procurement in the mining industry. Her responsibilities include advising on BEE issues.

Mabusela holds a Bachelor of Arts degree in Education from Walter Sisulu University and completed an Executive Development Programme at Wits Business School.

She hopes that the EMBA programme will help her to think at a global level. She says, “I choose hope over fear - I hope I will be able to become a global player on issues of common interest”.

Mabusela feels today’s leaders need to have a long-term vision in terms of choices and should prepare the nation for a new age. She feels that not possessing these qualities is the number one challenge facing leadership.

CHETAN GOSHALIA

Chief of Sales and Marketing, SqwidNet (Pty) Ltd

Goshalia is responsible for go-to-market and on-boarding of channel partners to help achieve revenue and activation targets year-on-year. He says, “part of my role is also to ensure we have the right marketing activities that will help create brand awareness through conferences, online and print media, thought leadership articles and partner engagement events”.

Goshalia has 25 years of work experience, with ten years in senior management roles and has completed a Programme for Management Development at GIBS. He chose the GSB EMBA to encapsulate his years of experience with theory and to help him work in smarter ways. He says, “I hope to become an improved leader and to look at things from a global view”.

He believes the number one challenge facing today’s leaders is survival in chaos. He explains, “we have new technology coming at us at a pace. We have a new generation working with us who have different ways of thinking, ambitions and needs. Competition is tough and people are too inwardly focused, hence lack of focus to execute. Leaders need to redesign the work place with their people in mind. Giving back is important to get the best out of our people”.





DR VUYOLETHU KETI

*Chemical Pathologist, National Health Laboratory Service
Managing Director, SA Path (Pty) Ltd*

As a chemical pathologist, Dr Keti oversees and ensures adherence to quality management systems in the process of laboratory testing. As Director of the company, she oversees the overall running of the business, operations, finance and staffing. She is also involved in business development and interacts with stakeholders in the private healthcare sector.

Dr Keti holds a MBChB, a MSc in Clinical Biochemistry and is a Fellow of the College of Pathologists, SA.

On choosing the EMBA programme she says, “I started a pathology business in 2014, coming from a professional (pathologist) and mostly academic background. It felt like being thrown in the deep end, having to run a business and navigate the private sector. I’ve learnt a lot but I would like to fill in the gaps of my knowledge and skills in business, and also to develop good leadership skills. I have aspirations to run a formidable private pathology business, the first major task being expanding the business footprint nationally. Secondly, I want to play a major leadership role in healthcare in South Africa or internationally, and even across industries. I believe the course shall equip me to achieve the above”.

Dr Keti believes that integrity, good values and ethics form a major challenge for today’s leaders. “It requires one who is a leader to keep the collective benefit top of mind at all times, versus the sometimes very tempting prospects of one’s own gratification at the expense of the collective. Our society is faced with a pervasive need for instant gratification, a prevalence of ‘easy access’ and therefore to remain within integrity and ethics can indeed be very challenging under these circumstances”, she says.

KIM WHITAKER

Co-founder and Managing Director, Once Youth Hotels

Whitaker is the Co-founder and Managing Director of Once Youth Hotels - a hybrid hotel model which combines the best of a three-star hotel and a vibrant backpacker hostel, to create a once-in-a-lifetime travel experience for millennial travellers.

Whitaker oversees business development and the daily running of the hotels. This includes communicating with the reservations, marketing, business development and accounting departments. On a weekly basis she meets with the on-site operational managers to discuss financial projections, operational set-backs, occupancy and HR. Monthly, she works with the accountants on management accounts and budgets.

She holds a BA degree from Stellenbosch University and a postgraduate degree in Marketing and Advertising Communications from the Red and Yellow School. She says, "I learned business acumen through the 'university of life' after starting my first business at 23".

Her motivation for joining the EMBA programme is to expand her business into Africa. She says, "to this end, I hope to learn different strategies applicable to global business. I also want to learn more about financial modelling, strategy on a large scale and define my leadership style and legacy. I hope to make contacts from around South Africa and the continent".

