



International Leadership Development Programme (ILDP)



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 internationally. 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.

Foreword



Mr. Andile Sipengane

Acting CEO W&RSETA

"Even the longest journey must begin where you stand" Michael Moncur

The ILDP class of 2015 took this first single step and braved the journey even though it looked very daunting and long, but my...what a journey it has been!

The 12 months have flown past like they were standing still, yet the achievements to be counted are so immense. The 2015 journey started in January with 48 delegates from different companies within the Wholesale and Retail Sector.

These delegates have left footprint of South African Retail Sector and also demonstrated through their tireless efforts to our international counterparts that South Africa is equally competitive.

The W&RSETA Board and staff, partnering institutions, host companies locally and internationally and most importantly the delegates have once again proved that together we can achieve the seemingly unachievable.

We would like to thank all the role players for their contribution in delivering yet another successful ILDP. We convey our deepest appreciation to our stakeholder companies for nominating their top talent and for supporting them throughout the Programme. I have no doubt that the investment you have made in them through the ILDP will soon bear fruit.

We continue to urge other companies to take a leaf from the achievements of the 2015 ILDP Class and participate in this marvellous and exciting Programme. May you be inspired as you read about what each one's personal journey has been like, the sweat, the sacrifice and ultimately, the reward that this hard work brings.

This Programme would not have been a success without our partners Henley Business School and Gordon Institute of Business Science who provided a world class experience for the delegates.

Congratulations to the delegates who now join the 191-member ILDP Alumni of the W&RSETA.

ILDP – *"Developing globally competitive leaders for the Wholesale and Retail Sector"*



Ebrahim Hasrod

Procurement Director

Bibvest Food Service

The 2015 ILDP has been a phenomenal journey. The Programme has offered us a life altering experience.

Our programme, focused immensely on leadership, self-reflection and improving ourselves as future leaders within the Retail and Wholesale sector in

South Africa. Almost every aspect of becoming a true leader was covered through the course content. The facilitators and lecturers were of the highest standard. The experience and knowledge attained through the ILDP is such that no amount of money can ever buy.

From all the local and overseas travel immersions, my learnings were nothing short of being spectacular. We experienced the heart and soul of our own economy.

Riding in a taxi, meeting the Somali, Ethiopian and Nigerian foreign traders in our own country and how they have made a success, opened my eyes to opportunities. What an immensely rich country we have. It is important for us appreciate its diversity and embrace it as future leaders.

The Programme took us on a once in a lifetime overseas cultural and educational experience which I will always cherish. My exposure to such immensely successful companies and people has vastly increased my network, and opened my eyes to a world full of opportunities. Sharing the Programme with such a talented group of potential leaders was remarkable and humbling.

Our country not only needs future captains of industry in the Retail and Wholesale Sector, but people of colour, people who will make a difference.

I would like to categorically single out and commend our facilitators Louise Claassen and Tess Van Niekerk for their selfless support and dedication from the commencement of the Programme. They welcomed us warmly, and displayed an impeccable level of attention to detail. In conclusion, I would like to say thank you to the W&RSETA, Henley Business School and GIBS for giving us a once in a lifetime opportunity and for such a well-coordinated Programme.



Calin Forbay

Divisional Planning Manager

Edcon

When reflecting on the 2015 ILDP, the best words I can think of to describe this prestigious Programme is "life changing". I entered the Programme inquisitive, eager and somehow nervous as to what would be expected of me. I have completed the Programme a different person entirely.

The interactions with the subject matter experts at Henley Business School were brilliant. The experts all had unique perspectives on their topics and they were always thought provoking in our interactions. Their knowledge and insights challenged us as leaders and more importantly challenged the limitations we as Africans put on ourselves and each other.

The resilience I witnessed from the informal traders on the Johannesburg CBD and during our trip to Ghana was exceptional. The ingenuity that people develop when they need to provide for the families was a lesson we all learned on both personal and corporate level. Benchmarking our rainbow nation against Ghana left me with a sense of humility and appreciation for the infrastructure which was developed over the years.

I was in awe of the energy and pace at which things happen when we arrived at the "Big Apple". New York was as exciting as I had expected and as fulfilling as I had hoped. The immense competition, aggressive marketing and pure trading mentality left me fascinated every moment of the trip.

The most meaningful part of the journey was the people. We went onto the Programme as 23 strangers and we have left as more than just colleagues; we have all left as friends. Having to experience all the highs and excitements with this group of fine leaders was a true privilege. We grew as a family as we endeavoured through all the challenges that also exist in this journey which include late nights polishing of our presentations, clashes of personalities, heated debates due to differences of opinion and the rush to make all the meetings on time. All these experiences connected us on a professional level and more importantly on a personal level.

Viva ILDP, Viva!!!!





Tushar Naik

Manager

Engen

The 2015 International Leadership Development Programme (ILDP) was an experience of a lifetime. Being in a business environment that is constantly changing, one needs to adapt and recognise the change that needs to happen. This Programme by far

exceeds the expectation I had at the outset and has provided me with a new and unique outlook of wholesale and retail. From the intense strategy sessions at Henley Business School to the bright lights of New York City and Toronto, the Programme continued to challenge me in every aspect and will remain a key part of my development as a future leader within South Africa.

Travels to places such as Ghana have been an eye-opener as business on the African continent is far more vibrant and informal in nature. The interaction with traders at the Makola Market was exhilarating as the formal banking channels are non-existent and all trades are predominantly cash based.

South Africa is a developing nation with a good mix of both formal and informal trading environments and it is my belief that the informal sector can be grown exponentially and easily operate side by side with the sophisticated formal business that we have. Through my learnings on the ILDP I strongly believe that small businesses have the potential to eradicate the unemployment issues that we face and significantly contribute to the overall growth within wholesale and retail as well as the country as a whole.

To Louise and Tess at Henley Business School; it has been an absolutely glorious journey and I thank you for all the support and guidance.

To the honourable former CEO of the W&RSETA, Mr Joel Dikgole as well as Pearl Makhudu and the rest of the W&RSETA team; none of this would have been possible without you, and for that I extend my deepest gratitude!

All the best to the ILDP class of 2016.
VIVA ILDP VIVA!!!!



Bilal Kardame

Group IT Manager

Fair Price

2015 was a milestone year in my career development, thanks to the ILDP. The Programme was so enriching and insightful. At first I was anxious, wondering what challenges lay ahead of us but looking back, the challenges were worth the time,

effort and sacrifice that the Programme required. Without any hesitation, I consider 2015 the year of gains, friendships, business networking, experiences, knowledge and most of all, personal development.

