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July | August | September 2018



Creating a succession
blueprint for women
leadership in Africa

DIRECTORS' SENTIMENT INDEX™

POSITIVE OUTLOOK IN 2018

Why mentoring is
important?

Soft skills for directors
Get it right from the start

The benefits of
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Phase 5: Drafting of reports

Phase 6: Presentation of results

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Engaging with government on governance



 @angelao28

This quarter, and in light of celebrating Women's Month in August, we focus on our female IoDSA members. As such, we have included several opinion pieces from our members in this edition of *Directorship*, and we welcome and profile our two newest Board members, Zeona Jacobs and Felicia Msiza.

We also report on our newly published, third edition Director's Sentiment Index™, which reflects an optimistic sentiment and positive overall outlook for directors in 2018. This edition of the index shows an outlook which is no doubt influenced by the change in political leadership and President Cyril Ramaphosa's investment friendly message at the World Economic Forum in Davos that occurred during the time of the survey.

The IoDSA has a number of planned initiatives to engage with government regarding governance. In line with this, the IoDSA's inaugural Governance Think Tank, took place in May this year. Thank you to those members who participated – we value your

contribution of time and input to the discussion.

Drawing on the content of the discussion, the IoDSA is undertaking a number of initiatives. To date we have engaged with the office of Minister Pravin Gordhan and offered complimentary IoDSA Board membership to the new boards of four State Owned Enterprises (SOEs) with the intention of demonstrating the IoDSA's support and commitment to the Department of Public Enterprises' (DPE) efforts of governance transformation and to foster a longer-term relationship of support with the DPE. The DPE has acknowledged the offer and is considering it. Further engagement with his office on other areas of collaboration is being sought.

We have, in the past assisted the Department of Public Service and Administration (DPSA) with input to a guide for the Appointment of Board Members and CEOs on SOEs. We offered our assistance again to update the guide in line with the current changes in Government, which has been accepted.


In partnership with the JSE, the IoDSA will be hosting thought leadership events in Johannesburg and Cape Town, on corporate scandals and the role of professional bodies and regulators in this space. Our Corporate Governance Network will also be hosting a series of panel discussions before the end of the year on two themes – ethical and effective leadership, and the role of the dissenting director – in Johannesburg, Durban and Cape Town. We're working on offering free snapshot training sessions to members focusing on ethics

and making suggestions to the Anti-intimidation and Ethical Practices Forum (AEPF) Editorial Committee around guidance aimed at empowering middle management in times of ethical breaches.

The IoDSA endeavours to seek opportunities in which to provide guidance and practical solutions to mitigate the issues driving current governance challenges. We welcome any further information and suggestions from our members in this regard.

Digital transformation is the phrase all organisations are thinking about – and if they're not, they should be. In our article on digital transformation, we look at what boards need to know about the process – how digital will impact business in the future and how can boards prepare for a digital transformation.

Sherma Malan CFP®, our Senior Manager: Director Certification and Development, shares an article with us on the importance of mentorship, particularly in a country such as South Africa, where economic growth is slow, and the unemployment rate is rising, year on year. The IoDSA has partnered with Black Umbrellas to facilitate a platform for experienced directors to participate in mentoring aspiring entrepreneurs that form part of their incubation programme and we engage here with some of the female mentors who took part to talk about their experience.

I trust you find this issue a worthwhile read. 

Angela Cherrington
Chief Executive Officer



Non-Executive Directors




Prieur du Plessis (Chair),
Ntuthuko Bhengu, Sana-Ullah Bray,
Zeona Jacobs, Patrick Kabuya, Felicia Msiza, Pumla Radebe, Muhammad Seedat (Lead independent director),
Louisa Stephens.

Executive Directors


Angela Cherrington (Oosthuizen)
(Chief Executive Officer), Parmi Natesan (Executive: Centre for Corporate Governance).

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AWM: Creating a succession blueprint for women leadership in Africa

The African Women's Movement (AWM) is a non-governmental organisation that houses over 1,000 emerging female professionals and aspiring leaders; including, but not limited to, chartered accountants, doctors, engineers, lawyers and actuaries. AWM's mission is to be a breeding ground for African change agents that shape emerging women leaders and give them the confidence to occupy leadership roles in various sectors of society. The objective is to improve the socio-economic reality of women in South Africa and the rest of the African continent.

In May this year, AWM hosted its Inaugural Women's Learning Expedition (WLE) in Kigali, Rwanda. The expedition saw over 40 South African, Ivorian, Ghanaian and Zimbabwean women travel to Rwanda to learn from their Rwandan counterparts on best practice in gender relations, legislation and policies in government, business and civil society. The WLE provided a much-needed platform to interrogate critically 'The need for a Succession Plan Blueprint that will see more Women Advancing to positions of authority'. The expedition congregated together multi-generational women and men who see value in women advancing to strategic leadership roles to learn from each other's collective experiences. The core purpose was to craft a blueprint for a methodical succession plan that will prepare emerging women leaders.

Rwanda was the destination of choice for the WLE due given its sterling track record on gender equality. In 2015, world leaders adopted gender equality as one of the Sustainable Development Goals, placing gender equality and empowerment of all women and girls at the heart of the 2030 Agenda for Sustainable Development. There are significant developments across the length and breadth of the African continent in gender equality, which should be lauded for its progressiveness. However, the bulk of these progressive developments are undoubtedly taking

place in Rwanda. Some of these notable developments include the following:


1. Rwanda is the first country in the world to have more than 50% female members in its legislature. As it stands, 51 out of 80 seats in parliament are occupied by women.
2. Rwanda is also the only African country in the top ten of the World Economic Forum's 2017 Global Gender Gap Index, ranking at number four.
3. The nation has a firm commitment to gender-based budgeting.
4. And in the recent years, there has been a strong emphasis on fighting gender-based violence.

The WLE was an enriching experience for delegates who attended, stemming from all walks of life. Among the speakers and delegates were the following notable dignitaries:

Honourable Minister Otiko Afisah Djaba (Ghana Ministry of Gender, Children and Social Protection) H.E. Nkosinathi Twala, South African High Commissioner (Rwanda), Ms Lorenci Klopper, South African Deputy Head of Mission (Rwanda), Ms Tamara Mathebula, Deputy Chairperson Commission for Gender Equality, Dr Monique Nsanzabaganwa, Deputy Governor National Bank of Rwanda, Ms Sarah Doukowe-Bebey, Managing Director Engen (Rwanda),



Ms Mireille Karera, CEO Kora Coaching Group (Rwanda and South Africa) and Dr Yaa Ashantewaa Ngidi (Social Cohesion Advocate: Department of Arts and Culture).

Refilwe Matenche CA(SA) (34), Founder and President of AWM believes that the Inaugural WLE was an overwhelming success. She further recognises that there are key areas of improvement for the expedition moving forward. Amongst these are the need to broaden the demographics and increase the number of participating nations to ensure that the discourse on women empowerment reaches the entire continent. 



Soft skills that matter

Felicia Msiza, new IoDSA Board member and Executive Director at Raubex Group Ltd.

Governance is an area where both the public and private sectors of South Africa have stood out, developing world class policies, frameworks and codes. While the foundations are already in place, the country has faced challenges in terms of implementing these codes and policies.

“As we have become aware, the consequences of poor governance are harsh and catastrophic. It may take years to recover from this severe impact with individuals facing legal and financial redress,” comments Felicia Msiza, new member of the IoDSA Board and Executive Director at Raubex Group Ltd.


Msiza observes that South Africa has a very complex economy and a complicated, dynamic political environment. “Within this landscape, our judicial system has been tested. Public institutions often need to serve multiple conflicting, yet necessary imperatives. Moreover, we are left with a legacy of issues to redress: corruption; reputation; poor leadership; poor performance and the navigation of a shrinking economy – all issues which, under the correct leadership and with sound corporate governance measures, can be set to rights.”

She maintains that directors in the private and public sectors face slightly different challenges as the degree of political influence is more overt in the public sector. That said, it is the responsibility of all directors to push back against unsavoury political pressure or influence.

It is here that softer skills will set apart those boards of directors that sit at the helm of the most successful organisations, Msiza believes. Independence, for example, is the most important attribute of a good director and allows him to be objective and serve the company without conflict of interest or undue influence.

Wisdom too is critical, allowing for critical thinking and good decision making. It’s a trait that comes with experience, maturity and knowledge. Courage is key, to be able to disagree with fellow board members and to say no without fear; while humility allows the director to learn from a strategic network – directors do not know everything, and successful ones surround themselves with diverse people to increase their knowledge, application and understanding of multiple dimensions.

Msiza recalls that her own leaderships skills were tested the most when leading a large team and dealing with people from diverse backgrounds with different beliefs and stereotype mentalities. “This experience caused my philosophies around leadership to evolve.”

Today her leadership style is about building capacity to enable individuals to perform independently. I believe this leads to sustainable organisational performance. The best leaders leave a legacy, by inspiring and developing emerging leaders around them. Developing people while building strong teams that will accomplish a common purpose.” 

Strong directorship in the modern business climate

Zeona Jacobs, new IoDSA Board member and
Director of Marketing and Corporate Affairs at the JSE.

In the current environment, directors must be vigilant and ask difficult questions to ensure that there is sufficient oversight with regards to governance and ethical behaviour.


This is the view of new IoDSA Board member and Director of Marketing and Corporate Affairs at the JSE, Zeona Jacobs. Equally important is having sound knowledge of the industry and the business in which the company operates. Directors should have the ability to provide strategic direction and ask insightful questions to ensure understanding of the operations without becoming operationally involved. Most important is preparation, she adds.

For Jacobs these are challenging times and new global realities are testing directors. "There are issues we need to consider on a daily basis to ensure that we create value in a responsible and sustainable way – she highlights the likes of inequality, globalised trade, social tensions, climate

change, population growth, ecological overshoot, geopolitical tensions, radical transparency, rapid technology and scientific advancement. Research shows that companies which consider the aforementioned issues outperform their peers who do not. Today, shareholders and stakeholders have an expectation that organisations embody good governance and ethics, thus it is essential that organisations behave as good corporate citizens.

Corporate governance, if applied correctly, enables the board to exercise ethical and effective leadership; which goes a long way towards achieving positive outcomes such as an ethical culture, good performance, effective control and legitimacy.

In describing her own style of leadership, Jacobs says "I live by engaging, reflecting, directing and reviewing. My style is to trust the ability of my colleagues and the teams around me; in addition, to be available and actively engage when required."

She adds that ongoing evaluation is an essential component for driving efficiency, improved delivery and raising the bar. Staying abreast of new trends and development by reading and participating in various forums is key; sharing the learning and new insights with the teams I lead consistently improves the knowledge base of the collective and enables growth for all, concludes Jacobs. 

Women's Day celebrations

"I alone cannot change the world, but can cast a stone across the water to create many ripples." – Mother Teresa

The IoDSA hosted an informative and introspective panel discussion for Women's Day, featuring the IoDSA female board leadership and moderated by Angela Cherrington (CEO). The panel discussed the current status quo and the future of women in directorial and other leadership roles in South Africa.





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Development of the pipeline is also critical to sustainability.

This is a business-led, voluntary change; and is a campaign that has achieved notable success in a relatively short period of time internationally.

It is also desirable that executive search firms and the investment community buy into this initiative.

Enlightened businesses have identified that gender diversity on boards:

- Improves performance.
- Allows access to the widest talent pool.
- Results in the business being more responsive to the market.
- Achieves better corporate governance.
- Improves reputation and image.

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A positive outlook reflected in 2018's Directors' Sentiment Index™

Samantha Du Chenne

A positive overall outlook for directors was reported in this year's edition of the Directors' Sentiment Index™, which was first published by the IoDSA in 2016. The third edition of the index reflects an optimistic sentiment, no doubt influenced by the change in political leadership and President Cyril Ramaphosa's investment friendly message at the World Economic Forum in Davos that occurred during the time of the survey.



The research uses a quantitative approach and is derived from the sample of 422 South African directors who took part in an online survey, 321 of whom are members of the IoDSA and 101 non-IoDSA members. The sample drawn from the IoDSA reflects its current membership profile, whilst the non-member profile includes a greater representation of the SMME sector, non-profit organisations, females, individuals under 35 and those in the 35-44 age group.

Results play a critical role in the IoDSA's ability to survey, document and monitor the sentiment of South Africa's business leaders. "It also helps the IoDSA to assess where the organisation should be providing more assistance and support to its members in terms of helping to improve their landscape, and to monitor the impact of corporate governance in this environment," reports Vikeshni Vandayar, Governance and Legal Specialist at the IoDSA.