On leadership, she comments, "I can say with certainty that conventional leadership strategies no longer work and that re-inventing oneself as a leader and implementing open-minded and responsive organisational models will be the largest challenge leaders face. From heads of state to corporate leaders, the ability to harness respect from followers or employees and work towards a common goal is vital. With the onset of the internet and social media (i.e. an ever-changing environment) businesses and leaders can no longer just print their message on a billboard - it must permeate every single aspect of their business".





NTHABISENG FUNDAKUBI

Deputy Director General, Department of Water and Sanitation

Fundakubi's key responsibilities are to oversee the functioning of the entities reporting directly to the department and to ensure compliance on issues of good corporate governance, reporting and application of enforcement in accordance to the Act and other prescribed regulatory framework within the sector. She also conducts monitoring and evaluation to ensure the quality of information that is to be reported to the public.

Fundakubi holds a National Diploma, a B-Tech degree in Cost and Management Accounting and a Postgraduate Diploma in Management Practice from the GSB. She hopes the EMBA will help her to expand on knowledge gained during the PGDip. She says, "I want to become a better leader, equipped with a wealth of knowledge and skills through the systems-thinking approach within this programme, which will enable me to implement and overcome difficult challenges in practice. Moreover, to gain business acumen, to become innovative and strengthen my personal development".

Fundakubi feels the greatest challenge for today's leaders is to be more effective and to cope with the demands and pressures from unforeseen challenges that impact on decision making. "The greatest challenge is how to mitigate such situations and how to overcome resistance from the team," she says.

DUDUZILE NCUBE (DUDU)

Account Director, Woolworths Marketing – Foods Packaging

Ncube manages the quality of creative briefings to facilitate the delivery of exceptional creative and strategic response, within budget and timeframes ensuring that packaging aligns to the business strategies and visions. She manages the Account Managers and partners with the Customer Marketing team to develop customer insights and form action plans for packaging design.

She holds a BComm degree in Economical Management Sciences from the University of the Western Cape, a Public Relations and Communications diploma from Damelin Business School and PRISA, and a certificate in New Management Development from Stellenbosch University. She has also completed a Practical Management Skills certificate from the Cape Peninsula University of Technology, a Copy Writing certificate from the AAA School of Advertising and a Public Relations and Frontline certificate from Damelin Correspondence School. She is also a Home of Hope fundraising volunteer and a Health and Safety representative.

Ncube chose the EMBA programme for self-development, to rise to new challenges and to move out of her comfort zone. She says, “I am also contemplating starting my own business and hope that from this, I will get that push and the tools that will equip me to actually do something other than think about my own business. Since theory will link to practical applications, I hope to learn more and better utilise my learnings”.

She feels that as leaders are often pressured for time, they may not be able to do more than skim through projects. “Leaders are involved in strategising and discussions of what the outcomes need to be, but do not get exposed to the nitty gritty aspects in order to understand the entirety of jobs or projects,” she says.





GEORGINAH MACHIRIDZA

Head of Customer Acquisition Marketing, MultiChoice

Machiridza is responsible for implementing MultiChoice's corporate strategy through generating and fulfilling marketing strategies and tactics to ensure the overall synergising, functional management and leadership of all acquisition marketing activities of the business.

She holds a Bphil. Honours in Marketing Management from the Graduate School of Marketing, a Diploma in Marketing Management from IMM, a Diploma in Mass Communication and Journalism (Zimbabwe) and has completed a Management Advanced Programme at Wits Business School.

Machiridza is focused on building high performance teams and firmly believes that the EMBA will equip her with the skills, networks, models and case studies required to grow her business leadership competency. "The primary reason for wanting to study with the GSB is my general attraction to the UCT brand," she says.

She comments, "my intense engagement with the high quality research of the Unilever Institute of Strategic Marketing's various market studies over the last decade has given me a competitive advantage amongst my peers - equipping me with valuable insights that allowed me to develop solid business cases for my current employer".