The ILDP has been very stimulating, bringing the perfect balance between academic and practical learnings. The in-market immersions in Diepsloot, Ghana, China and India proved to be exceptional learning experiences as well as benchmarking opportunities. South Africa does not lag the world in retailing and in some areas is ahead of its international competitors in retail.

A key learning throughout the international immersion was the patriotism of the people. We met with staff at various levels, from floor staff to CEOs who all had an ingrained desire for the organisation and country to succeed. This is a lesson that South Africa can benefit from particularly to our sector and our organisations which will result in multiple positive spinoffs.

Some of the markets we visited during the international immersion highlighted the basic role of traditional informal retailing. Retailing; informal or formal, plays a significant role in the lives of millions. It is through programmes like the ILDP that we are afforded the opportunity to improve and develop the Sector and improve the lives of millions.

The ILDP gave me the opportunity to interact with a very diverse group of delegates, with interesting backgrounds and unique skill sets that have allowed me to engage and learn from. My fellow delegates inspired me on a business, academic and personal level. I will reflect and implement the learnings. I am grateful and would like to thank each one of the delegates for being open and sharing throughout this journey.

To the W&RSETA, thank you for affording me this opportunity to learn, contribute and to broaden my horizons and I am confident that I will make a positive impact on my organisation and the Retail Sector.

I commend GIBS for its exceptionally talented faculty, coordinators and facilitators as well as the latest teaching and knowledge sharing technologies that they exposed us to. This on its own was a highlight.

I am extremely grateful to my employer Fair Price for allowing me the opportunity as well as time to participate in this prestigious Programme. I am grateful for the faith that the company has demonstrated in me and the support that I received. I am eternally grateful.

I am most grateful to my wife for supporting me and holding the fort whilst I was away for weeks. The journey of personal mastery has and will be a continuous adaptation to the needs and requirements of the time, the ILDP has accelerated my current learnings and I hope future delegates find the same clarity and direction that this Programme has afforded me.





Shelton Timm

Buyer: Computer Hardware and Tablets

Game

The 2015 ILDP journey was a very special and unique experience for me. I was afforded an opportunity to meet, engage, learn and establish friendships with some of the future leaders of the Wholesale and Retail Sector.

There is a saying that "people are like elastic bands". People are most effective when stretched. This saying resonates with my time during this world class programme. It seemed daunting to complete such a Programme before its commencement. The lecturers and facilitators at GIBS were knowledgeable, thought provoking and challenged my current beliefs and opinions.

The immersion both locally and internationally showed me a different perspective and allowed me an opportunity to introspect and question what contribution I can make to improve the lives of other people. I thoroughly enjoyed the overseas trip to Ghana, China and India.

In Ghana, we got a true sense of Africa and visited their informal market and the "new" malls. We learned the importance of thinking locally and acting globally when entering a foreign market.

We also had an opportunity to learn from many successful entrepreneurs and understand what sets them apart. China's study block at CEIBS focused on Supply Chain and taught me about the best practices in globally and back home. The immersion to India was amazing! We interacted with the powerhouses of Indian retail and learned what it takes to thrive in an emerging economy.

I would like to thank the W&RSETA, GIBS, and Game for affording me the opportunity to learn, grow and contribute to the Sector. The investment in my personal development will certainly yield great returns for my company, the Sector and the economy at large.

To my fellow 2015 IDLP group and Team Tau, we must all take accountability for building a sustainable country. Let us ensure that we become great ambassadors of the W&RSETA and plough back our learning's into the Sector.

"The best way to predict the future is to create it." Peter Drucker



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Sanjith Mahabir

Group Operations Manager

(Histerix Pty LTD, t/a Grand Shoe)

I had wondered as to the need for such a stringent process in the selection of ILDP delegates, and having had the privilege of being a delegate in the 2015 Programme, my question has been answered. This programme is of the highest quality and standard and it has

exceeded my expectations.

I started my journey very nervous, but through the interaction with other delegates I can confidently say that we all became a family. We learned from each other and looked after one another throughout the Programme. The ILDP was extremely challenging for me but it also created many learning opportunities and the learnings which I can apply not only on a professional but on a personal level.

The international immersion was undoubtedly the highlight of the Programme with a once in a lifetime opportunity to visit countries such as the USA and Canada. This experience has demonstrated the differences between the South African economy and businesses with those of the countries we toured. The African immersion to

Ghana was another highlight of the Programme. The patriotism of the Ghanaians is unmistakable as you walk the streets of Ghana. This was a lesson that we as South Africans can learn from and has encouraged me to be more "proudly South African."

Henley Business School organised a truly world class academic programme and ensured that each delegate was well taken care of during the course of this journey. The reflection sessions held after each block enlightened me on a whole new perspective on retail, business and most importantly, leadership. Well done to the team at Henley.

I have established new friendships and networks with colleagues both locally and globally which are the best benefit I have derived from the Programme.

Heart felt thanks goes to the W&RSETA for investing in developing my skills. I assure you that this investment was not in vain. Thank you to the team at Henley Business School; you are truly a world class institution. I would also like to thank my family for understanding the demands of the Programme and allowing me time away from them to pursue this journey. Most importantly, I convey my gratitude to all my Directors at Histerix (Pty) LTD t/a Grand Shoe, for giving me the time off to sharpen my skills. I will ensure that our business becomes a world class one through the learnings from the Programme.

"Leadership is the courage to admit mistakes, vision to welcome change, enthusiasm to motivate others and a confidence to stay out of step when everyone else is matching to the wrong tune"





Gopals
BAGS & LUGGAGE

CORPORATE

Amit Gopal

**Operations
Manager**

**Gopals Bags &
Luggage**

It has been a privilege for me to be selected for the 2015 ILDP. I was in a group of 23 experienced professionals from the retail background across the leading apparel, grocery and lifestyle department stores in South Africa.

The Programme was very instrumental as it centered on personal development, best retail practices and transformation in the workplace. During the Programme, managers were equipped with the necessary skillsets to enable them to empower fellow colleagues in their respective working environments.

The ILDP also exposed us to retail best practices in the African continent. The experience has truly broadened my horizons as it brought about an appreciation of how far as Africa we have come in our journey and where our future potential lies.



Thulani Masina

Executive

JD Group

The year 2015 has been full of fun, intense pressure and rich with insights and wisdom. When I compare the person I was when I first entered the Programme and now; I have certainly matured in terms of leadership and perspective in my personal capacity as well as my career. I

am very excited to have been part of this journey.

I have enjoyed lectures at GIBS and their unique style they used to deliver the materials. I will miss the robust interactions which the team engaged on. My team members will surely agree with me that the Programme was very demanding and in some instances very uncomfortable, however, it has been an enlightening experience that will stay with me forever.

