

# 2012 ILDP

International Leadership  
Development Programme



higher education  
& training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA



immersion the  
lab



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The International Leadership Development Programme is an intensive action learning programme which exposes high potential executives from across the Wholesale and Retail sector to co-learn in both South Africa and North America. With a focus on personal and professional development, participants are heavily immersed in in-market experiences to accelerate their business insights and learn directly from global business leaders. The ILDP creates opportunities for participants to function more effectively in team settings, as well as research and make recommendations on a strategic industry challenge.





# CEO's Foreword

**Mr Joel Dikgole**  
*Chief Executive Officer*

## **A Truly Global Programme**

2012 ILDP marks the fourth year of successful implementation of the W&RSETA's ILDP.

It has been a programme of new experiences and learning which I am confident will be beneficial to the Sector.

In 2012, we included new international destinations in China and India. The purpose for including these new countries was influenced by South Africa's participation in the Brazil Russia India China South Africa (BRICS) group of countries.

We consider it important for us to start making concerted strides in strengthening economic relations that have been established by our Country in this forum. What better way to start by learning from them.

Additionally, it is critical for us to increase the scope of exposure through the ILDP to make it a truly global programme.

The feedback from the participants attests that the decision to include these two countries was a good investment that will benefit the Sector. We certainly can learn from these countries in terms of efficiencies, work ethic, social cohesion and the triumph of the human spirit to overcome adverse levels of poverty through education and entrepreneurship. The lessons are detailed in the participants' reflections in this brochure.

A new partnership was formed with the China Europe International Business School (CEIBS), which provided the supply chain management programme for the group that toured China and India.

We continued to benefit and learn from our counterparts in the United States, Canada and London.

We trust that the Sector will find the research findings from the study tours exciting and thought-provoking and will consider implementing some of the recommendations.

Whilst the ILDP has been our most successful programme throughout the years, we sadly report that two of the participants have unfortunately not met some of the requirements for certification by GIBS. (what will happen to them???)

The 2012 ILDP therefore reports a completion rate of 91.9%.

Although it was a Programme of many firsts and new experiences, we are pleased that the journey has enriched the ILDP experience and has rendered the 2012 ILDP a success.

The ILDP has undoubtedly become the highlight of the Sector and we are grateful for the support that our companies and partners continues to provide. We now boast an Alumni of 113 leaders who have been equipped with the skills, knowledge and experience to make a meaningful impact in the Wholesale and Retail Sector.

The Programme has reached new levels of prestige. We owe the success to the various stakeholders who work tirelessly to ensure that the Programme is implemented to address the needs and aspirations of the Sector.

The Steering Committee continues to provide leadership and guidance on the Programme design and implementation. We are grateful for the Committee's commitment to the W&RSETA.

We thank the Gordon Institute for Business Science (GIBS), our accreditation and implementation partner, for ensuring that the Programme meets world-class standards and that is implemented seamlessly.

The Immersion Lab, our key international partner since the ILDP's inception in 2009, continued to meet and exceed our expectations. We appreciate their passion for this programme and their role in strengthening our relations with other partners internationally to ensure that the Programme stays relevant.

We also thank the faculty, under the capable leadership of Prof Jeffrey Spearly, at the Penn State University's Smeal College of Business for imparting knowledge to the participants on the critical area of retail operation, supply chain management.

We applaud the 2012 Class of the ILDP for acquitting themselves professionally, particularly overseas as they represented their companies, the W&RSETA and the Sector; and completing the Programme successfully.

The Sector expects a return on the investment that has been made on you and we will be watching your progress with keen interest.

Look out for an even bigger and more exciting ILDP in 2013!

Mr Joel Dikgole





**Wonderful Mothiba**  
*HR / Transformation Executive*



I wish to heartily thank the W&RSETA for giving me a lifetime opportunity that has immensely altered my view of the world and has changed my perspective on many issues. The trip lead to us learning, unlearning and relearning a whole lot of stuff. In China we learnt the importance of having a sense of urgency, getting capitalism and communism to work harmoniously and have one common goal for the country through collective efforts. Generally, the Chinese culture centres around “ the pie is there for all of us, as long as we do our bit”. The country is unbelievably clean, orderly and the government is the employer of choice. Government employees mostly have PhDs and Masters Degrees and they do deliver or risk being out of the job. I felt an utter sense of freedom, as I could walk around the streets around midnight. One would do extremely well as an entrepreneur, as there are no labour laws and non-performers are simply fired. The Chinese are unbelievably agile and could copy almost anything. There are patent and copyright laws but they are not strictly enforced. As a way of showing commitment towards eradicating piracy, the government has given Bill Gates about 1 billion dollars to apologise for what the Chinese have done. Bill Gates in turn has set up schools in China, to train people on computers and is employing some of the experts hackers. A win-win situation indeed!

Lessons learnt in India were extremely humbling because of the poverty that is prevalent in that country, although, people have the determination to succeed against all odds. The country is quite filthy, chaotic and interestingly, systems, processes and procedures function pretty well. The ultra rich and the poor live together. The Indians are highly educated and most have MBAs and Engineering Degrees, if they could sort the disorder, their productivity and agility could surpass China soon. India could become the world’s most populous country in 2025, because China has the one-child policy system, which has been seen to be problematic and there are efforts to change that. The Chinese are instead considering a situation where the only child in a family may be allowed to have more than one child.

We were taught by some of the greatest minds of this world and lessons learnt could be implement in our organisation, our country, personal lives and in the W&RSETA. One particular Professor that struck me most, was Prof. Izak Duenyas, a Professor in Supply Chain Management. He has unbelievably simple formulae that we could implement for our organisation’s inventory management.



**Vinay Singh**  
*Regional Manager*



**W**hat an adventure! That is the only way to describe the ILDP. I have made lifetime friendships, I gained insights I never thought possible and a education that I did not think I would ever get.

The most important lesson for me has been to learn to work in a group of diverse people with varying backgrounds.

From an education point of view, the lessons were of a very high standard and relevant to the retail industry. The lessons were valuable because they covered theoretical, classroom learning with practical lessons which was highly informative. The ILDP has encourage me to question decisions that we make daily and this has made my business more successful, just considering better ways of doing things. India thought me about the spirit of entrepreneurship; the Indians are willing to go out and start something to make a living and not wait for a Government handout. There must be lesson here for us all. China demonstrated incredible productivity which can has contributed to the success of that country. The greatest lesson was that Retail Sector in South Africa can increase its productivity and success by simply harnessing the best out of every employee.

The highlight of the Programme is undoubtedly the study tour to China. Although it was a lot of hard work, the team from GIBS ensured that we had some leisure time to explore the Country. The experience to CEIBS was a fantastic experience. I was amazed at the seriousness which the Chinese consider tertiary education. The standard of the lecturers and relevance of the content was mind blowing. My perceptions about China have been dispelled. Chinese are actually very hard working, family orientate and hospitable people. We certainly can learn a lot from them.

India has a heart and a spirit all of its own, the people are friendly and were always helpful. The visit to Daravi, the slums in Mumbai, was an experience never to be forgotten. Here we saw people living in houses that makes south African shacks look like mansions. But, the people living here refuse to succumb to the utter poverty. They have created their own industries in the slums and make are making a living.

The ILDP has changed my life, forever. It has altered my perspective. My business acumen has been strengthened. I am sharing the learnings with my colleagues whom I now appreciate for their unique offerings and treat them accordingly. This I learned through the team dynamics programme.

The best investment to a developing economy like ours will remain education. The SETA's investment in me is massive and I can only return that investment through sharing the knowledge and contribute to the development of my fellow colleagues.

I am a more productive leader and my company is reaping the benefits.



**Fardeen Hurbans**  
*Regional Manager*



The ILDP has been a very educational programme for me. It provided a broader picture and an appreciation for academic development. I have shared the learnings from the Programme with my team by inculcating the spirit of good leadership of leading from the front and behind even in tough situations.