Machiridza believes that disruption by technology has created short product lifecycles and blurred the lines between categories, which is a critical challenge for today's business leaders.

MAHLOMOLA MEHLO

Acting Chief Operations Officer, Magalies Water Board

Mehlo has 13 years of experience in Engineering and Project Management and has recently assumed roles in the executive space. He says, “I have since realised that I’m entering new terrain which requires development of particular skill-sets such as strategy and finance acumen. I’m hoping that the EMBA programme will help sharpen my skills in this direction. In addition, I aspire to become a leader in the business sector one day; I’m therefore hoping that I can position myself as such once I acquire these skills”. He also hopes to run a business of his own.

Mehlo holds a Master of Science in Project Management from the University of Pretoria, a Master of Technology degree in Civil Engineering from the Vaal University of Technology, and has completed a Strategic Executive Programme for Africa with Harvard Business School.

He believes that leaders today are found wanting when it comes to issues of integrity. He comments, “issues of ethical behaviour have recently surfaced as the most tainting to the leadership cohort we have. There is a serious need to review accountability processes. In South Africa, both public and private sector leadership qualities are questionable. Corruption is becoming the order of the day when leadership is compromised. In the USA, the president is hardly leadership material yet he is in the most powerful leadership position. There is therefore a growing need to separate populist stances from leadership qualities and for greater education on the need for good leadership”.





MORNE DE NECKE

Executive Head of Operations, Mobile Outsourcing Solutions

De Necke is responsible for manufacturing, maintenance, quality and procurement across the company's operational facilities situated in Cape Town, Johannesburg, Lagos and Dubai.

He holds a Diploma in Operations Management and a BSc degree in Industrial Technologies and Management. He chose the EMBA programme to cultivate and expand his strategic understanding, and mitigate his limitations, to ensure that he is equipped for the next phase in his career - both as a manager and in terms of his personal growth.

On the number one challenge that today's leaders face, he says, "for me, it's managing, nurturing and guiding diverse cultures, attitudes and expectations of employees. This is critical to ensure that a common goal and vision is achieved for the best value of shareholders".

TAU MASHIGO

Group Executive: Service Delivery, South African Revenue Services

Mashigo started his career with Johannesburg Consolidated Investments (Pty) Ltd, whereafter he joined Accenture becoming an Executive Manager with an involvement across markets. After that he joined SITA where he primarily focused on service delivery transformation, cost reduction initiatives, identification of new revenue streams, business offering realignment and the facilitation of BEE and EE support. He joined SARS in 2007 as the Group Executive: Chief Information Officer and is currently employed as Group Executive: Service Delivery.

Mashigo has attended numerous international courses in managing IT service operations (France), the development of large scale outsourcing value propositions (UK), business development (UK), eBusiness and eGovernment strategies (Singapore), IT Service Management for executive leadership (Canada), and the application of legal frameworks in ICT (Malta). These were held as focused training during his early career in consulting at Accenture, and later through interventions coordinated through inter-governmental collaborative programmes. He also completed the Programme on eCommerce with UNISA School of Business Leadership, and the SITA Executive Development Programme with GIBS.

He has served on the Board of Sentech as a non-executive director; as an alternate non-executive director at International Frontier Technologies; as a member of the Ministerial Advisory Committee in Social Development; as a member of the Mayoral Advisory Committee in Ekurhuleni Metro; as the head of the IT Advisory Council at COGTA and was on the global steering committee for the Commonwealth Connects Programme.





SHUKRI TOEFY

CEO, Fort

Toefy is an entrepreneur, film producer and the CEO of Fort. He says, “I drive the strategic direction and vision of Fort. I manage business growth, finance, operations and innovation through the leadership of an executive management team. I am also involved in client strategy formulation and key client relationships. In addition, I am also a thought leader in the marketing, communications and media industry”.