One has realised that a good leader always takes time to self-introspect which has been part of my journey and my life since I have started with the Programme.

The immense and insightful course material that we went through has opened our eyes to some of the best retail practices and has helped to hone our skills and prepare us for the future. I have enjoyed the personal mastery module and its learnings have become an integral part of my life. My syndicate, Team Tau, has been amazing and we explored, had robust debates, worked through late nights and learned from each other.

I am confident that our bond and friendship have been extended beyond the classroom environment. It has been a privilege to be part of such a dynamic team. There were many invaluable learnings particularly during our local and international immersions that have practically influenced the way we do things at organisational and personal level. I am very grateful to the W&RSETA for this incredible opportunity. It suffices to say that the international module especially India and Ghana exposed us to great practices.

The W&RSETA has made a difference in developing us to greater heights through this Programme. In conclusion, I would like to thank GIBS and the W&RSETA for the opportunity to be part of this implausible journey.





Melvin Thaver

Operations Executive

JD Group

The ethos of my ILDP journey was underpinned by the statement by Reuel J Khoza from his book, **"Attuned Leadership"**, that says "Leaders set a direction but they also have a direction set for them. Just as a compass responds to the magnetic forces enveloping the Earth, so a leader

should be responsive to the needs and yearnings of the followership"

On reflection of my journey as I complete the ILDP, I can safely say that it was indeed both an incredible and challenging experience. It all started off with a note in my personal journal, **"a programme of possibility"**, and now I can conclude with this statement: **"a programme of reality"**.

With the current challenges that we are faced with in this constant, changing, and churning environment, the fundamentals of the Programme has no doubt shaped me into becoming a leader that has the ability to access and manage the emotions of oneself, other

and of groups. For me this has been a journey of discovery of my strengths and weaknesses, of strategic leadership, Africa's footprint and international insights, coupled with the industry and global best practices.

The significance of the insights that I have gained was that of agility, absorption and alignment which forms part of the cornerstone to a successful future. This could have not come into fruition at a much needed time and space when we find ourselves inturbulent trading conditions and disruptive elements within the retail landscape.

The international and African immersions as well as the local immersion have positioned me with the capability and tenacity of being an unshakable leader who puts challenges into perspective, and has enabled me with the confidence to stay ahead when everyone else is marching to the wrong tune.

I would like to express my gratitude, and appreciation for the opportunity of being part of this elite year-long Programme to my organisation's Chief Executive, Mr Pat Kimmince. I hold one of his sentiments expressed in our internal company magazine, "Thumbs Up" in which he said, "we are a people's business and everyone plays a significant role in making a difference in the lives of our internal and external customers, our families and ourselves".

Thank you JD Group, W&RSETA and Henley Business School for investing in me, and not forgetting my family for allowing me the time away from them to participate in this intensive study programme.



Sanjay Dubru

Senior Manager Compliance and Enforcement

Jo'burg Market

The experience that I have gained through the ILDP has been phenomenal. During the Programme, I had an opportunity to interact with the most inspirational individuals and industry experts throughout South Africa, the United States of America, Canada and

Ghana. My experience in New York and Penn State was magnificent which I will cherish eternally. The level of dedication and patriotism of the people in those countries stood out for me.

The ILDP taught me that dedication, perseverance and understanding are the fundamental ingredients to becoming a successful leader. Through the Programme, I have learned the true meaning of authentic leadership from our interaction with different leaders. One of the most important lessons drawn from the Programme is that a true leader should be able to provide an environment to staff which inspires them to excel within their competency, be patriotic to their job and self and ultimately leading them to happiness.

I undertake to use the knowledge I gained during this journey to the benefit of the Wholesale and Retail Sector in South Africa and to promote government's goals of creating more job opportunities in our country.

Lastly, I would like to take this opportunity to thank the W&RSETA and Henley Business School for granting me this remarkable lifetime opportunity to undertake the international journey with such a wonderful group of people.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader". -- John Quincy Adams





Tshifhiwa Madima

**Executive Manager:
Agribusiness**

Joburg Market

The ILDP presented me with a great and unique opportunity to receive formal business leadership training as well as to interact with wholesale and retail industry key stakeholders. Through the Programme I have learned about the industry intricacies.

in the media. Delegates had the opportunity to mesmerise foreign industry stakeholders about the advancement of the South African Wholesale and Retail Industry and supporting industries such as banking and transport, as well as the world class infrastructure.

The tenacity of small business people in Mayfair, downtown Johannesburg and Accra (Ghana) was intriguing. These retailers displayed commitment, passion and discipline which could not be ignored.

The USA and Canadian wholesale and retail industries share a number of characteristics with our local industry. This did not come as a big surprise considering that the West (USA and Europe) are generally trendsetters mainly in food and apparel wholesale and retail. Major differences were observed in Ghana. The lessons learned from the Ghanaian experience particularly on the structure of the economy, consumer behaviour, legislative regime and retail supporting industries such as banking and transport were found to be useful mainly for delegates representing companies with a footprint in that country and the rest of West Africa.

The South African wholesale and retail has abundant opportunities waiting to be explored. The 2015 ILDP Class is expected to be in the forefront in providing leadership in leveraging on these opportunities and taking unprecedented steps in expanding the South African Wholesale and Retail Sector in both the domestic and international markets. What we knew before the ILDP brought us where we are, what we learned will definitely take us to a higher level in the future.

Some of the key lessons from this Programme came through formal and informal engagements with industry players and not necessarily contained in written academic materials. These engagements allowed delegates a view of the often hidden side of the Wholesale and Retail Sector. Some of the questions that we had for years whilst in retail were answered and we came out better informed and empowered.

Interactions with different industry players during the international trips afforded delegates an opportunity to market the South African Wholesale and Retail Industry to the world and also to dispel the notion that the country is on the back foot when compared to the global wholesale and retail industry as often reported



Mandla Mdluli

Senior Manager Budgeting and Reporting

Jo'burg Marketing

As I reflect on the time I have spent at GIBS through this prestigious programme, the outstanding faculty, the memories of the course and interactions; this is probably the best experience one can ever have. I believe that what you make

of life is based on experience and learning. One of the best things about the ILDP is the complete flexibility to prioritise what is important to you. At times it felt like GIBS had crammed up my calendar with too many activities and that life was on 'auto-pilot'. However, I soon learned that you can never be short of options to learn. I discovered this through the international immersion experience. Once I got past the initial stress over class participation, interaction with classmates and going through the group dynamics, I realised the value I was going to derive from this experience.