I have learned the importance of motivation as a leader and motivating employees. Another important lessons was the continuous succession planning and development of individuals within the organisation based on merit which demonstrates to the employees that growth is possible within the company.

My highlight of the Programme was the international immersion in China and India. It was an eye opener to experience how these countries run their businesses and how hard the people in these countries work and are motivated to excel. They work under little or no supervision and know what is expected of them. This is what I am currently passing onto my subordinates by continuing to train them on service and values. This is a lesson I am imparting on my team.

I believe a successful business is based on happy employees which is beneficial to the customer and in turn results in a profitable business. This formula results in the expansion of the business which leads to the creation of much needed jobs in the Sector.

I have had the opportunity to present my learnings from the international immersion to the Board and the Executive Management during a conference in Mozambique. I believe that I have been able to persuade the company to implement some of the recommendations on areas that must be changed for the company to expand. I am pleased that we have already started to implement some of these recommendations.

I am of the view that there is still much to be done to promote retail as a career of choice. I believe that there is a need for the establishment of retail schools or colleges which will train students for the Retail Sector.

I am; however, encouraged by the strides that the W&RSETA had made in addressing this challenge by partnering with retailers to promote education and training within companies, but there remains a need for retail schools.

It is with excitement to announce that I have recently been promoted from Regional Manager in the central region to General Manager in operations and an Executive at Boxer heading the Gauteng, Mpumalanga, Free State, North West and Limpopo provinces as well as Swaziland.

I have matured through the ILDP and my knowledge has been expanded.

Thank you W&RSETA for affording me this once-in-a-lifetime opportunity. I look forward to participating in future developmental programmes that the SETA may offer.





**Marlon Govender**  
*Branch Manager*



The 2012 ILDP was a life changing and inspiring journey that has opened a brand new universe of possibilities for the delegates. It was life changing in the sense that I will never see leadership in the same way again. I started the Programme wanting to grow my personal leadership skills. However, I realised early on that this was more than just about improving leadership skills; it was evident that the Programme was designed to take high potential, emerging talent and transform them into world class leaders who will be the future of the Wholesale and Retail sector in South Africa.

We were inspired all through the Programme from the sessions at GIBS and interactions with incredible leaders that we met locally and internationally. The ILDP created a passion within me to reach heights that I would have never dreamt possible before. The ILDP experience transformed me in every way and has developed me into a leader in the true sense of the word. It initially humbled me completely and thereafter inspired a new sense of confidence and drive.

It goes without saying that a journey of such magnitude can never be taken independently, without the help, support and encouragement of key partners it becomes impossible. I want to thank my wife and children for all their love, support and encouragement and for filling the gap for me while I was away. I would like to thank the Management of Massbuild (Builders Warehouse) for their faith and confidence in me by nominating and supporting me on this journey. I would like to thank my team at work for their support and hard work in running an efficient business in my absence. I would also like to thank the W&RSETA for making this opportunity possible and GIBS for the world class faculty and facilities. I also want to thank the Lord Jesus for giving wisdom and strength throughout the journey.

It is with fondness that I will always remember the 36 delegates and the memories we shared together, especially my ALP team members and the lasting friendships that we have formed.

Finally, I would just like to say that while we may have graduated from the Programme successfully, the true measure of success will only be possible to measure in the years to come. True success will be determined by what we as 2012 ILDP do with the valuable learning imparted to us on this programme. The success of the 2012 ILDP will be proportional to the level that this information is appropriated in the workplace. I wish all delegates God's richest blessings for the future and every success possible. Thank you and God bless.



**Lorraine Singh**  
Branch Manager



*"A Leader is one who knows the way, goes the way and shows the way",  
John C. Maxwell*

Being part of this prestigious ILDP of 2012 has been a privilege and a life changing experience. I would like to take the opportunity and thank my organisation, Massbuild, the W&RSETA, the team at GIBS and my class of 2012. The journey has been incredible and has had a meaningful impact on both my personal and professional life.

From the first meeting we had after the launch, I set myself objectives and I'm proud to say that the Programme has met and exceeded my expectations. These are some of the key learnings:

- Agility and context is important;
- Lateral thinking, Edward De Bono;
- The Personal Mastery and Leadership module has helped me understand myself, my strengths and working in teams;
- Alignment of the company strategy to supply chain management and
- Customer value proposition and breaking the barriers

The visits to international players, China and India, has exposed us to the best practice from the East. The immersion was truly unforgettable. The China European International Business School (CEIBS) where we attended the supply chain management module was an awesome experience because of the institution's reach 18-year history. The high level of education, dedication, humility was truly remarkable. We visited companies such as Beijing Axis, Semir Clothing, 360 Buy, Wu Mart in China.

The Indian experience was humbling as we visited one of the biggest slums in the world, Dharavi. The greatest learning during this trip was on collaboration, effective networking and innovation. The highlight of this trip was visits to companies such as Raymond Group of Companies and RAI and the overwhelming experience of meeting Dr Prem Shamdasani, an Associate Professor of Marketing. During this tour, I was exposed to value proposition on how we create, communicate and deliver in business. It was a phenomenal journey where I had to constantly LEARN, UNLEARN, RE-LEARN.

The strategic priority for the W&R Sector is to continuously focus on skills and development in South Africa through learning interventions like the ILDP to create a meaningful contribution to the sector. Thank you once again for this great opportunity.

*"Float like a butterfly and sting like a bee", Muhammad Ali*



**Faryal Sacoor**  
*Divisional Buying Manager*



The ILDP has provided an opportunity to understand and apply the knowledge shared from the modules facilitated by GIBS and the international immersion and build on my leadership skills. The modules on Strategic Management, Strategic Marketing, Supply chain, Personal Mastery and financial analysis helped me develop a better understanding of money and markets, competition policy, regulatory convergence, lobbying, ethics, and accounting standards. We were privileged to be given the opportunity to be ambassadors of the W&RSETA and our country to interact with influential government officials and business leaders whilst we developed intercultural awareness and to grow as leaders in the Sector.

The international immersion exposed us to first world markets such as the USA, Canada and London which increased our global intelligence. This was a tremendous opportunity to gain invaluable experience by providing exposure to the industry and an opportunity to interact with numerous entrepreneurs to learn first hand the best practice in the Sector. These countries are very advanced in terms of cutting edge technology and retail managements systems which has fostered new ideas which we would like to introduce to the South African retail sector.

Personally, this Programme has helped me understand the value of leadership in my organisation, to equip my team with the necessary tools for sound decision making, including identifying and analysing potential deals and that communication should be transparent. The Programme has also impressed on me the importance of becoming a learning organisation, to grow as individuals and as a company which will contribute to the growth of the Sector.



**Phumaphi Gloria Mthethwa**  
*Marketing Manager*



career in the Wholesale & Retail Sector.

**T**he ILDP has been a marathon journey, which in a short space of time has opened up a world of amazing possibilities for me. I am grateful to the Management of Ellerines for nominating me for this prestigious programme and to the W&RSETA for investing in me. My sleeves are rolled up; I'm ready to make a difference by encouraging and motivating the younger generation and most importantly Africans to consider a

I have gained many lessons through this programme; most importantly on leadership. I have learned to master the skill of leading myself, which automatically translates to leading my team well, working better with my colleagues, as well as getting buy in from senior management. I have learned that the most important thing about leadership is an ability to understand people's different personalities in order to harness the best out of them.

I have also learned that being able to resolve problems well separates an excellent leader from the rest, and I'm proud to say I have been able to acquire this skill through the ILDP.

The Programme also teaches one to be consistently aware and mindful of new trends in the business world, not to only focus on their immediate environment, in order to always be a step ahead of the competition. I'm glad to say since I have been part of the Programme, I have put this into practice.