Toefy holds a BA in Law and Politics from the University of Cape Town and has completed a Strategy Masterclass from the University of Stellenbosch Business School. He joined the EMBA programme to increase his skill-set as a business leader and to expand his strategic thinking abilities.

He believes that the number one challenge facing leaders today is that organisations are constantly being disrupted by technology and new advancements. “Leaders need to focus on continuous learning, innovation and business re-engineering to stay ahead,” he says.

ABEGAIL CIKIZWA BOOTH

Manager: Supply Chain Management: Office of the CFO, Department of Agriculture, Forestry and Fisheries

Booth provides assistance in ensuring that transformation targets are set and met relating to Procurement through the effective and efficient implementation of Supply Chain Management and PPPFA. Her responsibilities include reducing exposure to risk through sound corporate governance.

She has been nominated to be a Deputy President of the Black Business Chamber in the Western Cape and is also a CEO of the Church International and a Co-ordinator of the Women's and Youth Business Forum. "Through these experiences, I strengthened my interpersonal skills by working with fellow team members," she says.

Booth holds qualifications in Internal Auditing and Accounting; Asset Management and Bookkeeping; and Public Procurement and Supply Chain Management.

She hopes that the EMBA programme will equip her as a leader with the necessary soft skills and organising principles to build resilience and make better decisions. "I hope to gain more experience which will help in enhancing my productivity and performance," she says.

Booth believes that the greatest challenge for leaders is that of radical economic transformation. She comments, "poorly located and inadequate infrastructure limits social inclusion and faster economic growth, and corruption undermines state legitimacy and service delivery. In addition, there are too many obstacles to service delivery at local level and the quality of school education for most black people is sub-standard. A clear strategy, critical thinking and solid business management is needed".





HENRI NDELE

Founder/Chairman, Pallas Consulting

Ndele is responsible for the business development of Pallas Consulting's Legal and Financial Advisory Firm. He is also involved in real estate development and management, as well as media production.

"My business consulting profession has led me to engage in media and communication in a number of African countries. These activities have raised my awareness in greater cross-cultural understanding and in designing innovative business models", he says.

Ndele's professional experience is in private equity, business development, financial advisory and portfolio management, and he holds a degree in Law and Political Science.

He came across a 2016 World Economic Forum article that mentioned the GSB, "that [article] pointed me in the direction of the forward thinking academic professors of the University of Cape Town. My mind was set on applying for the GSB EMBA programme", he says.

Ndele believes the number one challenge leaders face today is being innovative. He agrees with Jack Welsh, former CEO of General Electrics, when he says, " Unless everyone in your company, including every single employee, is entirely focused on innovation, you don't have a company."

"I am greatly motivated to develop my analytical skills and deepen my understanding of African markets by combining the use of cutting edge theoretical models with the hands-on experience of my academic peers", says Ndele. "I am eager to contribute to progress and I strongly believe that these principles should be fully embedded in the corporate landscape."

NWABISA NTANTISO

Director, Provincial Leadership Development and Support

Ntantiso is responsible for ensuring capacity development of the province and rendering support to the 13 Departments by developing provincial strategies and plans including leadership development and ethical leadership. She runs provincial leadership conferences for the Director-General and the Premier, and provides leadership and guidance in all matters that relate to the development of senior management in the provincial administration. This includes competency assessments and the interventions required to close the gaps, as well as induction of provincial leadership to provincial programmes, policies etc. She also coordinates provincial departments to ensure that their human resource development plans are aligned to their constitutional mandates, as well as to the National Development Plans and Provincial Development Strategic Plans.

Ntantiso holds a Bachelor's degree in Library and Information Science and a Postgraduate Diploma in Business Administration from the University of Cape Town. She hopes to learn new leadership skills on the EMBA to enhance her ability to lead holistically for value-add to society, stakeholders and investors, and to lead in various aspects of business operations with confidence and knowledge as she aspires to go further in leading organisations.