The Programme also presented us with space and opportunity to create great friendships and meaningful relationships. I learned that the ILDP is also all about networking and as a result authentic friendships and meaningful relationships were created. While no doubt, our class comprised of diverse personalities, I was pleasantly surprised at how collaborative and friendly most people were, and how we had become like an extended family.

Being removed from my regular working environment and my family to pursue the Programme has helped me to take a step back and focus on learning and self-improvement, both through introspection and interactions with my classmates.

The GIBS faculty challenged me to think hard about my values and leadership philosophy, and how I would address leadership challenges that previous leaders have encountered. I also learned that failure is acceptable provided that you can learn from it and improve. I also learned to accept that there are leaders who are driven by past success and not willing to adapt to change, but had to learn from their strengths and weaknesses in order to improve themselves.

Finally, the international immersion was exhilarating with mind blowing and experiences. I am proud to confirm that the investment by the W&RSETA was worth while and it will surely not go to waste.

Aluta Continua!!!





Joe Mazibuko

Acting Chief Executive Officer

Jo'burg Market

I will forever remain grateful that I was selected as one of the delegates to participate in the prestigious International Leadership Development Programme (ILDP). The exposure to industry best

practices, emerging trends and networking opportunities has developed me into a confident, strategic leader. I have a greater appreciation of local and global retail markets interdependencies, influences and interplay between the macro and micro-environments.

This experience was as a result of a combination of relevant electives and deep local and international immersions that the team was exposed to. The Action Learning Projects also created a solid foundation for teams to deal with diverse people not only within their own teams, but also industry leaders, academics and different communities.

The ILDP has not only contributed immensely to my personal growth and development, but has also enhanced my leadership, technical, interpersonal and communication capabilities enabling me to stand out amongst my peers. I would definitely recommend the Programme to any new executive/senior manager who intends to accelerate their own growth and development into a well-rounded leader.



Polly Nortje

National Logistics Change Manager

Massdiscounters

I am grateful to have been part of the 2015 ILDP. My expectation of this prestigious was to gain exposure to best practise both locally and internationally. The Programme has exceeded my expectations by far.

Over and above the new relationships that have been

established, I obtained tools that enabled me to be more effective within the workplace. The Programme placed a great emphasis on practical learning thus putting education theory into practice and thereby giving theory value and significance outside a classroom or text

book. The transfer of information occurred in a variety of ways thus having a greater success of embedding knowledge.

Being exposed to real-world examples has broadened my thinking. I have learned to become a seeker of information rather a receiver and this will have an impact on my leadership as a whole.

I have come to realise that the best leaders are made out of continuous learning. One has to think out of the box to have a sound vision and to come up with strategies that will help to advance the vision. I now also know that all the knowledge means nothing if not applied, as without action no change can be achieved.

The ILDP was an on-going journey that enabled me to discover and develop my inner capabilities to enable me to make a positive contribution. I now fully realise that I have a responsibility towards my organisation, community and my country.

I would like to take this opportunity and thank the W&RSETA for affording me a chance to acquire such an immeasurable experience.





Denzil Poovan

Senior Demand Analyst

MassDiscounters

The International Leadership Development Programme has truly been a magical experience. The Programme took me on a journey of self-discovery and a true development of my skills as a leader.

The ILDP was well structured with a great blend of individual experiences combined with a host of practical group efforts that really captured the essence of all round personal development. It provided a marvellous platform for thought provoking and engaging debates that tackled the core issues that are pertinent to the global landscape and retailers.

The international immersions to Ghana, India and China provided a much needed culture and business exposure. The Programme provided us with an opportunity to conduct our businesses in different ways. The ILDP has given me a once in a lifetime opportunity to meet and engage with successful entrepreneurs and CEOs from across the globe.

Their insights and wisdom is something that I value greatly. The experience has helped shaped my thinking for the future and I will treasure it immensely for the rest of my career.



Thokozani Mabuya

Head of HR & Supply Chain

Makro

It has been an exceptional and remarkable experience to be part of the 2015 ILDP. It was equally gratifying to meet and work with other colleagues drawn from various wholesale and retail companies in South Africa. Owing to these 22 leaders' diverse experience and career evolution,

one was able to draw learning and expand business and personal network. Henley Business School understood that as leaders, we do not only have to be proficient in the technical side of what we do but also expand our networks as we are sometimes expected to achieve results through others.

The 2015 ILDP included an international study tour to the USA, Canada and Ghana. The inclusion of the African immersion Ghana was important for the 2015 ILDP team because several large South African retailers are now investing in the rest of the African

continent. The Ghanaian experience also stood out for me because of the structural framework of the economy of Ghana. The Ghanaian economy is largely cash based – wherein about 70% of the money in circulation does not reach the banks. These are some of the valuable insights that one must have when leading organisations that are planning to venture into other parts of our continent.

I suppose that the challenge for all the 2015 ILDP delegates is to incorporate what was learned during the Programme into our business practices and in South Africa at general; most importantly into our own lives as we continue with life-long learning and grow as leaders and individuals.

We owe a huge debt of gratitude to the Board and staff of the W&RSETA for investing in us by giving us this potentially life changing opportunity. I also like to thank the Henley management, staff and their business partners for coordinating and leading the execution of the 2015 ILDP.

To the 2015 ILDP delegates, may you always see all sides but also experience the sunny side of life. Ngiyabonga...nikwenze nakwabanye!





MEGAPHASE
SAFETY

Thabo Dladla

Operations Manager

MEGAPHASE Safety

In 2012 I completed the W&RSETA's Retail Management Development Programme (RMDP) and had the aspiration to advance to the ILDP because I felt that it would equip me with the skills to grow our business. Unlike all the other delegates in our group I am not from a large retailer.

Our company is small and was started out of an entrepreneurial spirit of the owners. The company had experienced growth purely out of good fortune and not a deliberate process of doing things.

The RMDP taught me the value of understanding the business and from that I was able to formalise the business and implement working processes. I was also able to understand the critical role of having a business strategy. In the last three years, with the full support of the company members, I was empowered to formalise the business processes, implement a marketing and financial strategy and define the culture of the business. This has also enabled me to know our staff and equip them with the necessary skills to drive the business.

In 2014 I applied for the ILDP with the full appreciation of what it would do for the company. I understood that the ILDP would give me the skills to take the business to the next level of growth and competitiveness.

This was because over the years I had come to fully understand our business and realise that I needed to grow my skillset as a leader in order to take the business to that level.