The world has become a global village, therefore, the South African Retail industry has no choice but to conform with the rest of the world or be a step ahead in terms of customer shopping experience. Without a doubt, technology is key in achieving this and competing globally. With relevant technologies in place, South African retailers can remain competitive and will be able to have a compelling value proposition for their customers. South African retail stores cannot afford to be complacent; otherwise they would die a slow death like the yester-year American retail giant A&P, as well as brands like KODAK.

As an ILDP graduate, I have a responsibility to plough back to the country and to our retail industry all that I have learnt through this programme. I have a new found zeal to promote the Retail Sector as an exciting career path within previously disadvantaged communities. I have discovered a gap for women and Africans in the Sector, particularly in senior positions. This presents an opportunity for the transformations in the Sector which I believe can be achieved through collaboration with the W&RSETA to provide skills which are needed to realise the dream of a country which is democratic and is seen as a leader in promoting empowerment and providing equal opportunities to its citizens.



**Velaphi Odgar Fisher**  
Regional Manager



*"Education is the most powerful weapon which you can use to change the world." - Mahatma Gandhi*

South Africa is a developing young economy that has recently joined the global community. The Constitution provides for opportunities for education and development. It is a sad reality that many of our people struggle to get quality education which hampers their participation in the economy.

Retail has been regarded as the last option out of unemployment and not as a career. The W&RSETA's initiatives including the ILDP seek to promote Retail as a lucrative career of choice.

The ILDP has changed my life and that of the many other delegates who have participated in this prestigious programme since its inception in 2009.

The Programme has equipped me with skills set that have prepared me for my career ahead. Being selected for the Programme alone has boosted my morale and transformed my outlook on life.

I have interacted with colleagues from various retailers in the different sectors such as textile and clothing, fast moving consumer goods, motor industry amongst other which was a realisation of the diversity of the Sector.

The Gordon Institute of Business Science (GIBS) truly is a world class institution with high calibre faculty which made the learning much more valuable.

I am confident to report that I am applying the learnings in my work environment with great results.

The international tour brought the reality that I was representing the W&RSETA, my company and the Country. I was impressed with the level of commitment and passion from the faculty at the Penn State University and we learned a lot from them. The community of Penn State was very hospitable and we enjoyed our stay with them.

The Group Dynamics module helped the team to address challenges and frustrations that we experienced.

The Retail Safari was terrific; it provided a fresh perspective on retail globally. The public transport system we used abroad was an exciting experience.



Canada provided a different experience to the other cities we had been to because of the easy nature of its people which makes doing business and connecting with them easy. Businesses in Canada are customer driven, focused and simple. In London we were exposed to how seriously they take business and simple things such as dress code for work and punctuality.

I can describe the ILDP experience as a Retail tourism which opened us to self criticism and adapting.

It is my responsibility now to impart the learnings to my organisation and I am prepared to take up my role as an ambassador of the W&RSETA to promote retail to young people. I can now contribute to this industry with a clear understanding of the impact this will have in reshaping the way people look at retail as a career instead of another job for the drop-outs from tertiary institution or failures.





**Zanele Faith Zwane**  
*Finance Manager*



Being part of the 2012 ILDP team has been the most rewarding and exciting experience in my career. I am grateful to my company for allowing me an opportunity to be part of this prestigious programme.

It has not been smooth sailing all the way. Balancing studies, work, and family was a challenge. Team dynamics, working with different leaders from other retailers, some who are at an executive level has also been a learning curve for me. I have learnt to listen more, to be patient and learn from others both from a personal and professional level.

The combination of modules from Personal Mastery to Strategic Thinking, Planning and Marketing with case studies directly related to retail, and the Supply Chain Management from CEIBS, has helped to shape my thinking as a leader in the retail industry.

The international module in China and India was a real eye-opener. In China we visited companies and interacted with leaders from some of the most successful companies that have survived in the fastest growing economy in the world, including South Africa's own SAB Miller and other international companies such as Carrefour, to name a few. This provided us with insights on the best practice that these companies have adopted to stay competitive. The most striking concept from the companies we interacted with in India was customer centricity, which is important in an economy with the largest, most diverse population. During our visit to Dharavi (slums), we identified a lot of informal industries, providing employment even in the poorest communities. This allowed us to benchmark with our South African retail practices against other emerging markets in the world.

With all these insights and experiences, it is our responsibility as leaders in the South African Retail Sector to impart this knowledge to our organisations. We need to adopt certain best practices to stay competitive as local retailers in the era of globalisation, as we have seen international companies like Wal-Mart becoming players in our retail space.

We also need to take a lead in developing and encouraging young talent in to take up Retail as a career of choice through collaboration between retailers and the W&RSETA to provide internship programmes that will expose students to retail. There is also an opportunity retailers to partner with accredited academic institutions to provide retail qualifications that are recognised by SAQA.

My greatest experience has been the journey to "self-discovery". I have been able to reflect on where I am, where I want to be and the areas I need improve on to be the best leader I can be.



**Sashenthren Subbiah**  
*Logistics Director*



**T**he ILDP experience was an opportunity of a lifetime; pushing me beyond my comfort zone, challenging my skills and personal mastery.

This Programme not only empowers you to be the best individual you can be, but also equips you to empower your colleagues to reach their true potential. From the complexities of dealing with different personalities in a team; to tackling your leadership flaws and strategically planning for success; this is indeed a platform to develop as a well-rounded leader in the current marketplace.

No great experience would ever be complete without fun memories to ease the pressure; and the trip to Beijing, Shanghai and Mumbai was nothing short of spectacular!

Being exposed to different cultural perspectives to business and the struggles other communities across the world face; this was truly a humbling and motivating experience.

Everything that I have had the privilege of experiencing has contributed to my current drive to unlock the potential around me and take my business to new heights.

The Programme has exceeded all my expectations. With each year of its success, more and more well-equipped, competent and motivated leaders are sent out into various sectors of our country, bringing with them hope for a brighter tomorrow and the drive to make it a reality.

If I had to describe this course in one word it would without a doubt be... **SUBLIME!**

Thank you W&RSETA for giving me the opportunity to be a part of this awesome initiative; it will not only impact all my future decisions but has left a lasting impact on my life's journey.



**Muhammad Jadwat**  
*Group Accountant*

### **Ideals**

**M**y experience and key lessons from the International Leadership Development Programme as follows:

#### **Diversity**

The golden thread of diversity throughout the ILDP is reflected in various ways – through the diverse age group, professional experience, background, gender, nationality and cultural heritage, both of participants and faculty. This created a rich platform for debate, which is key to the Programme teaching style.

#### **Leadership**

The importance of personal development and fostering new was constant throughout the Programme,. Numerous events and activities encourage one to think about their role as leaders in tomorrow's world. The Programme helps one evolve and motivates you to contribute actively to the changes in the world. Each experience, whether individual or collective, encourages participants to set higher personal goals.

#### **Practice**

Action fosters learning. Throughout the Programme, we were offered opportunities to put skills and leadership into practice through the case studies, business simulations and the Action Learning Project assigned to the syndicates. These action learning opportunities provided me with all the concrete fundamentals that will help us for a life time.



**Allison Hess**  
*Regional HR Manager*



While there have been many key learnings from the Programme, there are a few that are most memorable and valuable.

I have acquired an ability to manage time effectively in terms of balancing the learning programme with work commitments as well as my personal life.

I have grown from understanding that an individual can only become an effective leader when you truly understand your own personal strengths and weaknesses.

We were reminded, through the Programme, that South Africa can only become a true global player when we work together towards a common goal. We must all take accountability for building a sustainable country.

The Programme reemphasized that education is a key driver that will ultimately contribute to the success of the country.

My highlights of the ILDP include the exposure to other cultures during the international trip, meeting many diverse individuals from various retail companies and the opportunity to be exposed to and learn from some of the world's influential business and thought leaders.