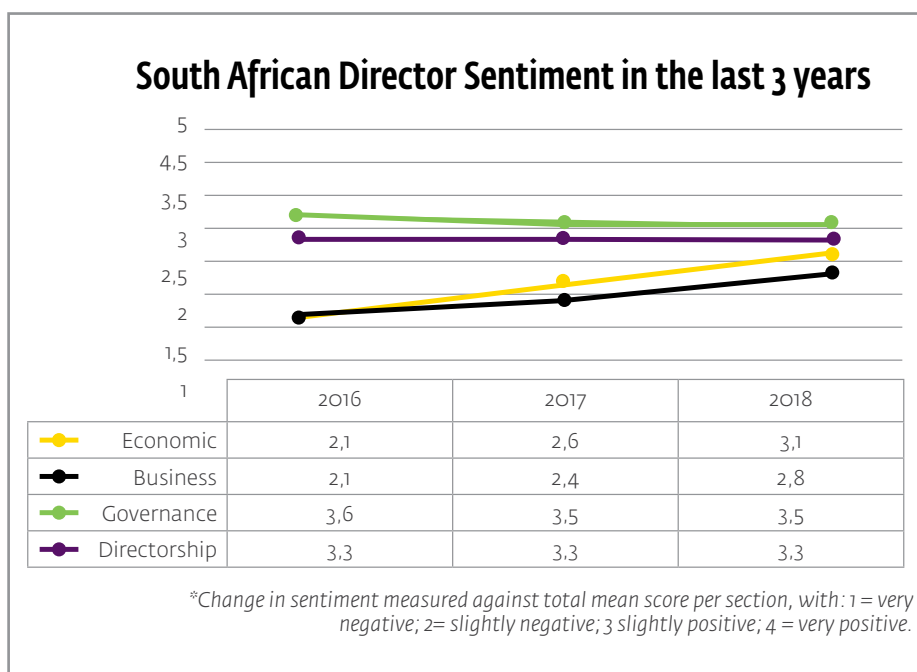
Respondents are measured with regards to their views on a range of elements which affect directorship, governance, business and economic conditions.



Directorship

Vandayar reports that this year's Index shows a closer correlation between members of the IoDSA and non-members around issues of directorship. "Their views are less diverse than they have been in the past in terms of their expectations and concerns," she says.

As such, both IoDSA members and



non-members feel most positive about continuous professional development and its positive impact on board performance, and least positive about the suitability of skills, experience and independence of individuals serving on boards, Vandayar notes.

On the whole, general perceptions of South African directors around directorship remain more positive than negative. The greatest concern highlighted was the 'suitability' of directors, which has been an area of negativity for the past three years.

"Directorship is a skill in and of itself, one that should actually be seen as a profession, and thus the appropriate training, skill set and competencies are needed, as is the case with any other occupation," explains Vandayar. To this end, the IoDSA's Certified Director and Chartered Director (South Africa) designations are key to aiding this issue

by promoting the role of a director as a profession.

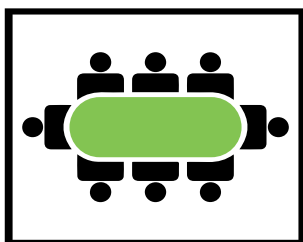
Ethical behaviour, the individuals experience and competence, and the competence of existing/fellow board members are the most important factors taken into consideration when South Africans are deciding to serve on a board. Interestingly, when it comes to age, different concerns have been highlighted between the under 35-year olds and their older counterparts. For example, a company's reputation is more important for directors aged 45 and above, while balance of power plays a greater role in their decision making than the competence of existing or fellow board members. Under 35s have a higher consideration of corruption than other age groups and career progression is also particularly important to this group, as well as 35-44 year olds.



"Directorship is a skill in and of itself, one that should actually be seen as a profession, and thus the appropriate training, skill set and competencies are needed, as is the case with any other occupation."



"...members have grasped the importance of sound governance and its role in creating more sustainable and integrated thinking and ultimately, a better run organisation."



Governance

Governance too saw positive sentiment prevailing, with 67% of directors believing that the application of good governance adds value to business and 64% maintaining that the board has the ability to drive ethical conduct within the organisation.

As seen in previous years, IoDSA members continue to have a greater positive sentiment on governance issues than non-members. The non-profit sector feels the most positive overall about good governance practices and board evaluations adding value, closely followed by the public sector. The public sector is least positive that the board has the ability to set the tone for ethical conduct in the organisation. The top governance

challenges experienced by South African directors included lack of sustainable thinking, unethical behaviour and lack of understanding of King IV Principles and overall benefits of corporate governance. Notably, IoDSA members viewed the lack of understanding of corporate governance as far greater concern than non-members.

"To this end, I believe that members have grasped the importance of sound governance and its role in creating more sustainable and integrated thinking and ultimately, a better run organisation," says Vandayar. By and large, there has been a shift in terms of seeing a lack of understanding around overall governance principles and benefits as a challenge in both business and industry to implementation factors.

Both IoDSA members and non-members were more positive than negative on the implementation of governance improving over the next 12 months.



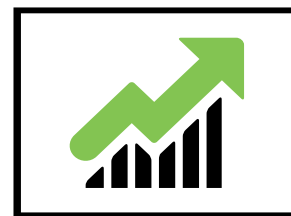
Business

Overall, sentiment around business conditions in SA is more negative than positive when compared to other sections of the report. Despite this, there are two business conditions which directors see as more positive than negative: the chance of business prospects improving and investment returns increasing over the next year. This response was seen across gender, sectors, age groups, members and non-members of the IoDSA.

On the upside, there is an increase towards positive sentiment (albeit a small one) which can be tracked, indicating that there is a slight improvement in business conditions since 2016.

Poor economic conditions and poor consumer confidence, economic instability, and corruption are the biggest business challenges impacting South African directors across the sectors in both

their business and industry in which they operate. Interestingly however the Public sector saw the lack of strategic leadership from executive level as a major challenge facing business compared to the other sectors.



Economic

Another area in which there was an increase in positivity was towards SA's current economic conditions, particularly with regard to the projected economic health of first world countries and SA's economy in the next 12 months. SA directors are most concerned around the economic impact of skilled labour and labour demands over the next year. Directors throughout the various sectors in SA continue to rate economic uncertainty as the leading economic challenge facing them, outweighing social and political unrest, lack of skilled labour and personnel and the effect of BBBEE on their businesses and industry in which they operate.

BBBEE seems to be less of a concern for under 35s, who were more impacted by high taxation, credit ratings, exchange rate fluctuations, water shortages, the cost of fuel and load shedding than directors in other age groups.

"While we cannot make assumptions about why the priorities and concerns of the under 35 age group differs from the others, it is clear that in this section of the survey SA's future leaders have their own set of values and priorities which may change the future business and directorship landscapes," Vandayar observes.

Overall, the report has shown that South African directors have a positive sentiment in South Africa's growth and the value and impact that corporate governance and skilled board members bring to the South African business landscape, which is a positive sign for the IoDSA and its impact in promoting good governance and directorship as a profession," she concludes. 19

International award



Mr Koovendhran Naidu, Executive Director of GanTrans (Pty) Ltd, was honoured as the Manager of the Year at the Institute of Directors in London, the Europe Business Assembly's International Achievements Forum in 2017.

The Socrates Nomination was proud to present GanTrans (Pty) Ltd as a leading logistics industry provider and was awarded with the Best Enterprise Award

Nominated to serve on PRISA Board



Nominated to serve on PRISA Board

Marketing and Communications Executive for the Bombela Concession Company (Gautrain), Kesagee Nayager, is an accredited Public Relations professional, holds an MBA from the Wits

Business School, has completed the International Executive Development programme at Wits and London Business Schools and is currently studying a PhD.

Kesagee has accepted the nomination to serve on the Board of the Public Relations Institute of Southern Africa (PRISA). As a member of the IoDSA, she feels equipped with the necessary skillsets needed to effectively serve in the capacity of an Independent, Non-executive director.

Two for two

Congratulations to IoDSA member Pfungwa wekwa Nyamukachi for two massive achievements this year. Pfungwa graduated in March from Stellenbosch University with an MPhil in Science and Technology studies also known as science policy studies. She also ran her first full marathon – 42km in May. She now has her eye on doing Comrades in 2019.

"Both achievements took a whole lot of love, tenacity, consistency, focus and grit! 2018 is definitely the year of the upgrade for me."



Digital transformation at board level – Smarter and closer, not bigger and better

Juanita Vorster, professional speaker on creating success in a disrupted world

Decisions at board level about digital transformation and the technologies are due for an overhaul.

In the age of information, digital transformation is not about buying or building something bigger and better than the competition. What is needed is something smarter that can get closer to the customer than ever before.

Consider possibilities, not just procurement

Decisions on legacy software systems like Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) might have been made numerous years ago based on a forecasted return on investment. As this was – and often still is – a significant investment, and an ongoing change management headache, many boards are highly resistant to spend even more on additional technology.

Digital transformation is however less about the technology used, and more about the mindset, decision, and behaviours that can identify and capitalise on possibilities that might realise in just a

few months.

The board conversation around digital transformation should therefore – at least at the start – focus more on the strategic opportunities that will guarantee future success in a disrupted world, rather than get stuck on comparing quotes for technologies that attempt to solve current problems.

Ask the right questions from the right people

While the expertise to identify threats and opportunities that might arise from disruptive innovations may not be available at board level, there are a myriad of sources available to tap for information and advice.

The trick is to not ask those that a board would usually ask.

Boards – for good reason – have to resist getting involved in the operations of a company, but that does not mean that they can't find clever and authentic ways

to receive insight and suggestions from employees and customers that are deeply involved in the day-to-day operations of the company.

Some of the companies that have been the most successful in implementing digital transformation strategies followed suggestions sourced from non-traditional sources such as comments made on social media platforms not managed by the company.

Add digital to the individual director agenda

As board members are individually expected to stay up to date with legal and social issues in relevant industries, they should also be expected to keep up to date with technological innovation even in seemingly unrelated industries.

Many companies have been caught completely off guard by disruptive innovations that started in a completely unrelated industry. Smartphone developers certainly didn't intend to render

many thriving film camera manufacturers out of business. This unintended ripple effect across industries and professions is one of the characteristics of disruptive change.

Directors that make a habit of exploring available technologies and digital options are in a much better position to have a robust discussion on the systems, processes and behaviours that drive digital transformation.

Understand the complexity of resistance to change

Directors that actively explore a digital-first way of doing things will also develop understanding and empathy for a customer base that might not be ready for huge digital transformation just yet. They can very effectively use this empathy to identify risks – and opportunities – that can be very valuable during a change management process.

Employees might also not understand why they need to again learn to do things

differently while they are still struggling to adapt to the most recent software implementation. This resistance to change can be grounded in individual personality types, driven by influencers in the various work teams, or even be deeply ingrained into the culture of the company.

Similarly, directors might verbally agree with a recommendation or resolution in a board meeting, but not follow through with the required action outside of board meetings. If the digital transformation imperative isn't truly supported by either executive or non-executive directors, implementation of the required action will be slow or not in line with the initial opportunities identified.

Resistance to change is often not a conscious decision, but a habit that has been ingrained through a complex series of past experiences.

It is of utmost importance to understand that any resistance to change might necessitate a slower implement timeline,

but that it should never delay the start of creating a courageous digital-first mindset at board level.

Digital transformation takes courage. Courage to ignore the need for certainty. Courage to let go of directions and incomplete projects that do not serve the digital transformation strategy. Courage to include the voices of others in the board discussion. Courage to change whatever is necessary to turn disruptive threats into opportunities for success. ¹⁸



Juanita Vorster

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Why mentoring is important?

Sherma Malan CFP®, Senior Manager: Director Certification and Development, IoDSA

South Africa's economic growth is slow, and the unemployment rate is rising, year on year. Our economic growth relies heavily on its entrepreneurs to create new income streams, provide essential services to the local communities they serve and most of all, to provide new job opportunities to aid in reducing the high unemployment rate that South Africa currently faces. Considering all these challenges, it is sometimes easy to feel overwhelmed by all that is needed to resolve the issues we face.

I believe many of us feel that we are not equipped to reduce any of these problems as it is just such a big task to tackle. However, I also believe that this is the wrong attitude to have. I am reminded of the story of a young boy walking on a beach littered with starfish and how he throws one starfish at a time back into the ocean. Considering the volume of stranded starfish, it seems an impossible task to tackle, but this little boy is wise enough to realise that even if he only saves a few of them, he still makes a difference for the ones that he could get back into the ocean.