On receiving news that I had been accepted to the 2015 ILDP I was excited, yet scared that I had bitten more than I could chew. I remember calling two former ILDP graduates who I was on the RMDP with to find out what I was getting myself into and I cannot say I was put at ease. However, the orientation at GIBS really assisted me in the preparation of what was to come. The ILDP took me out of my comfort zone, stretched me beyond what I thought I would be able to handle and I will forever be grateful for the experience. I have been totally transformed into a leader who is caring, decisive, confident and considers actions.

The biggest lesson has come from understanding myself as a person and my leadership style. Most importantly, I have learned the valuable skill of being a global leader which will help me grow our business into a company with global thinking in its growth prospects and adopt strategies that will keep it competitive in the Sector. I have also met beautiful souls and made great friendships that will provide a lifetime source of support. The different delegates in the GIBS group have also taught me the value of appreciating and listening to other people's opinions and ideas.

I will forever be indebted to the W&RSETA for this opportunity and the resources they have dedicated to the 2015 ILDP. I would also like to acknowledge my wife and family as a big factor in my ability to complete the Programme. Also I would like to thank the GIBS staff and faculty for the support they gave all of us throughout the Programme with special mention of Bonita Lee-Shaw for holding our hand throughout. The best is yet to come!



Rasheed Patel

CEO

Papini Trading

When the time came to pen down this reflection for the year that has gone by, it feels like it was just the other day when we embarked on this journey. There was anxiety at the start as I did not know what to expect of the Programme, but as the Programme progressed I settled in well. As the name of the Programme

suggests, International Leadership Development Programme, this is the Programme to develop, future leaders who will take the retail environment to another level.

From the moment I entered this Programme, I was nervous and wondered how I would cope with the academic component as the last time I sat in a classroom or wrote an exam was some 27 years ago.

The highlight of the Programme for me was the wealth of knowledge from different individuals. It was assuring to realise that the Programme was designed to help develop us as leaders. Some of the lectures we participated in had a profound impact on our development as leaders to lead in our respective organisations, in our communities, in our country and being human in the true form and this for me was incredible.

Being in a group of 24 people and as an entrepreneur myself, I have learned a great sense of relying and working as a team in order to achieve greater results. With so much of valuable input from each delegate, I learned that each person is capable of bringing different ideas to the discussion, and that my idea is not necessarily the best. I began to understand that there are people who are experts in their field and to surround myself with these people to enhance my business.

A few aspects of our learnings that I began implementing are personal mastery, strategic leadership, business intelligence, marketing principles, financial reporting, creative thinking and innovation. Not forgetting to mention the wealth of experience gained from our international trips. I could not fathom that one could learn so many new ideas and concepts in such a very short space of time.

Thanks to the W&RSETA, the Henley Business School and everyone along this journey that believed and invested in me.





Zoleka Nhlapho

Store Manager

Pick n Pay

What an amazing and unforgettable journey the ILDP has been for me. From the first day of the Programme up to the very last day, the learnings never stopped. Every day I learned something new, from learning about myself, to learning about the retail industry both locally and

internationally.

Juggling lectures, assignments and exams was challenging for me but I have learned to strike a balance between work and personal life. Through personal mastery module, this Programme has taught me how to reassess my capabilities and to work on my blind spots so that they do not interfere with my work and impede my development.

Some of the key learnings that I took from the Programme include the importance to prioritise the customer's needs and always work towards improving their experience while visiting the store. I also learned that employee development and regular communications of the organisation's objectives to staff is important. The ILDP also embedded in me that finding each person's role in the business is also essential.

Through the international immersion I have learned that as a business we have to understand our customers and be able to adapt to their needs. Another key learning was for businesses to realise that they cannot classify stores according to location but according to the customer offerings.

My sincere thanks go out to the W&RSETA and all the people who assisted me throughout the journey. I am also grateful to my family, colleagues and fellow classmates who made it possible for me to complete this challenging Programme.



Maria Sibongile Sithole

Store Manager

Pick 'n Pay retailers

Wow what a transforming experience! From meeting outstanding entrepreneurs and getting an insight of the challenges they are faced with in growing their businesses and how we in the Retail and Wholesale Sector can assist in listing their products

and sharing knowledge that can be enabling to all of us. The interaction we had with the great lectures from Henley; Penn State and the great leaders from all the organisations we've visited was more than empowering.

The ILDP 2015 has turned me into a great leader both in my career; my family and society in general. My growth as a leader became evident when I received recognition from the GM of the region by being the recipient of the GM's award 2015 and recognised for the best performing store which happened in a season

when I was least present in the store.

My expectations at the beginning of the Programme was that we are going to learn so much from the international retailers but to my own surprise I came to realise that as a country we have so much going for us. All we need do is to have a conviction and be proud of our country and fly our flag high. My eyes are opened now as I used to think that there are better opportunities for us in other countries and continents but instead I came to realise that the opportunities are at our door step; in our communities and our neighbouring African countries.

It's been a tough year for me as my health took a dip and I would not have made it if it was not for the love of God which I have seen through the support I received from my fellow ILDP candidates; Henley leadership; W&RSETA; the leadership from the wonderful company I work for; my friends and most importantly my family.

Lastly I would like to convey my gratitude to the great consul generals of our country based in all the cities that we visited. We met Thulisile Mathula Nkosi in New York, Nyameko Goso in Toronto and Lulu Xingwana in Ghana who conveyed the spirit of Ubuntu towards us considering their busy schedules.





Thabang Khuzwayo

**Regional
Manager**

Pick 'n Pay

The ILDP journey has been extremely beneficial for me in terms of knowledge gained regarding the Wholesale and Retail Sector. There is so much that I have learned throughout the Programme both locally and internationally. The opportunity to interact with leaders from different companies within the sector and as well as different lectures has developed me into a courageous leader who can admit to mistakes, adaptable to change and the confidence to believe in myself and others.

I can confirm without any doubt that I am a better leader than I was before the Programme. I would like to thank the W&RSETA for this once in a life time opportunity.



Zoobeida Abdul

Store Manager

Pick n Pay

The ILDP has met and exceeded my expectations in so many ways. My journey has been exciting from the first day I was introduced to this prestigious programme. This intensive action learning programme has exposed me to great potential

executives from different South African retailers and globally.

The Programme has developed and equipped me with life time knowledge; skills and the ability to survive under immense pressure. I have immersed myself in market experiences to accelerate my business insights and learn directly from global business leaders. This Programme has created an opportunity for me to function more effectively in team settings which has

also assisted me to adapt accordingly in the interchanging environment.

I was further enriched by the interactions with different groups particularly my syndicate group. I found myself surrounded by exceptional leaders; each qualified and specialised in their own right with a wealth of knowledge and skills to share.