To keep the momentum of the Programme and to implement some of the key learnings starts with the realisation and being constantly mindful that a business does not operate in isolation.

As a business comprising of various departments, we ultimately all have one common goal, that is to ensure the sustainability and success of the company. Thus it is crucial that our daily activities are structured toward ensuring outstanding customer experience.

The W&RSETA and the Sector have made a huge investment in my growth through this programme and I plan to constantly seek opportunities of involving myself in the education system to plough back on this investment.





**Amesh Kumar Sewchurran**  
*Merchandise Manager*



It is hard to believe a journey that started in June 2012 is coming to an end. I can truly say that it has been a life changing experience. I came onto the programme with an open mind, and I am leaving with knowledge and insights that will allow me and my teams to perform better and add value to both my company and the Wholesale and Retail Sector.

Through this experience I have become a firm believer in the “power of one”, if each one of us can make a positive contribution then the challenge becomes easier for everyone. As a leader I must emulate the change I want to see in others. The ILDP has provided me with time for self reflection and to understand my strengths and weaknesses. The Programme highlighted the need for a deeper understanding and respect for the different cultures of our diverse and beautiful South Africa. This programme instils a sense of pride in being truly South African, through interactions with my colleagues from my organisation and fellow delegates from other retailers, particularly during the international immersions.

I have a new appreciation for the need to listen more, rather than to reach predetermined outcomes. I have learned that it is important for one to be agile and adaptable in response to the South African that is changing rapidly with global players coming into play. The ILDP has given me the confidence try new ideas without fear of failure. The Sector is moving at a fast pace and retail businesses have to re-engineer themselves to remain relevant. There is a need to understand that the needs of our customers are constantly changing and that we must be prepared to meet them.

The international immersion provided me with a once-in-a-lifetime opportunity to understand other cultures, business practices and to be comfortable with a different perspective. I also learned that business in South Africa needs to act with more urgency if we are to compete and grow our businesses.

To my syndicate Jabulani, Dinesh, Zanele, Wonderful, Tshepo and Fardeen, thank you for the opportunity to work with you. I have learnt a lot about myself from you. To Bonita, thank you for your calm spirit and mentoring, you are truly great. To the ILDP class of 2012, I wish you the best in your future endeavors. You guys are awesome. A special thank you to the W&RSETA for affording me this opportunity, I am going back to my company and the Sector armed with knowledge to make a difference.



**Rebecca Zandile Mgobhozi**  
*Food Quality & Safety Manager (Foods)*



Oh what a journey it has been! I feel honoured to have been nominated and selected to participate in this estimable programme. Through the screening process I know that I wanted it with everything that I had. I got it!

The Programme has taught me lessons that I never thought I needed. It forced me to realize that the qualification on its own does not necessarily guarantee success, but that it only requires practical experiences for a meaningful and desired structure.

I have learned to listen more and use every opportunity to learn. My thinking has been transformed to focus on issues strategically. The ILDP has improved the way I respond to challenges, my strategic approach to getting buy in from all stakeholders.

The Programme has helped me learn address issues objectively and not emotionally whilst maintaining my passion and drive.

I have started to implement some of the learnings from the Programme to my business with the immediate priority being my area of responsibility and focus on making tangible changes. These actions have been welcomed with positive feedback and there is a marked encouragement and enthusiasm, a sense of pride and ownership which is often lost due to the pressures that come with the industry we work in.

I believe that the standard of the Programme and the calibre of the delegates has reaffirmed hope of growth within the industry and has reaffirmed that retail is a career of choice.

My main highlight include the SCM module at the Penn State University Smeal College of Business. What an experience that has been. The in-depth knowledge that was imparted to us through a selection of specialists was overwhelming. The sense of community in and around the university campus was very humbling.

The Retail Safari experience in New York was very interesting and confirmed that the South African Retail Industry is not as behind as we have been made to believe. In fact, quite the contrary, in some areas we have way better competencies than the first world countries in terms of our understanding of the business and operation.

Canada was another "wow"! Being a specialist in food technology, the Loblaws in Toronto occupying the old iconic ice hockey building looked like a Food Quality and Safety personnel paradise! The cleanliness, the layout, the service provided, the story behind the story.....all overwhelmingly relevant.



**Ndodada Alpheus Mseleku**  
*Regional Manager Africa*



Having been working in the retail industry since 1981, I always felt that there was always a gap in my retail experience. I always felt I needed something to complete me; something to motivate me be more than average and finally round off the 31 years of exposure to this dynamic industry. I'm pleased to say that I have found what I had been looking for in the ILDP.

The ILDP experience is a bridge that will take me well beyond my daily duties in my current position at work. Modules such as strategic thinking, creative thinking and scenario planning have helped me develop a new perspective and given me the edge over the average manager; which I believe is one of the true attributes and qualities of true leadership. The exposure to personal mastery and the ALP have taught me the art of leading and developed my skill to effectively manage up, down and laterally. This has given me an opportunity to experience the true sense of emotional intelligence and to realise that to create a strong team requires a diverse group of people who bring in different strengths and personalities. This creates stimulating discussions and shapes the group ideas which produces an aligned and successful team. This style of leadership makes people realize that there is not just one idea but many.

The economic landscape, supply chain management, retail safari, plenary sessions modules as well as the immersions have made me realise the true sense of globalisation, benchmarking, local opportunities, the future and challenges of African economic as a continent seen by the powerful and influential economic commentators and global players. Co-operation, trust, support, partnership and security seem to be the most important ingredients required in our country and the rest of the world to conduct business as one of our lecturers pointed out that the days of doing it alone are long gone. We are living in the age of partnership, collaborations and co-operations.

I believe South Africa has an opportunity in co-operative businesses. The Retail Sector has the potential to create new markets and new jobs which this country is desperately in need of. The Sector has also been identified by Government as one of the Sectors from which its target to create 5000,000 jobs will come from. However this will require a co-operation between the key role players in government and organised business. This partnership was demonstrated during our tour to the United Kingdom.

We have learned that the fifth biggest retailer in the UK is a co-operative business. I believe that this is an exciting concept that we can adopt in South Africa, one which I am prepared to be part of as part of investing for the future.

South Africa has enough talent which require to be skilled. We need to identify people with the right attitude and provide them with leadership and direction then of course the resources.

I have realised a gap in customer service within our organisation which I believe I have an innovative idea to narrow this gap. I am pleased to announce that with the guidance of our HR Executive, a project is currently being developed to address this gap.

I was that this journey was not going to be easy but it has been worth the effort.



**Vusumuzi Lucky Mandlazi**  
Divisional HR Manager



The International Leadership Development Programme is a forever relevant platform which will shape the future South African Retail Leaders in many ways and influence the way retailers conduct business. This is a perfect platform to learn about people dynamics in a real life situation and presents an opportunity of creating lifetime networking. This Programme has echoed and affirmed my beliefs as a human resources leader that in this changing economy, the best technology that this industry needs is people.

Research shows that Retailers will no longer compete on prices in years to come but, on how each Retailer is creating a compelling reason for customers to shop with them. This is because they will probably be selling similar products from the same suppliers and both know the different pricing strategies and models. The critical differentiating factor will therefore be people.

If you want to WOW your customers you must first WOW the ones in your payroll and don't be pushed for compliance reasons to DoL and different audits. Take care of your PEOPLE; they will take care of your BOTTOM line.

The ILDP reaffirmed my other my other believe in the rule of "Break it if not broken" which refers to the need for innovation, improvement and creativity to stay relevant and best serve the future customer.

My participation on the ILDP has yielded immediate benefits for me as an individual and my organisation. These include the launching of the "VUKA, be a Makro Star" in September 2012, a programme that recognises and rewards employees not only for good performance but for living the company values. 3 of our stars have been given a lifetime opportunity to visit the United States of America to attend the Wal-Mart shareholders conference as Makro Ambassadors.