The IoDSA has partnered with Black Umbrellas to facilitate a platform for experienced directors to participate in mentoring aspiring entrepreneurs that form part of their incubation programme. Mentors play a crucial role in the success stories that Black Umbrellas witnesses daily. Mentoring enables mentees to learn from the mentor's experience, knowledge and expertise in a collaborative exchange. We have engaged with some of the female mentors to find out what their participation in this programme entailed and what impact it had on them as mentors.

Liz Pattison – Fellow Member (2002 – 2018)

I have been a Black Umbrellas mentor for about 9 months, and currently work with one mentee. We meet once a month for an hour or more and review the mentee's progress with his business. My role is to encourage, and to confirm with him that he has thought things through, and not missed any factor which could influence the success of his business. I am not there to advise or train him, but to support him in developing his own ideas.

In addition, I serve on the panel which selects candidates, who have passed through the first stage of the incubation process, for "full incubation". The enthusiasm and creativity of the young

black entrepreneurs who present their business plans is a great inspiration, and gives me confidence in the future of our country's economy.

I responded to the IoDSA's request for Black Umbrellas mentors because I have been privileged, first with an excellent education funded by the British Government, and then – first in the UK but mainly in South Africa – I have worked for and with some amazing people and have learned from all of them. I have made several career changes over the years and have always found people who were willing to mentor me. The result is a fund of knowledge and experience which needs to be shared with those who are starting out. Black Umbrellas gives me the opportunity of sharing, and allows me to leave a legacy for the next generation.

Lintle Mabote – Corporate Membership (Future leader) (2013 – 2018)

I am a volunteer mentor for Black Umbrellas at their Mooinooi Incubator. I am the founder and technical advisor of the Sephalaphala Women Empowerment Organisation. Sephalaphala is a not for profit company, established to empower women, starting with adolescent girls and the youth, to be socially and financially independent. The objective of the company is to contribute towards mitigating the impact of gender and culture-related matters on women.

Joining Black Umbrellas has been exciting and challenging, it has motivated me to put more effort towards giving back to the community by empowering women to be economically active and make a meaningful contribution towards socio-economic development, poverty alleviation and employment creation. It has been challenging in a gratifying way. Since joining the programme, I have been linked to two women-owned mentee companies, JMM Fashion Design

& Catering and Tshwaranang Textiles. My role has been to assist these companies, which are based in an environment with limited opportunities, to explore other options for growth such as finding alternative and new markets, and new product lines. To find a way where there are blockages. It has been fulfilling, a great honour and privilege to be part of the organisation.

Annie Cohen – Member of IoDSA (2016 – 2018)

Black Umbrellas approached me, through my association with the IoDSA, to become one of their mentors. Business and people are two of my passions; it was therefore easy for me to embrace the opportunity to partner with BU and to give back by paying it forward in my role as a mentor.

I see Black Umbrellas as a young, innovative, dynamic space for like-minded people. It is a community where ideas, dreams, visions and goals bring entrepreneurs and affiliates together in an environment that fosters new beginnings, new connections and new conversations. It is a cosmos that creates possibilities for aspiring individuals, with a can-do attitude, to creep into the capital (social, financial, intellectual) space towards advancing their hopes and dreams.

My mentee is a young, dynamic woman, who has worked in the corporate space but saw a gap in the market and decided to fill it in her unique way. My mentee operates in the HR and Payroll Consulting arena. This is not an easy space to venture in. It is saturated with big players but there is much opportunity – if you have the appetite for it – which I believe she has. She has the vision, ambition, determination, dream, courage and resilience to carve out a space in this market.

I have come to realise as a mentor, in as much as I am a part of my mentee's journey, I have my own journey to



“Mentoring enables mentees to learn from the mentor's experience, knowledge and expertise in a collaborative exchange.”



investigate and realise. I believe my journey and my role as mentor includes – but is not limited to – teaching through questioning, to enable my mentee to discover her own role and journey. I am here to encourage her to take calculated risks that place her in situations where she can reflect her meaning, her impact and her relationships; how each individually and collectively empower or inhibit her journey.

As a woman, I am hard pressed to push her beyond her comfort zone. As woman, we often hold back. So many of us work or operate in patriarchal spaces. Where, consciously or unconsciously, patriarchy can have a debilitating effect on who we are, what we really aspire to, where we want to go to, who we want to partner with in the process and how we progress to where we truly see ourselves in the world of business. It is important to embrace barriers, whether external or internal barriers, and master how to work with what we have in the context of what we find ourselves in.

I find women respond powerfully to other female mentors, as they are uniquely positioned to understand the particular practical and emotional challenges that face aspiring entrepreneurs in an arena dominated by men. There is value for me in sharing how

I learned to embrace my value, what I bring to a table, what sets me apart and how I make a meaningful difference in the space I operate and exist in.

Through engagement, interaction, listening, observing, sharing and the willingness to learn from my mentee, I am growing not only as a mentor but on a personal level as well. To date, this continues to be an enriching experience.

Conclusion

There are many more mentors like these three ladies that are, one starfish at a time, making a difference in our country's future, and in those of our kids and grandkids. I believe that we all have the right skills to make a difference, but that our attitude or disbelief in ourselves sometimes prevents us from taking that first step into creating a space where small improvements can make big things happen. Such spaces which are created and sustained by mentoring young entrepreneurs into becoming the solution our country so desperately needs. If you have gained some mileage on the job, you definitely have enough to offer. If you are not part of this great opportunity yet, take the step and make that difference you believe is needed to move forward. You may be pleasantly surprised by what you get out of this yourself. 



Annie Cohen – Member of IoDSA (2016 – 2018)



Liz Pattison – Fellow Member (2002 – 2018)



Lintle Mabote – Corporate Membership (Future leader) (2013 – 2018)



“I find women respond powerfully to other female mentors, as they are uniquely positioned to understand the particular practical and emotional challenges that face aspiring entrepreneurs in an arena dominated by men.”

Why is payroll so important?

Kerin Trusler, Payroll expert & IoDSA member

"What's the big deal? Surely anyone can do it? I don't want to outsource the payroll. Buy a software programme, press a few buttons and give the staff their pay slips. The receptionist can do it tomorrow!"

I am quoting a business owner we assisted a while ago. Although it is extreme, it highlights the attitude that faces the local payroll industry. Once an organisation has decided not to outsource the payroll function to experts, the responsibility and risk needs to be carefully understood.

Payroll requires human intervention to pay precious human assets. To get it wrong can have unintended consequences and repercussions. SARS levies penalties on late payments and mistakes can trigger audits. Disgruntled staff are less productive and can strike. Late payments or mistakes could result in individuals not being able to purchase food or pay their rent on time or have money for transport. The current economic climate and wage gap places most workers on the lower pay scale, where a large section live from hand to mouth. Paying someone even a day later does matter.

Other countries, such as USA and Canada have legislation governing who can process payroll and payroll practitioners are licensed to practice. Ongoing training on changes in legislation and best practices in accounting, security and privacy are only a few of many subjects covered. There is even a National Payroll Day, similar to our Secretaries or Bosses Day and Payroll Administration is a recognised profession.

Unfortunately, this is very different in South Africa. Although the South African Payroll Association is making strides, people processing payrolls are not required to have any formal skills and there is little understanding of the stresses and struggles of the payroll function in general. There are no less than seven acts governing elements of payroll processing. From the Basic Conditions of Employment Act, UIF, Skills Levies, Employment Equity, Injury on duty to the Tax and related acts

by the Department of Finance. If that wasn't enough, there are also collective agreements through the bargaining councils, medical aid, pension, union rules and more.

The company directors set the framework. Managers demand reports, employees want queries answered, finance department want journals and SARS want payment for taxes! This is all done on a strict timeframe and every second counts to getting the next payroll released, error free and on time.

Strong leadership is required to ensure that line managers send their input to the payroll department before the deadline, where the payroll processes are automated, and all staff are educated in the payroll process and their role in sending timeous changes to their managers or payroll department and how to check their payslip. When all stakeholders across all divisions work together, the payroll is successful.

Take careful consideration before blaming the payroll operator for mistakes in the payroll. Was enough time allocated to process the inputs? Was time allocated to checking results before paying staff and distributing payslips? If last minute changes are done, the process still must be adhered to, and this takes time.

Is the payroll audited, or at least, checked by another individual not involved in the process to ensure there are no mistakes? Modern payroll software provides audit and variance reports to assist with this. Your payroll software vendor is a valuable source of assistance to your in-house processes and can help with setting up payroll procedures and manage the implementation with all stakeholders. The vendor can also point you in the direction of experts most qualified to solve a problem.

Make sure you are not just a number,

and that your vendor allocates a knowledgeable support consultant that will build up a rapport and get to know and anticipate your ongoing requirements. Legislation is constantly changing, and your support consultant will guide you through it. Given the increasing level of fraud and cybercrime in South Africa, an organisation's payroll department poses a serious weakness in the overall operational effectiveness and it is time to have that serious talk to all decision makers about payroll risk management and effective payroll management.



Kerin is a payroll expert and has been in the payroll industry in South Africa and abroad, since 1988. She holds a BCom and is a registered facilitator and assessor. Kerin was appointed as Managing Director of Payslip South Africa (Pty) Ltd in July 2004 and is a member of the Information Technology

Association and Institute of Directors. When not working, Kerin enjoys paragliding and photography.

The Institute of Director's provide valuable information on changing legislation and inspiring director's like me to operate ethically and be accountable to our peers and promote a spirit of excellence in all that we do.

Twitter: @PayslipSA

Resources:

The American Payroll Association, <https://www.americanpayroll.org> accessed 20 April 2018

The Canadian Payroll Association, <https://www.payroll.ca> accessed 20 April 2018

Department of Labour - Acts, <http://www.labour.gov.za/DOL/legislation> accessed 22 April 2018

SARS <http://www.sars.gov.za/ClientSegments/Businesses/Pages/default.aspx> accessed 22 April 2018

South African Payroll Association, <http://www.sapayroll.co.za/Home.aspx> accessed 16 June 2018



New directors: How to hit the ground running

Parmi Natesan, Executive Director: Centre for Corporate Governance &
Priour du Plessis, Chairman, IoDSA

A more thoughtful approach to board induction will ensure newly appointed non-executive directors are able to begin contributing sooner.

With the spotlight on governance, a growing universe of stakeholders (analysts, employees, pensioners, communities, activists) now holds directors responsible for company performance.

In many cases, though, the process through which new directors are prepared for their role remains ad hoc. The better the induction process for new board members, the more rapidly they will become effective. A thorough induction will also provide the foundation for the non-executive director's performance throughout his or her board tenure.

Research by Russell Reynolds Associates in the United Kingdom shows that almost a quarter of directors newly appointed to the boards of FTSE 350 companies had never sat on a public board before. One factor driving this trend may be the need

to appoint a more diverse range of people on boards – something that is particularly important in South Africa. These new board members need to understand not only the nuances of governance practice but must also be in a position to offer sound business advice to executives.

Leading the induction process

The Companies Act stipulates that the company secretary should provide the directors of the company with guidance as to their duties, responsibilities and powers. The King IV Report on Corporate Governance recommends that the governing body should ensure that incoming members are inducted to enable them to make the maximum contribution within the shortest time possible.

We feel strongly that this process should be a formal one – as the Russell Reynolds

research shows, almost a third of FT 350 boards did not have a formal process and 24 per cent of directors said they were responsible for their own induction. The figures are likely to be higher in smaller organisations.

If a good induction programme is built on a formal plan, then what should it cover? The induction should basically cover the company itself, its history, strategic plan and key performance indicators, the board itself, an operational overview of the company and, critically, the role of the director. As we have pointed out in these articles before, it is critical that directors understand not only their legal and statutory responsibilities, but also how their role is distinguished from that of management.

Many commentators rightly advise that some thought should be given to

how this content should be presented and structured. One principle would be to tailor it to the needs of the particular director, taking into account what he or she learnt while performing due diligence on the company; another would be to ensure the process involves the chair, who is best placed to provide an insider's view of board dynamics and hot-button issues.

Get out into the field

It is also recommended that new directors spend time with senior executives and at key sites to gain an insight into the company's ethos and culture, as well as to begin developing information sources to supplement board packs. Meeting with the auditors and legal counsel would also be productive. It is also advisable for new directors to attend a first round of all board committee meetings, albeit as an observer on those of which they are not members.

Another recommendation would be to appoint a mentor director for each new

non-executive director. Many directors report that the help of a mentor and/or one-on-one contact with the chair was invaluable in getting them up to speed.

To conclude, we should stress that these principles should be used to devise a formal induction process that is flexible enough to cater for the needs and experience of individual directors, and which best prepares them for their role. It should thus be aligned with the culture of both the board and the company itself, and the issues they face.