My biggest highlight was the exposure to learn how other countries run their businesses against all odds which was very encouraging for me as a South African. The national pride that I experienced in Ghana, China and India has been amazing. The level of support towards small businesses and creating employment in envious various ways has been a huge lesson for me. I have realised just how fortunate and privileged I am to have been chosen as a delegate for the 2015 ILDP.

This is where the journey actually begins for me.

My appreciation goes to the W&RSETA, the various South African retail industries, the GIBS team and most importantly my company Pick 'n Pay for selecting and allowing me the opportunity to participate in the ILDP.

It has been an awesome journey for me in so many ways. I have grown as a leader and the experience has humbled me. I am more agile in my approach within my business and my personal space. I can either choose to win or stand by and watch them win.





Muneeba Jaffar

Fresh Food and Perishable Buyer

Pick 'n Pay

The exposure that this Programme has provided me with has far exceeded my expectations. It has been a challenging year; fitting in assignments and the international travel but it has been thought provoking. The International Leadership Development Programme has allowed me to change and refine my way of thinking particularly in relation to executing an idea.

Working with The Collaborating Mavericks has been an enjoyable and an educational journey all on its own! I will absolutely take my learnings from the various modules as well as the USA, Canada and Ghana immersions into account, adapt, and implement where relevant. Thank you to the W&RSETA and Pick 'n Pay for this opportunity of a lifetime.



Oswald Abrahams

ERP System Manager

Plumblink

I remain humbled by the confidence that my organisation bestowed on me to participate in the ILDP. The Programme has been a life changing experience that has enriched me in many ways. Exposure to the Henley Business School, Smeal College of Business,

New York, Toronto and Ghana coupled with exposure to a dynamic, diverse group of competitive retail leaders has changed me for the better, both in a professional and personal level.

The Programme has allowed me to extend my leadership capabilities in order to continue to benefit my organisation and ultimately our economy. My personal growth journey has been extremely enhanced through the knowledge and experience I have gained in the past

year. The international retail immersion allowed me to view my country through a different set of eyes. I have gained a new appreciation for everything that we have achieved as a country and all our accomplishments.

The ILDP offers a unique opportunity to focus on yourself and answer the questions you have regarding what you truly value and what your own idea of success means. A year later I feel five years more passionate about what I do, more energised and a lot younger in my enthusiasm for the world and life. My leadership skills have been strengthened to tackle any new challenge I may face.

I would like to take the opportunity to thank the W&RSETA, Henley Business School and all the role players that were involved in the funding, planning and coordinating this prestigious and renowned Programme. A special thank you to my syndicate, The Transformers and the entire group of 2015, thank you for the opportunity to work with you and for sharing your knowledge and experience with me. We have all learned the true meaning of transformation. Being part of the Programme has truly been an inspirational and invaluable experience! Not forgetting my family, my wife and kids for their continuous support during this tough year.





John Diedericks

Perishable Buyer

Shoprite and Checkers

I remember vividly the day that I received an email confirming that I had made the cut for the 2015 ILDP. Immediately I knew that it was the beginning of a new chapter in my life. It was the start of an amazingly hectic and wonderful year of challenges, laughter, high and low moments which all went into building a strong person in me, confident in the knowledge that my life was about to take another turn into an unknown direction.

Reflecting on the past year and the impact of the Programme, the changes have become evident. The ILDP experience took me from being a career man to suddenly becoming one of the students in a campus at Henley Business School, being a tourist at Niagra Falls to sitting in lectures at the world-renowned Penn State University. I am still reeling from the experience which has reminded me that we are truly meant to live our destiny.

All the experiences gained from these past months on the Programme have contributed immensely to both my personal and professional life. I will share the knowledge that I have gained with those around me to ensure that it does not only benefit me as an individual but has a longer lasting impact on the lives of others as well. The application of my journey to the country is key and I will give my all to create the change. I would like to thank all the parties involved who made this journey possible for me to experience.



Fatima Sayed

Divisional Personal Manager

Shoprite

It was indeed an honour and privilege to be selected for the ILDP from a myriad of high potential individuals from various retailers in the Wholesale and Retail Sector. The Programme has been such a life changing experience. It was intense, inspiring,

exhausting and yet exhilarating.

The ILDP afforded me an opportunity to work in a syndicate group and conduct research and make recommendations on challenges currently facing the retail industry. I had an opportunity of meeting some of the industry's most renowned intellectuals. We were

challenged on a personal as well as professional level. One of the key learnings that I took during the Programme was the responsibility that I have to change and impact on the lives of those who report to me.

The highlight of the international immersion was the opportunity to represent my company and our country on an international level. We visited countries such as Ghana, China and India and this has given us an opportunity to engage and network with CEOs of companies, Ambassadors, Ministers of Traditional and Industry as well as ordinary citizens from those countries.

The international exposure has been a phenomenal one and it has made me to be even more proud to be South African. I am grateful to live in a country where we have freedom of movement and expression. In India, I was mesmerised by the humility and warmth of the people. I was inspired by the patriotism of the Ghanaians. In China, the sense of order, the cleanliness and functionality of their infrastructure despite having the world's largest population gave me a sense of hope.

I leave this Programme inspired to be a better leader, a better citizen as well as a better person. I am optimistic of the various possibilities and opportunities which are yet to be realised in the Wholesale and Retail Sector.





Renaldo Phillips

**Divisional Buyer
- National**

Shoprite

In a few words, I can simply say that the 2015 ILDP was a bitter-sweet experience for me. I say this in reflection as the Programme suddenly came to an end and I have successfully overcome one of the most strenuous years of my life which brings joy and excitement at

the same time.

Reflecting back, the journey started with an entrance exam which was followed by a nerve wrecking interview due to the level of detail and the amount of knowledge you are required to have in order to be accepted onto the Programme. This process was the beginning of many challenges that comes with the ILDP. Candidates were expected to show a certain level of maturity that would indicate the ability to find a balance between working life, family and the programme.

The second challenge I encountered was when I met my fellow delegates and having to build a relationship with them as I was going to spend the better part of the following year with them. During this stage, it was critical for me to understand personalities, learn to work as a team and believe in myself to add value within the group.

After receiving the course outline, the Programme seemed daunting and impossible that anyone could actually manage to complete as it was an intense and rigorous process. It then became clear that I had to learn how to manage my time better in order to be productive and work to my full potential. The lecturers, programme co-ordinators and our coach were amazing; there was never a day when you did not learn something that adds value to your life both personally and professionally.

The biggest highlight of the Programme was the international immersions where we had an opportunity to travel the world and gain a lifetime international experience. The immersions to Ghana, China and India opened my eyes to look beyond the challenges from a third dimension rather than a typical two dimensional view.