The second project which is currently in the development stage focuses encouraging our people to live the company brand which will be relevant in serving the techno savvy and smarter customer of the 21st century and it will also impact positively on customer experience and increase sales on a monthly basis.

The ILDP has molded me into a solid and well balanced HR leader who will add more value within the South African Retail industry through focusing on people which will in turn reduce the labour relations challenges we are faced with and the issues of shrinkages. This will result in a happier workforce, increased productivity, high retention rate and happy customers.

"You break a machine today-you fix tomorrow BUT you break a person today, you might not have an opportunity to ever assist them."



**Tshepo Cuthbet Lefera**  
*Dealer Principal and Director*

Being selected for the 2012 ILDP alone has been an honour for me and my business and my family.

The lectures at the GIBS were thought provoking and insightful. I have been capacitated to think differently, creatively and systematically and appreciate that for outcomes of my actions to be creative and impactful, I need to think creatively. The key learning is not to take anything for granted

or be simplistic about anything and don't take anything for granted.

Our international study tour to the east encompassing the People's Republic of China's capital Beijing and Shanghai was eye opening, informative, educational and empowering. Whilst as a developing County we grapple with challenges of unemployment, poverty, hunger and ridicule of the dominated discourse by the dominant discourse, I now appreciate that the policy instruments we apply are in themselves limiting and inhibiting our ability to grow.

A key lesson from China is the approach to small business, particularly the extent the opportunities they are provided with to grow. An average business in China is given twenty years to repay a business loan with a reasonable interest rate, something that is unheard of in Africa. China prioritises and invests greatly in education.

The lectures at the China Europe International Business School were insightful and I learned from Professor David Gosset the concept of learning to unlearn and learning to relearn. This is a powerful and empowering approach to life in all spheres, and I firmly believe if one is not focused on misconceptions and prejudice you tend to be in one place all the time and to be a true citizen of the world one needs to be seriously open minded and open to new approaches.

India was equally insightful and educational and what I admired most was the agility and resilience of the people in the face of adversity and absolute squalor they have so much self respect and they rise against the odds. Our trip to Daravi Slum organised by Bobby an executive from FNB in India was eye opening. People who are at the margins of society are making it in spite of the challenges they face. The presence of the leadership of our SETA was really encouraging and indicated this Programme is supported and aimed at making a difference to the entire Retail Landscape in our Country, region and Continent.

The programme has shifted my paradigms in terms of thinking and approach to issues and I am truly empowered to be a leader on a global scale in the Retail Sector and add constructively to the advancement of small business in the Country and in Africa broadly. I will make a contribution to humanity and play a constructive role in extrication of the masses of our people from the unforgiving chains of hardship and poverty and backwardness.





**Cherie Coleen Vere**  
*People Facilitator*



Being a part of the 2012 ILDP class has been an invaluable experience. During the last year we have been afforded the exceptional opportunity of being exposed to the most valuable experiences and insights into the Retail Sector from a variety of well chosen experts in the field. It has been a time of constant learning and development, not only from these sources but from each other as well. The Programme has reinforced the importance and vast opportunities available for South African retail, not only locally but abroad as well. The constant exposure to our fellow retailers, academics and international competitors has given us valuable insights and ideas on how we can not only improve our businesses but the Retail Sector as a whole.

During the international immersion in the United States of America, Canada and London, we were given the opportunity of first-hand experience and interaction with some of the greatest retailers in the world. This not only showed us potential areas for development in South African retail but in many instances made us feel proud that we are not as far behind as expected in retail developments or our visions for our businesses. The astounding advances in technology and the changes in the market have reinforced our need to constantly look at better and more innovative ways of developing our sector. We had constant discussion amongst ourselves and with the experts we interacted on how we, as leaders can propel our companies and the Sector ahead. This Programme has also, to a significant degree, improved our abilities to view our businesses and the contributions that we can make from a visionary and strategic perspective.

Exposure to a Programme such as the ILDP, changes not only the way you work but your perspective of the Sector and the challenges we face. It has equipped us to develop ourselves and our teams, as well as the younger, aspiring generation who fail to recognise the vast opportunities that the Retail Sector presents. The contagious passion for business and retail depicted by our lecturers and the experts met has fully equipped us to assist in the progression of the Sector and the opportunities it presents; career path in retail, and the advancement of our companies to the next level.

Thank you to the W&RSETA, GIBS and our respective companies for this inspirational and invaluable experience. It has reinforced our commitment to the Sector and inspired us to return to the workplace ready to make a significant impact.



**Sagren Pillay**  
*Merchandise Planner*



One of the greatest learnings that I have taken away from the programme is that with everything in life, in order to learn you have to unlearn and then relearn. I was very fortunate to with the group to the East on the Asian immersion and everything we had heard or thought we knew about China and India, including our misconceptions, were dispelled when we opened our minds and allowed ourselves to relearn. I have taken this philosophy back into the workplace and implement it into my daily life. This has helped me develop as an individual and develop the people around me by listening and relearning.

The Programme has also developed my confidence, my ability to interact within a diverse group, network of individuals, equipped me with knowledge of international best practice and cutting edge innovation. I have also developed techniques that have sharpened my creativity and strategic thinking. Furthermore, the Programme has developed my ability to focus on the long terms goals of the company.

The highlight of the Programme me has been the exposure to the highest calibre of academics at GIBS and on the International study block that discussed pertinent global issues and exposed me to the latest innovative solutions that are relevant to the retail industry in South Africa and the world. We had the pleasure to get insight into the global marketplace as well as the opportunity to study two dominant countries in the global marketplace; China and India, first hand. I would not have had this kind of exposure at this stage of my career if I had not been on the ILDP.

After every study block I observed a change in the way in which I dealt with and reacted to situations in both my work and personal life. The modules have reshaped my thinking and behaviour and have helped me develop a level of understanding that I did not possess before the Programme.

The way in which I deal with situations at work, the confidence I have developed, the higher level of comprehension I have of the retail industry, the way I develop my team members and the role I wish to play in my organisation have all been redefined and have become more strategic and innovative rather than only focused on the day-to-day.

I hope to help develop or at the very least encourage more people to pursue the Retail Sector. There are very challenging and rewarding opportunities that exist within the Retail Sector in South Africa. I also want to develop into an Executive who will make a meaningful impact on the industry while mentoring and developing those around me. I have a desire to share the knowledge I have gained on the Programme with as many people as possible while also making a meaningful impact in society.

The ILDP opened my mind up to a whole new world of possibilities, experiences and opportunities that are available within the Retail Sector. It has reinvigorated my spirit and confidence in the Sector globally. I have been equipped with the knowledge and ability to develop into a profound human being firstly and also have the opportunity to impact the retail sector that I currently work in and then any other sector that I may find myself in.



**Sogandree Samie**  
*Senior Planner*



The ILDP has exceeded my expectations. I was taken on an exciting journey through which I have been developed as a leader. The Programme has taken me through an awesome journey of self discovery.

I have learned from the experiences and insights that were imparted by my fellow participants which have helped me understand myself better as a leader. Through the programme I have learned the important role that culture plays in relationships within a company, family as well as a community and can be instrumental in its success.

My main highlight was the amazing international trip which provided a new perspective on how I saw China and India. I had the opportunity to learn from these countries by removing the conceptions that I had of them and allowing myself to learn all over again what makes them successful. I have also learned that South Africa compares well with its international counterparts.

The ILDP has given me reignited my passion to learn more, to share more with my company and to make a difference in our Country as a whole in terms of what I have learnt and experienced throughout this year.

The skills I have gained can help others in the industry in South Africa and I am willing to avail myself to mentor others and impart these skills.





**Senthamani Sindy Naidoo**  
HR Manager



I referred to the ILDP as being the Rolls Royce of qualifications and has the stature and recognition second to none and I have been proven right, once again.