And, like all important processes, board induction should be regularly assessed, and feedback used to drive continuous improvement. Non-executives have a key role to play in a company's success and every care should be taken to provide them with an induction programme that will underpin a valuable contribution – and thus act as the first step in a programme of continuous professional development. ¹⁰



"The King IV Report on Corporate Governance recommends that the governing body should ensure that incoming members are inducted to enable them to make the maximum contribution within the shortest time possible."



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Why we need more women in digital

Priya Thakoor, MBA, BSc Eng (CpE), IoDSA member

The European Commission highlights a disturbing trend with only 24 out of every 1000 female graduates having an ICT related subject of which only 6 will go on to work in the digital sector – a study conducted by Women in the Digital Age from the Commission. The study also established that if more women entered the digital jobs market it could boost the European economy by EUR 16 billion.

We hear the dreadful statistics of women being under-represented in the C-Suite, corporate boards, in medicine, law, engineering and computer science disciplines to name a few. So, it's no news that women are also grossly under-represented in the realm of digital too. 'Digital' which has become analogous to disruption, transformation, technology, crowd, platforms, social media, data and many other new flavours of the week.

Benefits of having greater gender balance includes things such as improved economic growth, increase in share of household income, organisational effectiveness and more empathy and collaboration in the workplace. Here are the 3 areas that will have significant impact with more women in digital.

Address youth unemployment by training more girls to code

We understand our responsibility to contribute towards job creation but what's stopping us from skilling our youth and supplying on-demand, freelance labour to the global market where millions of small task-based and creative jobs are available? In the USA, 35% of the workforce are freelancers according to the World Economic Forum and pulled in USD 1 trillion collectively with nearly two-thirds being female.

The freelance economy requires technology and digital talent we can supply if we gear our young women with the skills that are in demand globally. It gives them income, autonomy, flexibility and exports skills which is a great contributor to the economy whilst making us a knowledge economy unbound by local macro-economic forces. The likes of toptal.com, upwork.com, 99designs.com are all platforms to find freelance work in the gig economy.

STEM, especially coding skills should be part of primary and secondary education.

For unemployed youth already in the market, there are specialist companies teaching web development in South Africa that have trained kids with no computer science backgrounds to code in 4 months and supplied a pipeline of developers to some of the large 4 banks. Teaching coding skills is a critical lever for us to radically impact our education and unemployment crisis.

Improve the success rate of start-ups with more women co-founders

The *Harvard Business Review* found in a study that female-led firms may have a higher rate of return on average than male-led firms and in fact, First Round Capital celebrates its success at funding more women entrepreneurs which outperformed their male peers by 63% in creating value for investors. Like many areas with issues on social familiarity that restricts diversity, the venture capital industry is no different.

The value in start-ups is that women create businesses that solve real problems, they move forward with less capital and ample experience and are creating collaborative and diverse cultures according to Entrepreneur magazine in the USA. How much of our investments go to women-led start-ups? Oh yes, there aren't very many of them to start with... See point 1.

Reducing biases and diversity in technology sectors

The gender imbalance in Silicon Valley and most technology companies puts at risk the creative and disruptive advances we make in technology because of the underrepresentation of women and minorities (which are actually majorities in other parts of the world). Again, back to point 1. We need women and girls to actively participate and choose digital (and technology) as a means to improve their

circumstances and thrive on the global platform in the 4th (and 5th, 6th and 7th) industrial revolution we are in and about to experience.

There's place for everyone – make an effort to bring more focus at your children's school on embedding coding into their curriculum, join the girlswhocode.com movement in any capacity you can or just plain start with taking your first online course on digital.

We seem to have been untouched by the potential of digitisation in solving macro-economic problems. Let's solve 21st century crises with 21st century solutions and use practical and sustainable digital solutions and start with getting more girls into digital. ¹⁰



Priya is the Digital Director for the South and East African Business Unit at Coca-Cola and has over 20 years' experience in digital from building and selling her own start-ups to running digital channels for one of the largest global banks – Barclays

Africa Group. Her skills span across digital strategy; commercialisation and transformation, ecommerce and digital channel management in the online, retail and banking sectors. In 2017, she was nominated for the Young Global Leader for the World Economic Forum and is an activist in driving more women to STEM fields. She teaches Digital Business Strategy at MIT Sloan and has been nominated for the Board of the Mobile Marketing Association.

Value of IoDSA membership: Being a member of the IoDSA has given me valuable insights on important company and board issues and how to ensure Corporate Governance is addressed in a rapidly disrupting environment.

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The interpretation and design of risk appetite

Christelle Marais, IRMSA

“Long term financial performance depends on the efficient and productive management of resources not currently measured by traditional accounting methodologies – human, intellectual, social and relationship, and natural capitals”

– Jonathan Labrey, IIRC, quoted in King IV Report on Corporate Governance for South Africa 2016 (King), Foreword.

The governing body should evaluate and agree the nature and extent of the risks that the organisation should be willing to take in pursuit of its strategic objectives. It should approve in particular:

a) the organisation's risk appetite, namely its propensity to take appropriate levels of risk; and

b) the limit of the potential loss that the organisation has the capacity to tolerate.” – King, Principle 11, Recommended Practice 4

While we don't yet agree on how to account for all six capitals, or on how risk professionals should be involved in strategy, or on the difference between risk appetite and tolerance, the King IV Report

urges directors to integrate these elements coherently and take accountability for risks that organisations undertake. Since directors are not always financial or risk management experts, it becomes even more difficult to determine whether the information they receive is appropriate and adequate to inform their decisions. This article suggests a principle-based model to serve as a framework to guide

the interpretation and design of risk appetite frameworks to address King IV's recommendations.

Principally, if risk appetite is the amount of risk an organisation is 'willing' to take, and if risk tolerance is the amount of risk an organisation 'can' take, we should define 'willing' and 'can' objectively. The *Oxford Dictionary* defines 'willing' as "ready, eager, or prepared to do something" and 'propensity' (as King defines risk appetite) as "the inclination or natural tendency to behave in a particular way".

If the governing body is responsible for organisational performance and to direct the realisation of purpose through the execution of strategy (as King requires), it follows that an organisation should not be 'willing' or have the 'tendency' to take risks that could result in non-achievement of strategy. The *Oxford Dictionary* defines 'can' as "to be able to, be permitted to". Similarly, an organisation should not

be permitted to take on risk that could lead to its inability to maintain its core purpose. The third level of risk, that level where one or more of the six capitals are permanently depleted, is the level where an organisation doesn't achieve strategy (breached risk appetite), cannot remain true to its core purpose (breached risk tolerance) and cannot continue to exist at all, even for a different purpose (breached risk bearing capacity) due to shareholders' inability or unwillingness to invest further.

This model assists risk professionals, executives and directors to apply their minds in the spirit of King IV to drive consistent and coordinated decision making on risk. Such collective focus on how risks are viewed, managed and reported translates the accountability of the organisation as a responsible corporate citizen into reality. ¹⁰



Christelle Marais has experience in various governance-related roles within different corporates and clients across Africa and in various industries, specialising in risk management. Her focus is to enable governing bodies, their

sub-committees and management teams through risk intelligent programs to govern risk and make informed decisions. Value from IoDSA Membership: The IoDSA has helped me significantly to understand the challenges that directors in all sectors of the economy face in discharging their accountability for risk governance and oversight.

Twitter: @christellefaul

Role Player	Role	Mandate	Risk Appetite Framework		Risk Level if Risk Materialises
			Level	Example	
Shareholders Minister (Electorate)	Agree Purpose Mandate (Vision, Mission)	Shareholder Agreement	Risk Bearing Capacity	Permanent loss of licence to operate ¹ Permanent loss of patents/ IP rights ² Unavailability of critical skills in multiple key areas ³	Level within which shareholders' purpose is achieved. Breached when shareholders are unable/ unwilling to invest further or agree change in purpose.
Governing Body Board Accounting Authority	Approve Strategy Oversee Performance	Governing Body Charter Sub-Committee Terms of Reference	Risk Tolerance	Temporary loss of licence to operate Permanent impairment of patents/ IP rights Increased cost/ time to replace critical skills	Level within which Governing Body can direct and oversee strategy execution. Breached when Governing Body is unable to enable achievement of strategy and requires shareholders to provide additional funding or change in purpose.
Management Accounting Officer	Execute Strategy	C-Suite Performance Agreements & Strategy Implementation Plan Accounting Authority Performance Agreements & Annual Performance Plan	Risk Appetite	Fines impacting cash flow requirements Legal challenge to patents/ IP rights Critical skills turnover >10%	Level within which Management achieves strategy. Breached when Management is unable to achieve strategy and requires Governing Body intervention to enable strategy or approve change in strategy.
Employees	Execute Operations	Employees' Performance Agreements	Delegated Authority	Fines not impacting cash flow requirements Patents/ IP rights infringements Critical skills turnover > 5%	Level within which operational targets are met. Breached when employees are unable to execute operations and requires Management intervention to enable operations.

¹ Social and Relationship Capital ² Intellectual Capital ⁴ Human Capital

Gender inequality: The role of limiting beliefs

Zuleka Jasper, MCompt, CA(SA), IoDSA member



The Employment Equity Amendment Act was published in the Government Gazette on 1 June 2015. It was considered an achievement for women as the new law allows female employees in South Africa to demand the same pay as their male counterparts performing similar work. Almost four years later not much has changed and on 1 May 2018 President Cyril Ramaphosa called upon trade unions to play an active role in ensuring equal salaries for men and women that do the same job.

The South African Board for People Practices Women's Report 2015: *Equal Pay for Equal Value*, authored by Professor Anita Bosch, found that pay inequalities have taken on a structural element, which is embedded in the way we think about work, efficiency and profit.

As far as gender inequality is concerned, fingers can be pointed to many guilty parties: weak organisational governance structures, human resources managers not doing enough, men not accepting women in the workplace as their equal, women not working the same hours as men and organisations only putting value on skills that contribute to the bottom-

line. Arguably, these are all valid reasons for gender inequality however, a matter that is not often explored is the potential limiting thoughts and beliefs women may have that contributed to the current situation.

Every second of every day our minds are bombarded with billions of pieces of information, in fact, our minds receive about 400 billion bits of information per second through our five senses. Some of the information we are consciously aware of while the large majority of information are stored in our sub-conscious mind without us taking note of it in a conscious manner.

The way in which we look at the world and experience all the information that reach our minds are shaped through our beliefs. And here I am not referring to moral beliefs or values. Beliefs are those ideas and concepts we accept as the truth. You might have come to these conclusions or personal truths yourself, or they might have been passed on to you by religion, culture, society, your parents, schools, the media or politics. A large number of our beliefs get programmed into our subconscious mind before the age of seven. As these beliefs are imprinted in our sub-conscious mind at such a young age it means that we never argue about them or

question them and before we know it, we live by those beliefs.


If a child is told from a young age that she is responsible for the housework and sees her mother doing the same, her father and society expecting the same, she will over time develop the sub-conscious belief that it is her role to do the housework. This is a rather common belief and you can test it for yourself: How often do we frown on a family where the husband does all the housework? *That wife is definitely lazy or that husband is such a loafer or that man lacks some ambition* might be some of the thoughts that cross your mind. These thoughts are the result of our own personal beliefs on the topic.

There are multiple positive beliefs, but equally as many negative beliefs. A firm belief, whether negative or positive, is created simply by experiencing something repeatedly over a period of time.

Most of the time we do not consciously think about our beliefs, yet we continue to impress our beliefs on those around us

without being aware of it. This could well mean that the historic beliefs that women are less than men and deserve less that them are carried across from generation to generation without us realising.

Coaches (myself included) often see female clients that struggle with limiting beliefs like: I am not worthy, I am not good enough or I am not deserving. All these limiting beliefs were formed over time and primarily at a very young age. It is only fair to ask what role the upbringing and society played in imprinting these beliefs in women's sub-conscious minds.

My challenge to all women is to become aware of your own beliefs and to identify those beliefs that are limiting you in having the life you really want, whether it is on a personal level or at work. It is possible to break the cycle; to set yourself free from the limitations housed in your own mind. Take charge of your beliefs and achieve more than you ever imagined. We owe it to ourselves and the generations to come! 