The ILDP has made me a better person. It has also added value to my life and set me up to build a career that will contribute positively to the entire retail sector.

I am eternally grateful to Shoprite Checkers, W&RSETA and GIBS for the time and effort they have put into making the Programme a success and making it a memorable year.



Trevor Govender

**National Client
Manager Culinary**

Smollan

The ILDP; a customised study programme through the Gordon Institute of Business Science (GIBS) and the W&RSETA was really a fantastic learning experience for me. The variety of different modules on the Programme enabled me to have a holistic view of how businesses are run from the classroom learning theory to the local and international immersions. The international visits were also well planned, providing learning through experiencing, understanding the different cultures, formal and informal markets.

The Programme also equipped us to make comparisons over different business models within the Retail Sector. Different learning experiences were provided to delegates including company visits and talks with different CEOs. The ILDP experience has empowered me to effect change within my organisation and we are already realising the benefits.





Prinolan Shunmugan

Regional Manager

Smollan Group

What an eventful year this has been for me! When I first learned that I was chosen for this Programme I felt privileged and anxious at the same time. I have established lifetime friendships, visited amazing places, and most importantly, I have been transformed through

invaluable learnings from this Programme. It has been a testing year for me both personally and professionally as this Programme really pushes one to the limit. Through this journey I have come out stronger, better and faster. I have a new perspective on things now. I am a better leader than I was when I went onto this Programme a year ago.

Personally, I enjoyed learning about myself and getting to know what makes me tick inside. The Personal Mastery, HR and Care and Growth modules resonated with me. I finally found my destiny through my new

found knowledge which is to be a leader. I am a people's person and this Programme has enabled me to enhance my ability to bring out the best in people and in myself.

The international immersions provided an objective perspective of what goes on in other parts of the world. Going abroad was an eye opener for me. It was enlightening to see how our economies connect and how important it is for us as junior leaders to start initiating change. Being totally dependent on the Government is not the way to the future. The visit to India was my highlight of the international immersion. Although I was mesmerised at the retail environments in India and China; South Africa is undoubtedly completing on an equal footing with these countries. Here's to the ILDP Class of 2015!!!! Here's to Team TAU!!! My time at GIBS is a memorable one.

I would like to thank the WR&SETA and The Smollan for affording me the opportunity to participate on this prestigious Programme.

The team at GIBS has been fantastic. I convey my gratitude to everyone.

Thank you to my family for affording me the time and support required throughout the year to complete this Programme.



SMOLLAN



Ugendran Naidu

Regional Manager

Smollan Group

Being selected to be part of the 2015 International Leadership Development Programme (ILDP) has made a significant impact on a personal and professional level. The entire content of the Programme contained relevant, practical and valuable insights and best practices that one is able to act on or implement immediately.

The most rewarding aspect of the ILDP is the opportunity it affords delegates to gain first hand real life experience of theoretical concepts from the classroom through site visits and international immersions.

The networking opportunities have also been amazing and we have formed great friendships with fellow delegates and facilitators who have helped shape us during this intensive and rewarding Programme.

I am deeply grateful for the opportunity that I was provided to be part of the Programme and I would like to convey my gratitude to all stakeholders for this initiative, in particular the W&RSETA, Henley Business School and The Smollan Group for making this life changing Programme possible!

Viva ILDP Viva!





SMOLLAN



Anashrie Naidoo

**Group Learning
& Development
Specialist**

Smollan

The journey of the W&RSETA's 2015 International Leadership Development Programme really took me by surprise. I was astonished every step of the way during the world class experience that was offered by the Programme. The theoretical knowledge as well as the co-ordination of our international and African immersions was amazing. During the Programme, I was afforded the opportunity to immerse myself into the lovely cities of New York, Pennsylvania, Toronto and Accra.

These in-market experiences allowed me to fast-track business relevant knowledge and I was also able to learn various business and leadership practices directly from other business leaders. The ILDP has expanded my horizons and I now have a more global outlook on life than before. I have gained a network of professionals in the field and I can truly say that I am walking away as an educated leader who is well equipped with relevant business principles. Thank you to Smollan, W&RSETA and Henley Business School for offering me such an exceptional experience.



Annie Padayachee

Business Unit Executive

Smollan

The ILDP has certainly been a fascinating journey of intense learning and self-discovery. The initial selection process for the programme was extremely rigorous and set the scene for the curriculum that followed.

The practical learning outcomes

through the ALP and various lectures presented a platform to broaden my thought process and enhance my strategic ability. My syndicate group consisted of professionals who willingly shared their expertise and expanded my industry knowledge even further.

I quickly learned self-discipline and the importance of prioritising in an effort to ensure that I manage the workload of the many assignments and ALP timelines.

The effects of which have been significantly rewarding to my everyday life – these are some of the integral lessons that I take away from the Programme.

Our lecturers at GIBS clearly were experts in their field and shared practical insights in the classroom, constantly challenging us to think out of the box. The international immersion presented a life-changing experience. Gaining access to such great minds of retail was simply remarkable.

The team at W&RSETA were very present all the way, offering guidance and support throughout this journey and even sitting in to some of the lectures with the delegates.

I do believe that I have been equipped with the relevant tools that will make me an agile leader who will contribute successfully to the growth of my organization and the retail sector as a whole. My sincerest gratitude go to the W&RSETA, the GIBS Faculty, my fellow delegates and my organisation, Smollan, for allowing me to embark on this incredible journey. To my executives at Smollan, Mr David Smollan, Mr Michael Power and Mr George Henderson, thank you for your phenomenal support throughout this programme.

"If you're green, you grow. If you're ripe, you rot"
– Doug Smollan

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure" – Nelson Mandela





Thandi Mbatsane

**Perishables
Logistics
Manager**

SPAR Lowveld

My first day at Henley Business School was filled with mixed feelings. I was nervous because I did not know what to expect but at the same time, I was excited to be part of the Programme. The ILDP certainly has developed me into a strategic leader. I have managed to implement the

learnings acquired from the Programme in my personal, academic and career life. This Programme has challenged me to transform my thinking process and has equipped me to deal with challenges proactively and handle opportunities in the business. I have learned a lot and I am confident to say that the ILDP offered different learnings and experiences that have enhanced my leadership skills and personal development.

Our international immersion to the USA, Canada and Ghana was a key highlight of the Programme. It was a great adventure to be exposed to various retail markets in those world class countries. The Programme did not give me only an opportunity to network with my fellow delegates, but it also allowed me to network with international leaders in the Retail Sector. Our visit to Ghana was amazing. Ghana challenged us to have an entrepreneurial thinking and use the power of networking to benefit the business.