The study blocked at GIBSS and the immersions provided a diversified learning experience. The coaches added value by debriefing each learning experience and helping the delegated to link the learnings to the work environment. Team dynamics come into play, however with the help of personal mastery skills and colour charts to identify the individuals key strengths, teams overcame the storms. This was a critical lesson with team cohesiveness and understanding the culture which we experience daily in the workplace.

Overcoming doubts in my capabilities for public speaking, I delivered a 5-minute presentation to the Dean at CEIBS which received an overwhelming response that boosted my confidence.

The international tour was my first travel experience overseas. China and India are the most densely populated countries in the world rich with culture and heritage. These countries resonate the feeling of the South African people steeped in tradition and culture and the desire for self-improvement. Customer centricity is evident in both these countries. The friendliness and insight into the products offerings as well as a willingness to please the customer is what made this trip a memorable experience.

The visit to the Dharavi slums in Mumbhai was a humbling experience. This is one of the biggest slums with a population of about 1 million. Dharavi generates around 650m USD while residents pay as little as 4USD for rent. India has capitalized on the bottom of the pyramid as an emerging market. Dharavi slums, Mom and Pop stores bear testimony to the booming industry. South Africa has an emerging bottom of the pyramid market in rural and low income areas. Retailers need to tap into this market which will create a triple fold return, particularly on the Broad Based Black Economic Empowerment targets, by investing in the community through corporate social investment and enterprise development, purchasing goods from the communities they helped set up and make commodities accessible to the community who often pay premium prices.

The trip reinforced my appreciation of being South African and the simple things we take for granted like clean air and drinking water.

I love get 'rid of the monkey on your back'. I have learned to deal with employees who steal your time and pass of their problems. I have learned that strategy is just not a numbers game instead to focus on innovation and creativity to achieve and increase the bottom line. The importance of communication of the organisation's strategy and vision was another key lesson. Employees need to live the mission and the values of the company to offer the best customer service.



**Nadya Hoosen**

*Divisional Human Resource Manager*



I was thrilled to be selected for the prestigious ILDP in 2012. While I was particularly looking forward to the overseas trip, I did not realise what lay ahead the journey I was about to embark on.

The main focus of the study blocks at GIBS was to take us out of the daily grind and challenges of the operations and to examine how the macro perspective impacts on what we do. While the lecturers were academic experts, the discussions around the related business challenges were insightful and stimulating. Particular mention must be made of Professor Adrian Saville who brought the macro environment close to home. It was a privilege to interact with and discuss common and unique issues with high calibre colleagues from various other organisations. The leadership modules provided insight into my role as a leader within my organisation and industry and the enormous responsibility that comes with it.

The study tour surpassed my expectations. During the Supply Chain Management programme at the Smeal College at the Penn State University, we had the privilege to interact with senior lecturers, many of whom had worked in large organisations and brought their experiences to the classroom. Many of the lectures were in the form of intense discussions as the lecturers were also keen to hear our views on the retail industry in South Africa.

We met with leaders from some of the most successful businesses during our tour to Canada and London who openly shared with us the trends and challenges in their industries.

We also had the opportunity to experience the public transport systems in the cities that we visited, which although added to the pressure, also allowed us to interact with the public and get a sense of the importance of the transport system on the economy of the cities.

The trip provided an experience on retail in the developed countries and compare it with the research we had conducted. It was interesting to note how retailers had advanced to meet the customer who has become techno-savvy and much more demanding. We returned with many lessons which we are eager to take back to the industry.

The ILDP made for a rollercoaster ride, from the stress of writing exams to the challenge of managing team dynamics to the whirlwind study tour visiting some of the best known retailers in the world. Thank you to my awesome colleagues at On the Dot for giving me this opportunity, to the faculty and support staff of GIBS for putting together such an amazing programme, to my husband for his support and encouragement and last, to the W&RSETA for making it all possible.



**Theo Jona**  
Manager

*"The only way of finding the Limits of the Possible is by going beyond them into the Impossible", A C Clarke*

The ILDP is definitely the Programme that is needed to address the disparities brought about by the apartheid government. The W&RSETA must be commended for this outstanding Programme. The Board and CEO, Mr. Joel Dikgole must be commended for their vision on this Programme.

As the ILDP Alumni, we have a responsibility to assist the various social partners, including the W&RSETA to grow the Sector, which continues to be one the largest contributors to the Country's GDP.

The Programme has been an amazing learning curve. The exposure to the GIBS, a world class institution second to none, has been one of my highlights from the Programme.

The international tour to the USA, Canada and London has been an eye opener. I have learned about new ways of doing business which has contributed to the success of some of the global leading companies. The constant message throughout the tour was the importance of adapting to cater for the needs of the new generation customer and the challenge to find solutions that will enhance customer experience.

Omni channel retail will no longer be a game breaker but the game itself which the industry needs to adapt to in order to enhance our broadband capabilities.

I have already started to engage my team to implement some of the learnings with the intention of involving the rest of the company at a later stage. The intention is to implement the learnings in order to contribute meaningfully to the company.

The ILDP has taught me that as a leader you need to adapt and adjust to various situations. I have a greater need to change my old ways of doing things. I am more aware of my role as an Ambassador for the SETA and my company.

I owe my success to the goodness of God, the excellent people around me and my ability to stay focussed. I have learned to focus on fewer, more impactful objectives. This is something I try to assist my colleague to do the same.

The ILDP has confirmed my philosophy about looking for the good in others and helping them to achieve their goals.





**Sibongiseni Jeffrey Dube**  
*Senior Human Resources Manager - HoD*



**T**he ILDP was a once-in-a-lifetime opportunity!

The greatest learning has been from my team and the whole ILDP team. We have established good, and hopefully, lasting relationships with industry leaders, people whom we would normally refer to as our competitors. I was fortunate to be part of a team of passionate, dedicated and knowledgeable retailers. I have learned a lot from interacting with my team. We shared our daily challenges, achievements, emotions and honestly criticised each other. Group work was undoubtedly my biggest concern because of team dynamics, but it has without a doubt been the greatest joy and learning. I learned about personal mastery, that it starts with knowing yourself before you can connect with other people.

The Programme has enhanced and moulded me into a better leader who is ready to challenge the status quo and influence other areas within my organisation. Witnessing the different dimensions of leadership in the whole group reminded me of the importance of diversity in leadership. I learned about the importance of considering the environment in strategic leadership.

The ILDP had increased my business acumen and has also made me realise the relevance of and globalisation for the benefit of growth and sustainability of South African retail. I have learned that organisations that ignore international expansion run the risk of being marginalised by those who operate in that arena

The international immersion to first world countries, UK, USA and Canada, taught us about effective leadership, global best practice and economic development. The trip also strengthened our relationship as a team; we grew closer, looked out for each other.

I intend to share the leadership tools I have gained with everyone I interact with to create our organisation into a learning organisation. I will create an environment that encourages and motivates staff to share knowledge and retain staff loyalty and to achieve common goals which will enhance the company's performance in its market to contribute to economic growth and ultimately grow the Sector.

It is rare in life to be given a gift that changes who you are, and for this I am deeply grateful for the ILDP. I strongly believe that one becomes an Ambassador for the Sector on completion of the ILDP. I plan to explore my involvement in programmes that promote retail as a career of choice to dispel the stigma on the Sector, particularly amongst young people.



**Ashley David Glenn Volmink**  
Regional Manager



*"If I've seen further than most men it is only because I've been standing on the shoulders of giants", Isaac Newton.*

What an honour to be chosen for this exclusive programme which took me on a roller coaster journey with a discovery of my strengths and weaknesses and increasingly challenged my abilities as a leader. The immersion, although extremely challenging, was absolutely exhilarating and one of learning and sharing with fantastic new colleagues and leaders along the way.