Further reading:

- **Employment Equity Amendment Act of 2015**
- **The South African Board for People Practices Women's Report 2015**
- **As a man thinketh, James Allen**
- **Introduction to NLP, Richard Bandler**



Zuleka is a Leadership and Certified Life Transformation Coach registered with the International Coaches Register. She left the audit profession after 12 years as a partner with Deloitte, the latter part as the Audit Quality Leader for Deloitte Africa. Zuleka recently joined the IoDSA in April and has since been appointed as a non-executive director. zulekajasper@gmail.co.za



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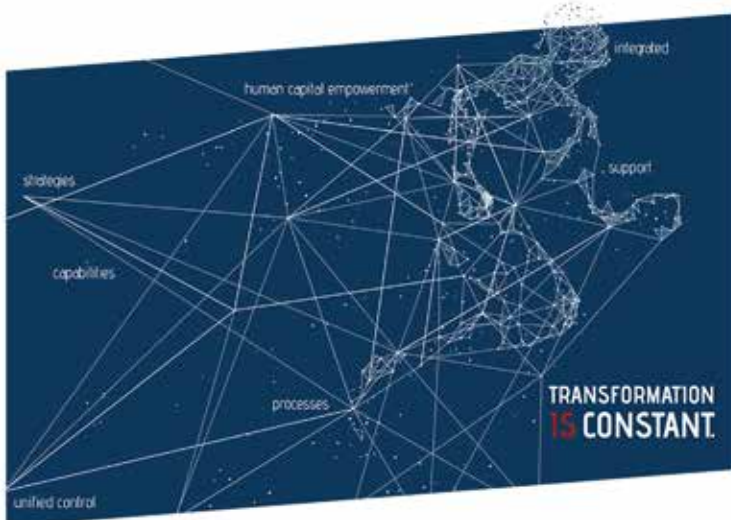
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Organisational culture in an ethical storm

Deirdre Tholet, SMC Inc a division of Tholet & Company

Managing a positive organisational culture when ethical dilemmas hit (hard)!

In the current environment of uncovering crime and corruption, it becomes difficult to manage the relief of exposure against the resultant damage left behind. After all, good people still have to continue to work within an organisation and the task of managing the fall-out can be daunting. As the media has reported lately, devious behaviour can come from the least expected place and companies that are supposedly proclaiming good governance have been found wanting.

It is expected that stakeholders will build their perceptions against what they experience, their interactions with the organisation involved and of course by what they read. It is not appropriate that all the employees become tainted when an ethical dilemma hits, but at the same time one cannot expect stakeholders to continue assuming that all is well.

Importantly, there needs to be a recovery programme after the storm has hit. The organisation will be reeling and will need to be treated tenderly. You cannot change how stakeholders and employees think, but you can influence their perceptions if you act positively.

This is a challenging task. An organisation cannot simply communicate the latest information and trust that everything will be ok or assume that it eventually be. It is true that time heals all wounds, but companies cannot ignore that employees will have been impacted. Each employee will experience the tragedy


differently, and the organisation needs to act quickly to ensure that employees are given the appropriate time to deal with the situation.

In times of difficulty communication between the company and its employees needs to be elevated into a new dynamic. We have seen how the public reacts when companies shy away from transparency, and this is compounded even further when employees feel they are left in the dark. A business cannot expect sound performance during times of tribulation as employees will be looking to leadership for answers and guidance. It is also not enough to just be 'more open' with your communication, leadership will need to take a vested interest in how employees receive that communication.

You cannot change perceptions overnight, moreover if the company in question hasn't had effective communication practices in the past and suddenly starts communicating with stakeholders, as this too is going to be questioned together with its intention. A trusting relationship between company, employee and stakeholder is key. It is difficult to create this during challenging times, though not impossible. It is important to remember that in dire situations, humility rules.

The culture of an organisation is not necessarily one that is connected with the wrong-doers, and quite often companies embrace very positive professional and diligent cultures even

though underhandedness has taken place. Culture is not the fabric of one or a few people, it is instilled in the organisation and is built up over time. It is not realistic to assume that the untoward behaviour of a few is ingrained in the organisation. In fact, it's likely that the opposite is true.

Stronger organisational cultures are better off; they have improved resilience and the legacy of their business' core values proves its worth. Companies who invest in building lasting cultures with truly open and honest communication practices are in the lead for a reason. Companies that flourish during troubled times have taken the time to build organisational practices that are lasting. 



**Deirdre Tholet, SMC Inc
a division of Tholet &
Company**

**Corporate strategist,
business advisor and
leadership strategist,
Deirdre Tholet has over
18 years' experience in**

**the field of strategic corporate communications,
organisational practices and marketing.**

**IoDSA membership benefit: I've gained value
through the opportunity to network and connect
with like-minded career professionals.**

Twitter: @tholetd



Climbing mountains – Lessons in leadership

Dr Thandi Ndlovu, CEO Motheo Construction Group & IoDSA member

'Mountaineering should be, and is, about much more than reaching the tops of mountains. It is about personal and spiritual growth, about testing limits. It's about experiencing the wild and natural world, and living life fully.' ~ David Lien

I still remember it as if it were yesterday. Firmly clutching onto the rickety rail over the raging waters of the Klipspruit river that separated Orlando East and Orlando West in Soweto. I was born in the Eastern side of Orlando. My parents, Elliot and Anne Ndlovu, both primary school teachers, had five children. I was the middle one. My father was then transferred to a school on the western side of Orlando. I refused to change my school.

And so, at Grade 5, I had to begin the daily journey of fear and trepidation. I did not know why my knees shook so violently, breaking into a sweat each time I stepped onto that bridge. I had a serious disease – acrophobia – a fear for heights!

The 1976 students' uprisings in Soweto and the aftermath of the killings that took place saw me drop out of Fort Hare University. I was to spend the next eighteen years in exile. It was while I was in

military training in the camps of Southern Angola that I was diagnosed with adult onset asthma. Unbeknown to me, the several years of generalised skin rashes and allergies were because of that underlying condition. I went on to qualify as a medical doctor from the University of Zambia.

Summit of Mount Kenya

And so, when in 2011 one of my business partners suggested we go and hike Mount



Kenya, I reacted with absolute shock and anxiety. This was soon to translate into excitement and anticipation. I knew then that I had to confront my fear – which even then was inexplicable but irrational in my view. I was deeply concerned about my asthma.

The preparations for the Summit of Mount Kenya – the second highest mountain on the African continent – went by uneventfully. The tour organiser had reassured all of us that Mount Kenya's Lenana Point at 4 985 meters is easily reachable after five days of an easy hike. We chose the September season as this was the least challenging in terms of the weather.

Our group of sixteen brave souls embarked on this adventure in August of 2011. Twelve novices, some of whom even hiking was a new experience, others recovering from cancer, and of course, I with my acrophobia and asthma combination.

The trek turned out to be none of the predicted 'walk in the park', great weather experience. From day one, we were hit

with the most atrocious weather. Torrents of rain came down, forcing some of the group to speed up pace. A big 'NO' in hiking! By the time we got to Old Moses – first camp – the group had been split. The run instead of walking up the mountain was going to cost us in the next days, for acclimatization had not been properly done!

This trek was my first lesson in the value of decisive and unbiased leadership. Our team leader, Chris Cudmore called the first meeting of the group. He split the group into two. The 'Tortoise Brigade' and the 'Moja Fasi (very fast)' group. We were to tackle this atrocious mountain based on the strength and capacity of each individual.

Over the next few days, departure from the camps was took place at the same time. As soon as treacherous terrain was experienced, the potters would separate out the group into two. Decisions were taken by the leader of the group in consultation with the leader of the potters. All the rest of us had to do was stick to and carry out the instructions. This

Lessons from the mountain:

- Leadership is critical. Firm and unambiguous leadership keeps the team together.
- Learn to listen and listen to learn.
- Leverage on one another
- Look around you – for each step may be treacherous
- Lean in

resulted in our final push and summit of Point Lenana! All sixteen of us, depending on our physical strength and capability, reached the summit at different times!

Summit of Mount Kilimanjaro (2013 and 2015)

The excitement of conquering my fear of heights and confronting my asthma on that cold August in 2011 encouraged me to accept the invitation to join the trek to Kilimanjaro. In 2013 my preparations were a little better than 2011. We did several local treks in the Magalies and Drakensberg mountains. We jogged, did special gym sessions and anything to bolster fitness levels.



“Summit night is the worst on a mountain. The combination of fatigue, anxiety, lack of oxygen and fear of failure to reach the summit reduce one to a nervous wreck. You have to dig deep into your soul to get strength to confront the monstrous mountain.”



But – nothing had prepared me for the experience. I can unashamedly state that the 2013 trek was the most difficult thing I have personally had to do – and this includes child birth! By day two of the six-day journey up the Machame route, I was beginning to ask myself questions about the wisdom of embarking on that expedition. My legs felt like jelly. I could not breathe. Again, Chris Cudmore's leadership was impeccable. He broke the team of sixteen into several groups. The same procedure as Mount Kenya was followed: leave the camps at the same time, break into groups, at the same time keeping together. No one should be left behind. Reaching camp, the stronger in the group take care of the weaker ones, assisting them with simple chores like taking off boots, filling up water for the following day and elevating the morale!

Summit night is the worst on a mountain. The combination of fatigue, anxiety, lack of oxygen and fear of failure to reach the summit reduce one to a nervous wreck. You have to dig deep into your soul to get strength to confront the monstrous mountain. Mountaineers say the reason we set off at midnight is so that we do not see the task ahead of us. And so, leaving Barafu (the last camp before summit) into the dark night, with just a head torch and the person in front of you to guide your path up the mountain, the inner soul's desire is to be able to lift one foot and place it in front of the other. For it is at this stage

that the only thing that matters one foot in front of the other! Your fate lies in the hands of the incredible guides. They urge you on, sing softly for you, clean your nose and in my case, assist in even unzipping and pulling down the layers and layers of clothing before I get to my underwear! It is at this stage that the leader plays the most critical role, ensuring that each of the team members are fit enough to proceed, and giving instruction for those unable to make it, to go down.

Team Motheo in both cases had 100% success on the mountain – against thanks to leadership.

Annapurna Base Camp: September 2016

Applying the same principles as above, 14 out of 16 of us reached the Base Camp of the treacherous Annapurna Mountain. The balance of the two unfortunately could not make it due to a freak accident on the mountain. A boulder dislodged, hitting Maritjie Botha on her arm, resulting in a fracture of her radius. Again – it was the quick and decisive decision making by the leader of the expedition that a disaster was averted.

Everest Base Camp: October 2017

The year 2017 was the 20th Anniversary of the founding of the Motheo Construction Group. We used the occasion to trek to the Base Camp of Everest! Again, the idea was to derive lessons from the mountain, particularly for the younger members of

our team. That 15 out of the 16-member team made it approximately at the same time, reaching EBC after 12 days of trekking – is as a result of the leadership and team work. 📍



What began as an interest in the housing conditions of the poor saw the founding of Motheo Construction Group in 1996. Today Motheo has built over 90,000 quality homes, an achievement I am most proud of. I was honoured as the 2013 recipient of the

Business Women's Association of South Africa's Business Woman of the Year (Entrepreneur). I am the current recipient of the African Women Chartered Accountants (AWCA)'s 2017 Woman of Substance Award. My success comes from putting fears aside, partnering with the right people and never being afraid to ask questions. I would advise the younger generation (especially the women) to work hard - there are no short cuts. To read a lot – as there is wisdom in the words of others. And, finally, to be brave.

Value of IoDSA membership: The greatest achievement from my membership to the IoDSA, which I have held for over a decade, is the firm adherence of ethics, integrity, good and ethical governance. I have infused these into my business and on all the boards of listed, unlisted and state-owned companies that I have served on.

Twitter: @DrThandi



The art of shifting corporate behaviour starts with the decision-maker

Joy-Marie Lawrence, Group Executive: Western Cape, EOH Holdings Ltd & IoDSA member

Directors drive better decisions in the boardroom when they have a better sense of self.

Nelson Rolihlahla Mandela, a revolutionary and one of the most iconic figures of our time, wrote in a letter to Winnie Mandela in 1981, "Learn to know yourself... to search realistically and regularly the processes of your mind and feelings."

Mandela's dictum is important for executives at the board and senior level to heed and cultivate their self-awareness, which begins with learning to know oneself. It is a complicated and personal process. We have to accept and acknowledge this. It is not surprising then

that many are not inclined to spend time on self-reflection; the consequence of this is that they have a relatively low level of self-awareness.

However, just because the process of cultivating self-awareness is challenging, we cannot ignore its necessity. We



“When leaders do not listen, with the intention to hear and to understand, they hold silo perspectives and opinions driven by self-interest which impacts their ability to engage in productive and healthy strategic debates.”

Leaders can start by learning what makes them tick by considering the following:

Look inward



Question and explore the current “state awareness” (thoughts and perspectives) and “profile awareness” (patterns of behaviour).

Be a listener



Listen to hear instead of to respond. Be conscious of what is said and of what is happening in the mind and body.

Be curious



When listening with intent, one becomes interested, and interest sparks curiosity in oneself and others.