MUNDIWA GABELA

Senior Internal Auditor, Foskor

Gabela is responsible for reviewing and reporting on internal control systems, governance structures and risk management processes for various business processes within Foskor.

She holds a BCom Honours in Accounting with CTA from UKZN and a CIS/Certificate in Company Secretaryship from the Chartered Secretaries of Southern Africa. She always wanted to study her Masters at the UCT GSB, but found the EMBA more appealing and in line with her future aspirations. As an entrepreneur and self-professed innovative thinker and influencer, she believes the EMBA will provide her with the requisite tools to become a world-class business leader.

On completion of her EMBA, Gabela plans to run a large woman-owned consulting company using her experience to develop alternative business-tailored solutions focusing on financial management, internal audit and governance. "I also plan to follow my passion in community development as part of the CSI programme for my business, which will assist hundreds of young people to realize their career and business aspirations", she adds.

Gabela believes the number one challenge facing leaders today is that the screening process for leadership roles does not distinguish between a true leader and a manager. "Managers are often appointed based on qualifications and experience. Leaders are identified by their character, vision, innovation and their natural ability to lead. That is why not everyone who gets into a leadership position can be called a leader. The least suited person for a role can in fact be the best leader based on their ability to lead. This is because a good leader will emerge where potential meets opportunity, and has nothing to do with qualifications or experience. That is why entrepreneurs usually make the best business leaders. With very little qualifications and experience they build empires and become case studies from which we can all learn."

MPHO MUTAVHATSINDI

Managing Director, Muthelo Group of Businesses

Based in Johannesburg, Mutavhatsindi provides leadership and vision via his company, Muthelo, which offers BBBEE verifications and consulting, financial services advisory and training. Prior to starting his own business, he worked for the University of Johannesburg, Ernst and Young and the South African Revenue Service.

A seasoned trainer with expertise in BEE and Financial Services, his role includes ensuring client satisfaction by maintaining key relationships, being a critical sounding board for client senior management, and setting the pace and providing strategic direction at all stages of the assignment.

Mutavhatsindi holds a BCom from the University of Johannesburg and a National Diploma in Financial Markets from the Academy of Financial Markets. He has also completed the Management Development Programme at the UNISA School of Business Leadership.

He hopes the GSB EMBA will help him realize his goal of transcending from management to leadership. “Top minds from the academics and students/delegates will hopefully stimulate me sufficiently to reach the next level of my leadership journey.”

Mutavhatsindi believes the number one challenge facing leaders today is that most leaders battle to delegate power and authority to managers, doing a lot of work on their own. This results in poor performance, confusion and inefficiency.



SANDESH BAIJU

Project Manager, University of Cape Town

Baiju's key responsibilities are defining project scope, planning and sequencing of activities and focusing on the strategic alignment of projects to the organisations key objectives. He develops schedules, budgets, time and cost estimates, and undertakes risk analysis, monitoring and reporting, team leadership, business partnering and quality control.

Baiju holds a BComm, a Postgraduate Advanced Diploma in Business Project Management and a Certificate in Project Management from the University of South Africa.

He chose the GSB's EMBA programme because of its global credentials and the continuous success of its various programmes. He says, "the GSB's ethos, its vibrancy and diversity of community resonates with my core beliefs on development and prosperity within a developing society and economy. I hope to gain insightful knowledge and techniques that will enable me to perform better at a strategic level. I also hope to create prolific networks that can be utilised for knowledge sharing and professional development. But, most of all, I am hoping to discover my untapped potential".

Baiju believes the most important challenge facing leaders today is a lack of emotional intelligence. "Leaders today lack the ability to be self-aware, to be able to self-regulate and to have meaningful social awareness and social regulation. Leaders are unaware of their strengths and challenges and do not know how to contribute to the outcomes of different situations. This lack of emotional intelligence leads to low morale, decline in levels of performance and decrease in commitment by employees. The inability of today's leaders to understand and control their own emotions, and of others around them, is increasingly contributing to ineffective and failing organisations."



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