Key learnings from the Programme included some of the most intense but fulfilling experiences that will shape my abilities to transform, grow and add value to our sector in South Africa. The highlights include the following:

- Value Supply Chain Management and its importance in the Retail Sector;
- Strategic Thinking and Personal Mastery modules;
- Globalization;
- Team dynamics, effectiveness and collaboration;
- Importance of leadership in managing resources and relationships; and
- Customer Value Proposition

The diversity of our team, particularly, my Syndicate INZULA LWAZI has taught me that to succeed we needed to trust, respect and value opinions and views without reservations.

My business knowledge has been enhanced and I have grown personally and I believe that these experiences will contribute to the growth of the Sector through identifying and growing young talented leaders and building a sustainable South Africa. Our Country is alive with endless possibilities and needs focussed leadership to prosper.

This incredible journey provided incredible insights from leaders in the industry and I want to thank Pick 'n Pay and W&RSETA for bestowing me the honour of being selected for the Programme.



**Mohamed Carrim**  
*Retail Manager*



What a phenomenal experience the W&RSETA International Leadership Development Programme journey has been. My initial draw card to the programme was to gain global retail exposure, to engage and learn from local retail industry and leaders. I soon learnt that the Programme was not going to be a breeze and had to stay focused and committed throughout this journey.

The key learnings from the Programme stem from the experiences we gained from the exposure to the leadership and development practices of global companies in China and India. Additionally, it was the realisation that a well-structured supply chain management system is fundamental to the success of a retail business. Working with my fellow team mates and having such a diverse group also taught me to have a lot more patience and to accept diversity. The ILDP has also allowed me to improve my networking skills, to develop a valuable professional network and most importantly, it has helped me to grow professionally and personally. The Programme has given me the ability to constantly challenge myself to think of innovative ways that will help improve myself and my fellow colleagues and my organisation.

My memorable highlight was the international tour to China and India which were very informative and we were all challenged in our way of thinking and most importantly how we had to unlearn and relearn.

I have been invigorated by this exceptional programme and experience. I am even more committed to taking on the challenges facing my organisation and the people we serve. I am willing to rise to new heights as a leader who is equipped with better skills to assist my colleagues and company in achieving our organisational goals. My aim is also to be instrumental in building the South African retail economy.

I would like to thank the W&RSETA for providing me the privilege to participate in such a programme and a big thank you to Sasol for nominating me to attend the Programme. To my family, fellow ILDP and Sasol colleagues, I would like to take this opportunity to thank you all for your support and assistance during this exciting and challenging journey.



**Naresh Soorajpal**  
Regional Manager



The ILDP has exposed me to cutting-edge technology, best practices and global trends in leadership, innovation and entrepreneurship. I have had the privilege to visit and interact with some of the most successful local and global companies and their leaders. The past ten months have inspired me to new heights, developed my Emotional Intelligence (EQ) and given me the courage to dream big, break fears, take risks, persevere, and develop the positive values, attitude and behaviour required for success. The Programme addresses executive development holistically.

The Programme has exposed me to the dynamic global business environment of leading companies in China and India. Through interaction with leading from leading companies in these countries and locally, we were afforded to opportunity to learn the secrets to their success.

ILDP is action-learning oriented and is based on interactive, adult-based principles that develops an individual's analytical thinking and problem solving skills and capacitates them to operate successfully in a dynamic global environment.

Through the Programme, I have development new knowledge that gives me to stay ahead of the game. I have formed a network of contacts locally and international. I have returned from the Programme energised and inspired to take on new challenges.

My expectations were high and the ILDP has not disappointed. My exposure to personal and team competency such as critical thinking, personal mastery, effective communication, group dynamics and team effectiveness as well as industry and business knowledge such as supply chain management and innovation have given me the framework to advance in business, entrepreneurship and innovation. The experience and knowledge gained from the programme have developed my leadership skills and equipped me to develop my team.

The ILDP journey has a memorable experience. I would like to express my gratitude and appreciation to the Wholesale and Retail SETA for a once-in-a-lifetime opportunity which will invariably help me to continue supporting the sector in a leadership role which will enable me to create employment within the country.

*I continue with my journey with the firm belief: "It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur....You take the front line when there is danger. Then people will appreciate your leadership." Nelson Mandela*



**Kedisaletse Patricia Melicca Baloyi**  
*Director*



The ILDP has been an amazing learning experience. The Programme emphasised the importance of effective delegation and problem solving and provided the framework for effective problem solving and conflict management.

I learned the principles of team management and how to build winning teams. The insights report was an eye opener in terms of my leadership style. It provided tips on how one should enhance strengths and minimise disruptions that arise from poor conduct as a result of the weaknesses.

My key highlight of the Programme is definitely the international Immersion. The international research we conducted on our ALP provided a different perspective about the state of our nation on aspects of productivity, planning (long term versus short term planning), the critical role of government in improving the economy and entrepreneurship.

The presentation by Nicola Tyler on the Creative and Innovative module was simply breathtaking. It stimulated creativity and generated new ideas.

I plan to implement the learnings to my organisation by encouraging the team to come up with innovative and out-of-the-ordinary ideas to improve customer service.

I also intend to limit micro managing and allow everyone to take responsibility for their tasks and only offer assistance and coaching where necessary.

The ILDP has a significant role to play in so far as transformation of the Wholesale and Retail Sector is concerned through employment equity and changing the way business is conducted in the Country. Furthermore the intended outcome of skills transfer would be seen in places where the participants operate and this should spread throughout the Sector and the Country.





**Zaheera Joosab**  
*Financial Manager*





**Dinesh Singh**  
Sales Director



As business leaders we are taught to expect the unexpected and can easily adapt as we are familiar with our environments and our culture. When I was selected as one of the candidates I felt honoured and there was a sense of achievement, however nothing could have prepared me for the once in a life time voyage I was about to embark on. What a journey it was from the lectures at Gibbs to the China Europe International Business School and the boardrooms of some the biggest retailers in Asia. I had travelled both to India and China before and yet this time round I saw these two great countries in a whole different light.

The experience at CEIBS taught us about China; its people, culture and work ethic. Here is a country with a massive population and a government that is geared towards future growth to ensure the survival of the country and therefore the survival of its people. I can only imagine the impact we could have as South African if we had the same ethic and drive. We could probably give China a run for its money.

India was amazing! This is a country with limited infrastructure yet has one of the highest GDP's around. The fact that so many successful Indian owned business were able to match if not beat the global competition was at first very hard to understand. The strength lies in their relationship with the markets they served and to a large degree of sense of trust. Their commitment to education is amazing. They have students as old as 70 years.

This journey has been one of discovery and many lessons. Mastering team dynamics was definitely a challenge within itself. We were thrown in the deep end with people we had just met with whom we had to complete a massive project. This could only be achieved with team work, working together towards a common goal and leaving emotions out. This lesson has now changed the title of my staff from employees to team members as we all are working together towards a common goal.

The philosophy of unlearning to learn, moving away from what you know or what you think you know and by doing so you could explore endless possibilities. I now handle situations by implementing the lessons I have learned throughout this journey.

The exposure to top companies overseas opened my eyes to the endless possibilities of streamlining business processes to ensure greater customer satisfaction and therefore increased profitability. Strategy became and still is a big BUZZ word for me because as a family owned business we neglect to strategise, review and set goals. We do that now and it makes the challenge of business a very exciting one. Business is exciting.

To the W&RSETA I would like to thank you for this. This is the type of exposure that we need in this country not only for learning how well they do it overseas but to acknowledge how far we have come as South Africans and the great potential we have as a nation.



**Mushtaq Wajodeen**  
*Executive Manager : Supply Chain Management*



The ILDP 2012 has been a beacon of empowerment which has motivated me on a new personal level where I aspire for greater levels of learning and achievement.

Before embarking on this journey my expectations were to:

- broaden and challenge my thinking to sharpen my vision and improve my interaction within my current role;
- expand my use of best practice in the Wholesale and Retail Sector locally and internationally; and
- become a dynamic and effective leader by sharing the knowledge and skills learned from the programme to make a positive difference in my work environment and the Sector at large.