Be courageous



It takes courage to explore oneself.

operate in a dynamic and ever-changing environment that continually requires an outward focus of our time and attention. This adds a layer of complexity and creates a barrier that prevents us from focusing inward, leaving very little energy and clarity of mind. As a result, we forget to or don't listen to others.

When leaders do not listen, with the intention to hear and to understand, they hold silo perspectives and opinions driven by self-interest which impacts their ability to engage in productive and healthy strategic debates. We need to be able to consider things from multiple perspectives. It increases our ability to think in a more integrated way, with a level of ethical consciousness that drives better decisions. Listening to others is too often taken for granted because the focus is on the response to present a view rather than seeking to understand first. When we lack good listening skills, self-awareness is also not present.

Directors, being responsible for pulling the organisation in new directions spend a significant amount of their time in boardrooms, making strategic and operational decisions that will have a long-lasting impact. It is in the essence of being in the boardroom that listening skills are critical, but that does require a sense of self-awareness to be able to hold multiple perspectives. Companies play an integral part in society, the very decisions they drive, affect society and vice versa.

To look inward is a way to examine one's modus operandi. Cultivating self-awareness takes deliberate action and reflection of self; acknowledge the need to develop it.

When the company's leaders understand themselves, they can listen to their managers and people better. They become better examples of how to lead and

become better at engaging in courageous conversations and respectful debates that will lead to better decisions.

At the core of King IV is the drive to achieve fundamental shifts in corporate behaviour: from short-term to a long-term focus, from financial capitalism to inclusive capitalism, from being single-minded to a focus on stakeholder management. If we are to shift corporate behaviour, we need a shift in the behaviour of the leaders who drive the business.

When integrating the leader's self-awareness, with the leader's areas of knowledge, skills and experience, it becomes a powerful insight into how leaders can have purposeful conversations in the boardroom.

Directors need to have the requisite intellectual curiosity, self-awareness, passion and focus that are required to drive good business, and good governance with heart. 19



Joy-Marie Lawrence is the Group Executive for the Western Cape at EOH Holdings Limited. Joy-Marie was recently appointed to the UCT Graduate School of Business (GSB) Board of Advisors.

Joy-Marie is an alumna of the UCT Graduate School of Business where she obtained a distinction for the Executive MBA in 2010. Her other qualifications include: LLM from the University of Witwatersrand (2002), LLB (1996) and Bachelor of Arts (1994) both from the University of Cape Town. Conferred by the IoDSA, she holds the Chartered Director South Africa (CD SA) designation and has been a fellow of the IoDSA since 2009.

To professionalise or not?

Sherma Malan CFP®, Senior Manager: Director Certification & Development, IoDSA

Professionalism means different things to different people, whether it is how you conduct yourself in the workplace, or the qualification and training certificates you earned, or belonging to a professional body and meeting its designation requirements. For me it is all of the above.

If you classify yourself as a professional, it implies that you also believe that you are part of a profession. One of the strategic focus areas of the IoDSA is to develop the profession of directorship and we do this through the enabling and development of director skills, advocating and providing an effective voice for directors in public affairs and by safeguarding the integrity and status of directorship as a profession.

There is one unequivocal way of proving professionalism and that is to obtain a designation. Not only will your qualification, experience and skills be scrutinised against a set of criteria, but your reputation in terms of ethical conduct will climb to a new level. By meeting the set criteria for a professional designation, you can proudly and boldly promote yourself as being the best in your area of speciality because you have met a higher standard than most other people.

What designations does the IoDSA offer?

There are two designations in the IoDSA portfolio of professional designations namely the Certified Director TM and the Chartered Director (SA)® designations and these designations carry different criteria.

The Certified Director TM designation is aimed at recognising knowledge (proficiency) underpinning the Director Competency FrameworkTM, while the Chartered Director (SA)® is aimed at recognising the mastery of directorship and requires a demonstration of a proven track record of directorship experience against all 20 competencies listed in the Director Competency FrameworkTM. Below is a summary of the differences between these designations.

Certified Director	VS	Chartered Director (SA)
IoDSA Member No age restriction No qualification required In good standing	General	IoDSA Member 30 years old NQF 7 qualification or equivalent In good standing
Qualifies through attending IoDSA training programme / MCQs (Part 1) and assessment (Part 2)	Learning	Qualifies through own learning experiences and experience as director
No experience required	Experience	3 years directorship experience on a board of a company of substance
Recognises knowledge and understanding against Director Competency Framework	Recognition	Recognises Mastery (application of knowledge, skill and attributes) against track record of experience as director – aligned to Director Competency Framework
Not registered with SAQA	SAQA registration	Registered with SAQA

Why should I consider taking up a Director designation?

Holding a designation carries a strong message about the holder's competence, knowledge and skill, but probably most importantly, about the person's ethical conduct. Such a credential becomes a powerful tool in promoting yourself for those positions you have included in your career aspirations. All around the world, professional bodies frequently conduct research to determine which member benefits are most important to members, and many of these research reports indicate the biggest benefit is the code of conduct they ascribe to, because this is the one area that sets them apart from other people with the same qualification and experience they may hold. Ascribing to a higher code of conduct has a direct positive impact on the professional's reputation for being deemed as doing the right thing in difficult circumstances. When you get certified, you will be required to declare your submission to the IoDSA code of conduct for Certified or Chartered Directors, which places a bigger onus on you in terms of your practicing as a director on a company board.

The other benefits that you will derive from this are illustrated in diagram 1:

What is required from me to maintain the designation?

You will be required, on an annual basis, to renew your membership to the IoDSA. Furthermore, you need to, also annually, subscribe to the code of conduct and provide information and evidence of your Continuous Professional Development (CPD) activity. Designation holders are required to earn 60 CPD points over a 2-year cycle.

What is CPD?

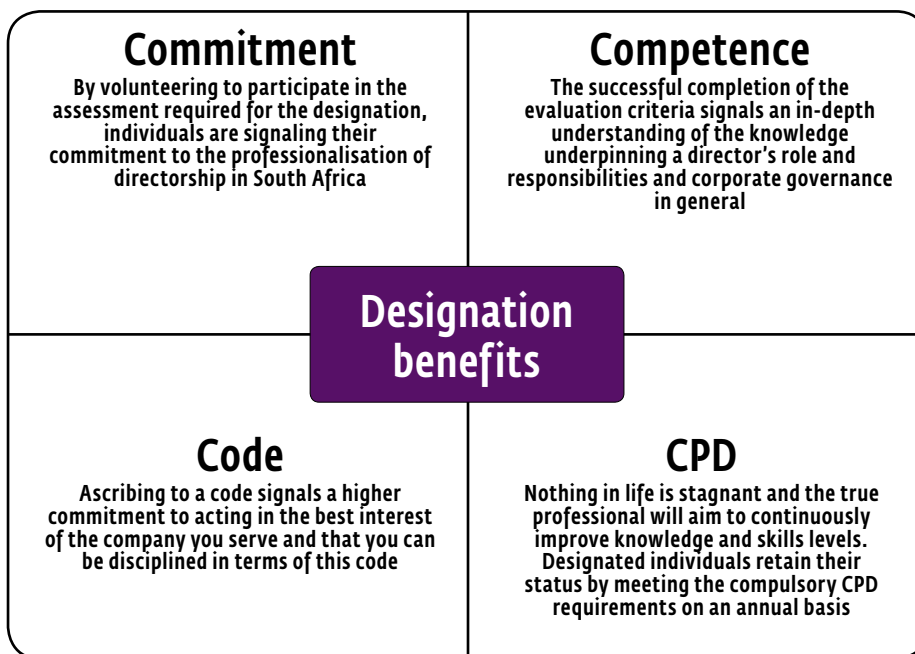
CPD can be described as the systematic maintenance, improvement and broadening of knowledge, experience and skills, and the development of personal qualities helpful in the execution of professional duties through a career.

What counts as a CPD activity?

The CPD policy for IoDSA designees are designed in such a way that incorporates a range of different types of activities that counts towards the bi-annual requirement.



“Holding a designation carries a strong message about the holder’s competence, knowledge and skill, but probably most importantly, about the person’s ethical conduct.”



Professional work-based activities
 These are all the activities that a designee would participate in including implementing new techniques, learning a new discipline, coaching or mentoring, committee membership or visits to other companies that results in learning.

Mentoring

This relates to all mentorship activities promoting the growth and development a designee obtains or provides on their career path.

Personal activities outside work
 These activities are related to the competences of a designee, but are performed outside of work and include, but not limited to, being a member of committees of other professional institutes, trade associations or Chambers of Commerce or management of a club or society.

Courses, seminars and conferences
 These are educational activities that are directly related to competences of Certified or Chartered Directors and include, but not limited to NQF registered qualifications offered through accredited institutions; attending or presenting of short courses, workshops and seminars; and presentation of papers in relation to business, economics or corporate governance.

Self-directed learning activities

These are activities that are performed almost daily as an integral part of a designee's role. However, these activities don't usually involve other people and are driven by the individual. These include, but are not limited to reading of newspapers, journals and books; listening to audio books or watching documentaries and videos related to business, economics or corporate governance, and running one's own business. 10



Sherma Malan CFP®,
 Senior Manager:
 Director Certification &
 Development, IoDSA

Directors' skills: using the soft to strengthen the hard

Sarita Martin, IoDSA facilitator and independent non-executive director

When interviewing potential directors, nominations committees should not forget to investigate the hidden soft skills without which hard skills can prove less than useful. There is more to a successful board than just assembling the right skills, knowledge and experience around the table. The dynamics around the boardroom table are influenced by the individual personalities on the board.

Boards often comprise a group of dynamic, highly accomplished individuals with strong views. If those individual directors are to deliver real value to their organisations through robust and productive discussions, they must have what has historically been referred to as the soft skills to operate within the context of the group, or one simply ends up with a set of individual opinions and no coherent decision. Board members need to have the ability to be able to present their views in

a respectful and coherent manner rather than be dictatorial.

Read the room

The level of in-depth discussion needed at board level is only possible if directors can listen well and are flexible enough to engage with other board members' ideas to come up with new insights.

The courage to express one's opinion while also engaging genuinely with other points of view is particularly difficult as

today's boards become more diverse from – among other things – a gender, age and cultural perspective. This diversity is obviously intended to provide the organisation with better visibility across the full socio-economic and political landscape, but it can mean that boards must balance widely divergent points of views.

Often it is the body language and tone of voice of individual board members rather than their words that indicates their stance on a particular matter.

Replace “me” with “we”

Although eliciting the views of individual board members is crucial, it is important to remember that any board decision is a decision of the collective; the majority of board members – the “we”.

An observation is that many of the new generation of board members may have no board or executive experience. They may be unaware of the protocol of board meetings, which is designed to support a non-adversarial atmosphere whilst promoting robust discussion and debate.

They may also not fully comprehend that the boardroom model is not a parliamentary one; the objective is not to state one’s view as forcefully as possible and then vote, but rather to interrogate an issue from all angles to arrive at a decision in the best interest of the company.

It’s not who gets to make the decision, but the quality of the decision-making process itself. Directors have a fiduciary duty to act in the best interests of the company, not themselves or a certain viewpoint.

According to Parmi Natesan, IoDSA Executive Director, “the personal and social competencies for directors are just as critical and the functional/technical ones. In the awarding of the Chartered Director SA designation, significant emphasis is placed on assessing these softer skills. In addition, the IoDSA has also added two new programmes to its repertoire of director training – a practical boardroom simulation experience where delegates get to practice these skills; as well as a programme providing individuals who intend to become a non-executive director with a road-map to get there.” ¹⁰



**Sarita Martin, IoDSA
facilitator and
independent non-
executive director**



Get it right, right from the start

So how do nomination committees set about establishing whether prospective directors have not only the correct understanding of how board decisions are reached, but the emotional balance and insight to handle difficult discussions in such a way as to promote the best outcome for the organisation? It’s not easy, because potential directors cannot simply be asked to take a psychometric test. However, typical interview questions can be used to probe these areas.

Understanding what motivates an individual to be a director in the first place can reveal how well they understand the role of the board. Nomination committees can assess during discussions with candidates about the business and corporate context on how able the individual is to connect the dots to see the big picture. This is also necessary to determine their understanding of corporate governance and how aware they are of current affairs. Verbal communication skills, which are critical in board interactions, can also be judged during an interview.

Perhaps most importantly, nomination committees should look very carefully at what candidates have done in their lives and careers. This will not only show whether the candidate possesses the requisite hard skills and experience, but also indicates how they see themselves, and how they have displayed the ‘board temperament’ in the past.

Ensuring that board members are emotionally aware and possess the soft skills including good verbal communication and listening skills will assist in effective board dynamics and ultimately robust decision-making at a board level. ¹⁰

Annual General Meeting

The 58th Annual General Meeting of members of the Institute of Directors in Southern Africa NPC was held at The Capital On The Park, Sandton on Tuesday, 5 June 2018.



Gin Tasting

An IoDSA tasting of the Whitley Neil handcrafted gin distilled in small batches, hosted by Halewood Wines and Spirits.



Shoe drive

The IoDSA is supporting the 'Walk with a Purpose' initiative, collecting shoes for the underprivileged.





Factfulness

Ten Reasons We're Wrong About the World – and Why Things Are Better Than You Think

Hans Rosling, Anna Rosling Rönnlund and Ola Rosling, Flatiron Books, 2018

The phrase "reality check" usually implies an effort to splash cold water over hopefulness, but this book's reality check says things are better than you think. The writing team of the late physician and professor Hans Rosling, a co-founder of Doctors Without Borders, and his son and daughter-in-law, Ola Rosling and Anna Rosling Rönnlund – who co-wrote the book with him and completed it – demonstrate that the world is a safer and more hopeful place than most people believe. They show that people generally remain in thrall to misconceptions about global issues such as poverty and population growth. They envision a world of extreme violence, deprivation and misery that only grows steadily worse. The Roslings reveal statistics showing that the opposite is true: The world is getting consistently better. *getAbstract* recommends their eye-opening thesis to leaders, students, activists and policy makers.

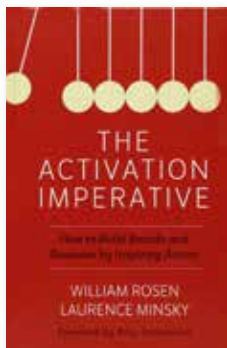


The Magic of Tiny Business

You Don't Have to Go Big to Make a Great Living

Sharon Rowe – Berrett-Koehler, 2018

Entrepreneurs must have courage, optimism and an elevated sense of mission. Sharon Rowe demonstrated these qualities when she started her tiny business Eco-Bags Products. She had little money, not much time (she was a new mother) and no business expertise (she was an actor). Thanks to her hard work, daring and perseverance – not to mention low-interest credit cards – Eco-Bags Products is now a multimillion-dollar enterprise. With charm and grace, Rowe explains how this all came to be in her instructive, insightful and down-to-earth manual. She describes her business processes and mind-set in detail so other entrepreneurs can gain practical wisdom and inspiration from her experience. *getAbstract* recommends her compelling narrative to entrepreneurs, both actual and wannabe.



The Activation Imperative

How to Build Brands and Business by Inspiring Action

William Rosen and Laurence Minsky – Rowman & Littlefield Publishing Group, Inc., 2018

In today's fragmented marketing landscape, advertisers must choose among social media, print, broadcast, mobile, Internet and database marketing – and more. Despite this expanding complexity, consumers expect a seamless experience across all marketing channels. Marketing experts William Rosen and Laurence Minsky offer the "Activation Imperative Method" for achieving "cross-functional synergies" in all of your promotional efforts across every channel. The text, which expands on the authors' article in the *Harvard Business Review*, shows marketers how to leverage and align various media channels to enhance the impact of their marketing. *getAbstract* recommends its logical, helpful approach to consumer-centric marketers.



Build It

The Rebel Playbook for World-Class Employee Engagement

Glenn Elliott and Debra Corey – Wiley, 2018

Nearly 75% of employees don't like their jobs. They don't work hard at them or care about their customers. The result is no surprise: companies with disengaged employees don't do as well as firms with employees who are engaged. But what can you do if your staff members tune out? HR experts Debra Corey and Glenn Elliott offer a "rebel playbook" that shakes up the status quo. They include numerous "plays" – mini-case histories showing how companies with great engagement connect with employees. Corey and Elliott outline a 10-step "Engagement Bridge Model" as a strategy for turning things around. They urge you to address workspaces, employee well-being, remuneration, communication, meaning, leadership, management, "job design," learning and recognition. And they tell you how. *getAbstract* recommends their methods to anyone who exercises organizational authority.

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The imposing front entrance of Opus One



From the Mentors to Opus One

When is the best time to buy wine? Some might say on the same day as drinking it. How often do you buy and do you perhaps rely on a monthly or quarterly wine delivery from one of the wine clubs? Are you conscious of vintages?

Last month I was invited to a tasting of KWV – celebrating its centenary this year – Mentor's range: Sauvignon Blanc 2012, Semillon 2012, Grenache Blanc 2011, Shiraz 2012 and Cabernet Sauvignon 2012, all thoughtfully paired by Marble Restaurant. The Mentor's range was launched originally under the guidance of Australian master wine guru Richard Rowe and is now in the very safe hands of Paarl's own Izele van Blerk. One question was posed by Izele: when did you last drink a white wine that was two, three, four or in this case six years old? Talking to colleagues at the tasting, we all agreed that this was not your average tasting but something to be celebrated. One of South Africa's very best. Someone even argued that this was the best tasting they had experienced. If you have never tasted Grenache Blanc go out and find some.

During the conversation I learnt that the best two recent vintages were 2009 and 2017, although you might get slight variations by region; that the volume of the

2018 vintage was down 20% due to lack of rainfall; that KWV sources its fruit from far and wide – nearly 70 different producers whom they work with throughout the year; the Swartland region was the worst affected by the drought, in fact some farms had lost their vines; and although volume was down the quality was excellent. Interestingly, some farmers are ripping out their vines and replanting with apples and citrus as these are more profitable and less complicated.

It is also interesting that although Paarl is the home of KWV, as a geographic region it has been nudged aside by the rivalry of Stellenbosch and Franschhoek as they jostle to be the top destination for international visitors.

At the time of my last article, I was about to visit the US. This brings me to the friendly, largely unsaid rivalry between the northern Californian neighbours, Napa and Sonoma, roughly an hour's drive north of San Francisco, over The Golden Gate Bridge. But first spare a thought for those who died in the wildfire blaze last year destroying over 5,200 homes. Fires are the deadly enemy of all wine farmers. Despite this, one is struck by the tranquility and beauty of the area and the manicured vines with hardly a leaf out of place.

As you read this the grapes will be ripening, until the fruit is turned into wine. Fortuitously, just before leaving for the US as I was checking out the various wine tours, I was invited to a tasting of Opus One at the newly opened Epicure Restaurant in Sandton. We were hosted by Laurent Delassus, Vice President of International Marketing for Opus One and based in Bordeaux. Now to those of you who haven't heard of Opus One, the partnership was the brain child of California's Robert Mondavi and France's Baron Philippe de Rothschild. And just across the road from the Robert Mondavi Winery in Oakville. Both the Baron and Mondavi have subsequently died, both well into their eighties, but the legacy is stronger than ever. When first launched in 1979 it became known as America's first 'ultra-premium' wine and today is exported to over 80 countries.

Hearing I was about to visit Napa, Laurent very kindly invited me to pay a visit, be given a tour and a tasting. Now that is not something to be ignored as many California wine estates are not open to the public and those that do especially the very top ones carefully regulate the visiting hours. It is strictly by appointment. We were not disappointed and well-looked after. The planning of the entire estate was managed in minute detail, and in the early days there were many setbacks. But now it runs like the well-oiled machine it has become. The attention to detail is never ending as they strive to continually improve, if that is possible. Just one example is that picking of grapes when they reach their optimum ripeness starts at 3.00am in the cool of the night. Prices of Opus One start at around \$350 per bottle, and their second label Overture, itself a real beauty, at \$140. The last release was in September 2017, the 2014 vintage.

How to describe the wine you may ask? Well how about 'Magic in a Bottle'. It's difficult to improve on that!

PS. if you would like to read about the emergence of the Napa Valley as one of the world's top wine areas and the story of Robert Mondavi, at 52 thrown out of his family winery following a bitter feud, 'Harvest of Joy' is a riveting read.

Jeremy Sampson

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Fellow of the IoDSA



Performance thoroughbred!

If you're looking for a family-sized SUV that offers plenty of luxury along with the thrill of adrenaline-filled performance, the latest GLC derivative to be launched by Mercedes-AMG, the 63 S, deserves consideration. Wynter Murdoch reports.

Mercedes-AMG's GLC 63 S – a V8-powered, five-door, family-styled utility vehicle that's based on the brand's C-Class platform and sold in two body configurations, Coupé or SUV – might not be every sports car purist's top-of-mind choice, but there's no arguing with the vehicle's allure.

Apart from being superfast – its makers claim the versions will go from zero to 100km/h in 3,8 seconds – derivatives in the range are equipped with a variety of luxury features as well as state of the art technology that help to place them among the most tempting, high-performance SUVs yet brought to market.

Under the bonnet you'll find AMG's familiar M177 4,0-litre, twin-turbocharged V8, tuned to produce 375kW and 700Nm. The engine is mated to nine-speed, multi-clutch transmission (MCT) which sends power to all wheels via Mercedes-Benz's 4MATIC+ drivetrain.

Equally, the models feature air suspension with adaptive adjustable damping, fully variable torque distribution, limited-slip rear differentials and high-performance braking systems.

Further, as a visual indication of the line-up's links to Mercedes-AMG sports cars, the derivatives borrow a styling cue previously reserved for the brand's AMG

GT – a Panamericana grille.

According to Tobias Moers, CEO of Mercedes-AMG, the additions to the GLC range represent special vehicles for the brand. "It is no easy job designing an SUV to be highly sporty and dynamic while at the same time offering inherent extreme driving stability," he says.

"Achieving the aim required us to put our heart and soul, along with our many years of SUV expertise, into the development of this vehicle. The result is an SUV that can be driven with high precision and agility and which, if required, is equally at home on a high-speed lap of the race track."

Experiencing each of the S models during their launch recently at Zwartkops Raceway near Pretoria, I can vouch for the fact that the versions are very much track honed. Whether in the SUV or Coupé, you'll find your eyeballs being pushed back in their sockets under hard acceleration – gear changes up the scale almost machinegun-like in their rapidity.

Even with stability control disabled, mechanical grip remains good in corners with body roll well-controlled through the air suspension system. Though downshifts are not as fast as upshifts – the gearbox using an auto-rev function to synchronise engine and wheel speeds – the vehicles react quickly to throttle inputs. Brakes are excellent – showing no signs fade in repeated laps of the circuit – while steering is accurate.

Most of all though, it's the typical V8 sound that fills the cabin that adds to the excitement of driving, the glorious noise emanating from an exhaust system that features flap technology. While the intensity of the noise depends on the selected drive mode – Comfort, Sport, Sport + or Race – optionally available is a performance exhaust system which allows the sound to be modulated at the press of a button.

Looks-wise, the Coupé differs from the SUV in terms of rear styling, the fast back shape of the aft quarters appearing to offer some aerodynamic benefit but compromising boot space. Also, on track and on road, the Coupé's ride feels slightly firmer than that of the sibling, with more tyre roar apparent in the cabin when the model traverses rough surfaces.

On both versions, though, craftily-styled side sills make the vehicles look as if they are sitting low on the road, matt iridium silver inserts in their grilles and rear diffusers differentiating them from less potent GLC AMG siblings.

The cabins of each of the new models are



PRICES


GLC 63 S 4Matic+	R 1 579 282
GLC 63 S Coupé 4Matic+	R 1 695 291
GLC 63 S 4Matic+ Edition 1	R 1 760 861
GLC 63 S Coupé 4Matic+ Edition 1	R 1 876 870

striking, too – and comfortable. Trimmed with aluminium and man-made Artico leather, they ooze a premium quality feel. Front passengers get sports seats that offer plenty of under-thigh and lateral support, while the rear bench is scalloped to provide a good amount of succor.

Connectivity technology is state of the art, with multiple, selectable screens available from which to view information. AMG embellished instruments are easy to read, and switchgear is well-placed, with a centrally mounted touchpad flanked by controls for the suspension system, ESP

operation or, optionally, a button for the AMG performance exhaust system.

There's plenty of scope for individualisation, too, since AMG offers a variety of packages and design enhancements styled to make the models more exclusive. Also on sale in South Africa are high-spec Edition 1 versions.

If you're looking for a family-sized SUV that offers plenty of luxury along with the thrill of adrenaline-filled performance, the AMG 63 S deserves consideration. In all it's a well-balanced, well-crafted machine. 



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10 tips for more efficient business travel

Travel is a big part of modern business. With the market growing at its current pace, executives and business owners need to travel more frequently to reach new potential clients, maintain the existing ones, and grow with the market.