The international study tour was insightful and has left me with a renewed vision of success, commitment and drive. The supply chain module at the Penn State University was one of the key highlights. We were received warmly by the lecturers. We also met and interacted with high calibre leaders from various sectors over this period. The lecturers were motivating and extremely knowledgeable, and the group discussions and practical elements that were brought into the lecture room were both stimulating and enlightening.

The retail immersions were yet another key highlight of the Programme. I was truly humbled by the enthusiasm and willingness of the retailers to impart knowledge and share their experiences with global market players. The various tours helped me to gain new perspectives on how other leading countries around the globe interact and implement new learning strategies.

I had the privilege of being a part of a dynamic team who shared their knowledge and experiences as well as being a constant support to everyone in the team. The assignments and exams were challenging but also extremely exciting and thought provoking. I have learned to embrace change and new learning through innovation and taking risks.

My Programme was a journey of self-discovery into my leadership skills and abilities. The value of regular reflection and introspection is key personal learning that I take away from this programme. I have also learned valuable business lessons and I now understand that in order for retailers to remain competitive and sustainable they need to be agile and responsive to the demands in the changing environment.

I am eternally grateful for this remarkable opportunity of personal growth and development. My sincere appreciation goes out to the various parties and individuals that nominated and believed in me and supported me throughout the Programme.



**Christopher Brikkels**  
*IT Business Partner*



**WOOLWORTHS**

The ILDP was an incredible journey personally and was a reminder that one never stops learning. If I had to summarise 2 of the most valuable lessons it would be that context in any given situation is critical and that everything we do should be done with the customer in mind. As leaders, this awareness provides us with insights in potential market changes and allows us to plan and prepare the environment for change.

Our time at GIBS gave us exposure to the most recent industry best practice and the message was always conveyed in a very practical way. Group dynamics brought its own learning dimension but proved valuable in understanding my own behaviour in the context of delivery. Inevitably we are always part of a broader team and one has to work within these systems to ultimately meet the business and customer requirements.

The highlight of the Programme was the overseas trip and the visit to Penn State University. It was my first time in the United States and Canada and this exposure brought its own set of lessons and new experiences. We met people who held senior positions in their respective companies and provided us with valuable insights that we could not only use in our action learning projects but also take back to our own organisations. One of the visits to AT&T Adworks highlighted the impact of creative visualisations can have on dynamic data representation and its link to decision making processes.

As a leader, I have realised that I am an agent of change. I need to understand how business processes create and add value to the organisation I work in. Having this understanding in conjunction with the global context, I have to be prepared to influence systems for the better. By doing this I can maximise the value proposition for our customers and play my part in achieving a sustainable competitive advantage. I feel truly blessed to have had the opportunity to be a part of what was a phenomenal learning experience whilst at the same time form what I hope will be long lasting relationships.



**Jabulani Moses Ntlabati**  
*Store Manager 1*



**WOOLWORTHS**

**A**s a leader, you have to understand the context of the matter that you are dealing with, this context can be easily created by planning to the detail. We were taught this lesson by professor Adrian Seville who also taught us the importance of agility in doing business.

Leaders anticipate problems, this can be done through Scenarios planning which has to be plausible, because it is at this stage where Strategic planning for strategic or operational decisions are taken. It is important to think laterally at our level so that we can be creative and innovative in our thinking. One can promote an environment that those that you lead feel safe to air their views. Teams that are encouraged to think are self sufficient and frees time for the leader to do other things. Problem solving has to done through critical thinking which will prompt the leader and those are being led to be part of the solution finding process. It's a great lesson for me as most of the time we don't get given the opportunity to think by the corporates we work for and I'm fully aware to promote Thinking Time for those that I lead. As a leader, one has to create an environment that promotes lateral thinking, inclusive problem solving, innovative thinking, forward or futuristic thinking and this can happen if the leader creates a safe ground for all employees at various levels to have their views noticed without fear.

Successful businesses have brand values. These brand values are to be lived by the employees through the entire organisation starting from the lowest paid job to the highest paid job.

Investing to the future of the business is key. These investments are to be made through employees, systems and in all facets of the business operations. As leaders, we are to avoid erratic changes, we need to evolve our operations, switching on or off the plugs as the business viability deems so.

Our overseas tour taught me to be aware of the external environment and the importance of understanding business landscape of your trade partners as well as the role of globalisation. The understanding and analysis of macro landscape and their impact on customer experience was also a key lesson.

Other important lessons were around the supply chain, living the brand values, the link between financial reporting and the business activities.



**Jonathan Justin Loder**  
*Head of HR: Foods, Finance & Corporate*



**WOOLWORTHS**

Being selected to participate on the 2012 ILDP from the millions of employees within the entire Wholesale and Retail Sector has been a great privilege and honour.

The ILDP has been an amazing experience academically, physically, emotionally and spiritually.

I came onto the programme with very specific objectives and I can say with absolute confidence that I have achieved those and beyond.

The exposure to world class academic faculty, retail best practice both locally and internationally, the custom built experience and simulations have all contributed to building greater business insight and greater depth of commercial acumen for me.

I believe that the Programme has certainly heightened my thinking and learning exponentially and has provided me with a unique personal competitive advantage within the Retail Sector.

The retail immersions and in-market experiences exposed us to best practice in retail and great insight into opportunities to take back to our organisations.

The exposure to leading faculty and the direct learning from top global leaders has been invaluable in terms of lessons learned and success stories in retail. I have been inspired to take on the leadership challenge we have to lead retail into the future.

Our study tour to China and India certainly stands out as an absolute key highlight and it was a privilege and a humbling experience to have had the opportunity to get exposure of this magnitude.

This programme has also assisted me with significantly improving my social capital in that I now have a network of 37 professionals and empowered individuals to tap into and leverage off their experience and expertise.

I take back to my company the following key lessons: planning for the future fitness and sustainability which we could learn a lot from the Chinese and glocalisation in terms of finding the right balance between globalisation and localising of services and products within the various communities we serve.

The intent of the ILDP programme is to develop the future leaders of the Wholesale and Retail sector in South Africa and the W&RSETA boasts an additional 37 people to the Alumni of empowered executives who have the skill and capability to lead retail into the future.

I am proud and humbled to be among this pool of future leaders.



**Lawrence Pillay**

*Head of Sourcing & Technology - Mens*



**WOOLWORTHS**

I was not quite sure what to expect when I was informed of my selection to the 2012 ILDP. I was always concerned that this was going to be a typical management programme with a lot of theory and limited opportunity for application. Was I in for a surprise! The ILDP is nothing short of life changing. It has shifted my paradigms, challenged my thinking and repositioned how I view myself, my job and my future.

The ILDP prepares one for leadership. It allows you to meet and engage with some of the greatest minds in the industry and in the academic world. Through this Programme, I have been afforded the opportunity to travel to the ends of the world and to engage with great business and thought leaders. This was certainly a once-in-a-lifetime opportunity.

The Programme has changed the way I approach my role as a business leader. I now look at leadership in a new context. I have learned to better understand myself and I have been equipped with the tools and the skills to redefine my purpose in my organisation.

My learnings were not limited to the workplace. I have gained a deeper understanding of our country and the challenges that we face and I have learnt the role that I can play in influencing change.

As a nation we have begun a journey of change and as the Alumni we face the Country as new agents of change. Each of us aspiring to become the new building block of a new future. I now take with me a dutiful obligation to plough back into our great country the learnings, teachings and experiences that I have gained on this incredible ILDP journey.

I truly feel privileged and grateful for being given this outstanding opportunity. My expectations from the Programme were met and surpassed. I am a better individual, I am a more effective retailer, I am a more informed citizen and most importantly I am now a catalyst for change in this great nation.



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## **Wholesale and Retail SETA**

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