Business travel is necessary not only for the future of the business but also for its competitiveness. Thanks to technology and various services available today, business travel isn't as cumbersome as it used to be. Most seasoned business travellers even develop travel habits that allow them to travel more efficiently regardless of the timing and travel destination. We spoke to some seasoned travellers and gathered the top 10 tips that will help you travel for business more efficiently as well.

Travel light

Travelling light is the secret of many business travellers. The fewer items you carry, the easier it will be to go through security and deal with other hassles of traveling. You don't even have to wait at the baggage carousel and you can go in and out of airports more quickly. Travelling light has another big advantage. It lets you travel more without getting tired of lugging your baggage around. You can be agiler on the road; this is always good for business.

Keep the essentials ready

If you travel often, it is also worth keeping a bag of essentials ready for use at any time. A friend of mine who happens to own a business has three identical bags with every travel essential he needs. He can simply pack his laptop, chargers, and other items he uses frequently in any of those bags and be ready for his next

trip. Of course, you don't have to go this far. After a few trips, packing the essential items will become a habit. You can do it quickly and be ready for the trip in just a few minutes.

Plan ahead

There are plenty of booking apps and other tools that make traveling today a lot easier. You don't have to wait for confirmations or go through travel agents to make the necessary travel arrangements. While it is great that you can make last-minute arrangements, the best way to go is planning ahead. Booking early lets you enjoy better prices. On top of that, you can take more time and compare your options before making reservations. That little bit of extra time gives you the opportunity to make the entire business trip more pleasant too.

Fly private

You don't even have to stick to the airlines' schedules. Many companies provide private jet memberships, allowing members to fly at the lowest possible price and enjoy extra flexibility as they can fly in as little as an hour after booking. The membership programmes let you have access to the best jets without having to buy them. The idea is simple. The service provider can get an airplane ready in a few hours. In return, you pay a discounted fee – due to the private jet card – and can save a lot of time. These programmes often also include additional services, such as a concierge to handle all of your travel arrangements for you.

Collect mileage

When you do have to travel on a commercial flight instead of a private jet, make sure you stick to one airline as frequently as possible. Collecting frequent flyer mileage will grant you access to free upgrades and additional amenities that make business travels much more convenient.

For instance, certain airlines offer a separate VIP security line for their valued frequent flyers. You can skip the long lines and get to the airport lounge in a matter of minutes. The airport lounge is another huge add-on since you can rest better or spend time working while waiting for your next flight.



Dress for the trip

Every business trip is different. Certain trips are filled with meetings from the moment you land, while others are more relaxed and let you enjoy gaps between schedules. Regardless of your schedule, always dress comfortably for the flight. Forget about wearing a suit; you will not be able to snatch some rest during the flight with a formal business attire.

Airports now have shower rooms, so it is much more convenient to refresh at the airport instead of wearing a suit throughout the flight. You'll look fresher and more prepared for the meeting too. This is even easier when flying on a private jet. You can refresh in-flight and simply hop onto the car that picks you up ready for the challenges to come. It is the ultimate way of flying indeed.

Bring entertainment

Just because it is a business trip, doesn't mean you don't need to have fun and relax. Maintaining the same balance as when you are working from the office is equally important. You want to stay sharp and ready, even after an 8-hour flight. This is where bringing your own entertainment comes in handy.

You can use the time to catch up on that book you have always wanted to read. A Kindle in the carry-on is all you need to have hundreds of books with you always. You can also pre-download movies and TV series from Netflix and Amazon Prime for when there are gaps in your schedule.

Exercise!

Don't forget to squeeze in some light exercise in between flights and meetings. A 30-minute walk around the airport or a simple stretching routine when you feel tired is often all that is needed to refresh. Exercising also keep the body metabolising at the ideal rate, which means you can sleep better at night and not have to worry about possible health problems ruining the trip.

You can also bring your morning routine with you. Starting the day correctly is important, so stick to the routine you maintain back home when staying in a city for more than a day. Do a morning run, have breakfast while reading the local newspaper, and don't forget to set the alarm at the right time to tie everything together.


Plan for the worst

Despite careful planning and time spent fine-tuning your travel itinerary, it is still necessary to prepare for the worst. A delayed flight, incorrect booking information for your overnight hotel, bad internet connection, and various other issues can turn a well-planned business trip into a nightmare.

There is always a solution to these issues you may face during your business trip. You can quickly find another flight or secure a private flight to the destination. Accommodation issues can be solved by turning to booking apps and services such as Airbnb. When you are prepared, no challenge is too difficult to handle.

Be friendly

Last but certainly not least, always be friendly to the people you meet on the road. The crew serving you onboard the flight, the staff at your overnight hotel, and random strangers you meet in between stops can be your saviour. When you are kind to other people, you will be treated kindly too. This is a handy tip to remember when you are visiting a new city. Ask nicely for the help you need, and you will get help in return.

All of these tips will help make your business trips more efficient. Learn from seasoned business travellers and become an expert in moving from one flight to another. 

Article first appeared on <http://www.bmmagazine.co.uk/in-business/10-tips-efficient-business-travel/> and is republished with permission.



"Business travel is necessary not only for the future of the business but also for its competitiveness. Thanks to technology and various services available today, business travel isn't as cumbersome as it used to be."

How to get the benefits from governance reporting

The first reports and disclosures in line with King IV principles are beginning to appear. King IV is effective in respect of financial years starting on or after 1 April 2017. It would appear that certain organisations still require a deeper understanding of the implications of King IV's "apply and explain" approach, says Richard Foster, a governance advisor, professional non-executive director and IoDSA facilitator.

"King III's 'apply or explain' regime had the unintended consequence of allowing organisations to adopt something of a tick-box approach to reporting and compliance. The new approach signals a decisive departure from that way of doing things because it requires organisations to explain how they have applied the 17 principles of King IV," he says. "The idea is to give stakeholders a real idea of what the organisation is doing to embody the code and the quality of its governance – and how it is using the code to achieve all of this."

The key here is the requirement to explain. Explanation means that stakeholders can easily ascertain whether the organisation is making satisfactory progress towards good governance. It also, to quote Professor Mervyn King, the convenor of the King Committee in his foreword to King IV, "encourage[s] organisations to see corporate governance not as an act of mindless compliance, but something that will yield results only if it is approached mindfully, with due consideration of the organisation's circumstances."

Foster suggests the approach should be welcomed because it provides a great deal of flexibility in line with the principle of proportionality. Organisations are

now free to adapt how they give effect to the Principles of King IV in line with aspects such as their risk profiles, level of complexity, resources, impact on the triple context and other specific circumstances—provided they explain clearly what their thinking was.

"Disclosure under King IV directs us away from a quantitative approach to compliance ('We have implemented the following recommended practices' or 'We have implemented all recommended practices except') to a qualitative one ('In order to give effect to this Principle of good governance, we have taken the following actions')," he explains.

"The Principles are generic and can be applied to any organisation, what's unique is how each organisation crafts that application to achieve the goals or outcomes corporate governance: ethical culture, effective control, good performance and legitimacy."

The challenge that organisations now face is that they have to engage deeply with the spirit of corporate governance, rather than its letter. That engagement, and the actions that flow from it, need to be informed by an ethical framework.

In practical terms, governance reporting in terms of King IV cannot be done satisfactorily in tabular form. Rather, a narrative approach, guided by

materiality, should be used to explain how the organisation understands the Principle in its specific context and what it seeks to achieve; and then what practices were implemented in order to achieve the necessary application of that Principle.

King IV allows organisations to deliver their governance reports in various ways as best suits their circumstances: either as a standalone report, or as part of the integrated report or some other report as they consider appropriate for their stakeholders.

The IoDSA has recently published its own governance report which can be used as an example of the envisaged approach. "A significant amount of time and thinking went into how we wanted to tell our governance story, to enable our stakeholders to make an informed assessment of the quality of the IoDSA's governance," says Parmi Natesan, Executive: Centre for Corporate Governance.

"Reporting under King IV is all about understanding corporate governance and then explaining how you have implemented it; it's not about keeping a register of which rules you have followed," Foster concludes. "It's highly flexible but it does require organisations truly to engage with what they are doing to improve governance, and what they hope to achieve." ¹⁶

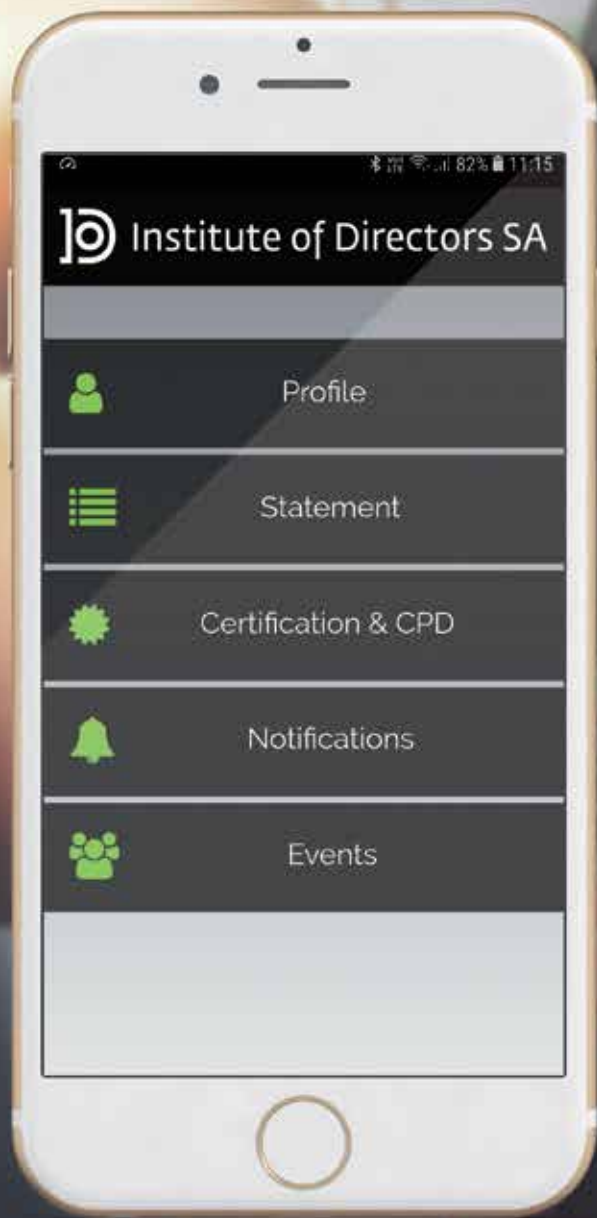


"The idea is to give stakeholders a real idea of what the organisation is doing to embody the code and the quality of its governance – and how it is using the code to achieve all of this."

Membership Benefits

Please refer to the table below using your member type to see what benefits you can make use of

Benefit	Future Leader	Individual	Fellow (incl. CDSA & Cert. Dir)	Alumni
Thought Leadership and Professional Benefits				
Contemporary Gazette	NO	✓	✓	NO
Director Sentiment Report	✓	✓	✓	✓
Directorship Magazine	✓	✓	✓	NO
E-mag	✓	✓	✓	NO
getAbstract	✓	✓	✓	NO
Governance Matters and Alerts	✓	✓	✓	NO
NED Fees Guide	✓	✓	✓	✓
Harvard Leading Edge	NO	NO	✓	NO
The Corporate Report	NO	✓	✓	NO
Business Benefits and Opportunities				
Advertising discounts	✓	✓	✓	✓
Advisory and Board Appraisals discounts	✓	✓	✓	NO
Business Directory	NO	✓	✓	NO
Business Insurance	✓	✓	✓	NO
Reputation Research	NO	✓	✓	NO
CV search	NO	✓	✓	✓
NED vacancies	NO	✓	✓	NO
Director Development, Events and Networking Benefits				
Chartered Director	NO	✓	✓	NO
Director Development Programmes Subsidies	✓	✓	✓	✓
Events and networking	✓	✓	✓	✓
Online Leadership Assessment (available July 2018)	✓	NO	NO	NO
Toastmasters Speechcraft Programme	✓	NO	NO	NO
Member induction sessions	✓	✓	✓	✓
Privy Seal	NO	NO	✓	NO
Alumni dinner	NO	NO	NO	✓
Lifestyle Benefits				
Automobile Association (AA)	✓	✓	✓	NO
AVIS	✓	✓	✓	NO
BMW	✓	✓	✓	NO
Europcar	✓	✓	✓	NO
Jaguar	✓	✓	✓	NO
Legacy Lifestyle Gold Membership	✓	✓	✓	NO
Mercedes Benz	✓	✓	✓	NO
Tsogo Sun	✓	✓	✓	NO



The IoDSA Membership App is here!

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- ✓ View your CPD points
- ✓ Receive notifications



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