Pennsylvania was also an exceptional highlight. It was an honour for me to be a student at Penn State University. The learnings and knowledge acquired at the University have equipped me to strengthen my relationship with our stakeholders.

It has been an amazing year filled with many learnings and insights. I am grateful for every minute I have spent in this Programme and I am taking back many success stories with me to enhance my leadership skills.

Thank you very much to my fellow ILDP delegates for sharing your experiences, the SPAR Group for nominating me, Henley Business School for facilitating the Programme and last but not least, the W&RSETA for the sponsorship...you are awesome!



Mohamed Dewan

Group Planning Executive

Studio 88

The ILDP has been a great experience for me. I vividly remember on our first day when we gathered as individuals, hungry for personal development. We walked away as a group of friends with global exposure complimenting each other's experiences.

The threads of association were woven in New York, Toronto, Ghana and Cape Coast, and the drapes of this association will last a lifetime. In the boardroom of Rockefeller centre, the war room of the MasterCard tech hub, the offices of the WEF, on the benches in Central Park and during rigorous espresso chats, our classrooms reached global access. We absorbed through our own questions and grew through participation.

As a team, we thrived into new significance, taking all into a path of global advancement so that we may spark competitiveness and responsibility in our own organisations and country.

We left our destinations in an astonishment of new experiences, but more proudly South African than ever before.

Amandla ILDP 2015 Amandla!!





Anita Carolissen

Head of HR

The Foschini Group

I walked into the first lecture at Henley Business School with anxiety and curiosity. Wow! What a journey! My expectations at the start of the ILDP were to gain further insight into retail and international business from a macro perspective, and a better understanding of

what it means to operate in a globalized environment. Was I in for a surprise! The ILDP exceeded my expectations by far.

The Programme reinforced that leading from the head, heart and with the hands is crucial and that in order to lead others you have to learn to lead yourself.

The academic learnings were phenomenal and the network that was created was incredible. My team and the entire class at the Henley Business School were absolutely outstanding. Throughout the Programme I made lifelong friends, learned to push my boundaries and I got out of my comfort zone.

The United States of America and Canada immersions brought me insights I could have only dreamed of. The Ghanaian immersion brought a renewed passion for my continent, Africa. I always considered myself as an HR Practitioner working in Retail, but now I consider myself a Retailer working in the function of HR.

I am grateful to all who have fed my curiosity, to the W&RSETA for providing the opportunity and Henley Business School for providing the learning platform. I am also thankful to all the guest lecturers who provided their time and expertise, and to the 2015 ILDP group for sharing their thoughts, experiences and knowledge. I am sincerely grateful to The Foschini Group for nominating me, my leaders who continuously encourage my development; my team and colleagues who held the fort and helped me keep all the proverbial balls in the air. Lastly, I thank my family for supporting me unconditionally.



Leon Pillay

Senior Divisional Manager

The Foschini Group

The ILDP has been a life changing experience for me. My purpose in life is to be **“significant”**, to make a difference, to be the change, to add value and create a platform that will allow others to realise their full potential.

The Programme has equipped me to continue striving to fulfil that purpose in my life, my family and my community. It has challenged my conventional thinking and exposed me to new strategies and business models that will be beneficial to my growth within the organisation. The ILDP has opened up a world of possibilities.

The ILDP is an investment into the future leaders of South Africa who will build and develop the economic of the country. This was also commonly experienced in the organisations that we visited both locally and internationally. Companies with the biggest investment in human capital both staff and customers, seemed to be the ones that were most successful. I had the privilege of embarking on this journey with 25 South African leaders from across the retail and wholesale landscape.

Each one of them an expert in their own field which added much value to my learning experience and development.

The international immersion to the USA, Canada and Ghana was the highlight of the Programme. I gained insight into the social, political and economic trends of these countries and experience their cultural diversity. I was able to look at best practices and benchmark our approaches with the international market. I am pleased to say that South Africa is not far behind and we are leaders in certain areas.

The visit to Ghana was very significant for me as we look to expand our business across Africa. It provided great insight into understanding the African market and its consumer which I will be able to share with our team. To be successful on the African continent we must understand its cultural differences. We must take global trends and localise them.

The other key highlight for me was the visit to Penn State University. The humility of the leaders there was a true sign of leadership. The module on supply chain gave me great insight into the challenges facing South African retailers and how to overcome some of these challenges. As businesses look to optimise their supply chain to gain a competitive advantage, the skills and knowledge that I gained will be invaluable.

The ILDP journey has been an enjoyable learning experience that has fuelled my hunger to broaden my knowledge and experience. I would like to take this opportunity to thank the W&RSETA and Henley Business School for investing in me and for accelerating my development. I would also like to thank the TFG executive team for their ongoing support of my development. I am blessed to have been part of this Programme.





Nancy Brown

**Senior Manager
IT Strategy**

**The Foschini
Group**

Honestly, nothing could have prepared me for an amazing journey of enlightenment than the W&RSETA 2015 International Leadership Development Programme. I have been transformed from a place of quiet contentment with life to one bursting with passion and activism to making a difference. This best describes the awakening within my soul, triggered by the evocative GIBS and CEIBS lecturers and many others who touched my inner being during immersions in Diepsloot, Accra, Beijing and Mumbai.

My life journey has reached a turning point that will take me in a direction I could never have imagined prior to the ILDP. The programme has exposed me to the real life both locally and internationally at the core of great divide between rich and poor. Although the Programme's objective was mainly to expose delegates to acquire experience on retail related aspect and business in general, it also triggered me to introspect my life on whether to continue with a life of relative comfort and pretend that I have not been enlightened, or, to determine a new path where I consistently contribute towards a better society. The ILDP has given me a different perspective on life.

I would like to thank the W&RSETA, GIBS and TFG for affording me this tremendous personal growth opportunity that has awakened a boldness within me that lay latent for decades.



Cassim Motala

Financial Manager

The Blinds Syndicate

Being part of the ILDP has been a great experience and an eye opener at the same time. The Programme has taught me that both people and processes are essential for the success of a company and how

you treat employees, customers and suppliers will determine the future success of the business. The exposure to other diverse leaders within my group and the wealth of knowledge and experience they brought, further enhanced my learning. I was part of the group that was enrolled at GIBS and I must say that the Programme was mentally and physically challenging. The Programme required much dedication and perseverance.

The ILDP experience was fulfilling as the Programme was geared towards identifying our strengths and weakness as well as developing our leadership skills to international standards. We were taught to think out of the box, identify when paradigm shifts are required and how we as individuals can make a difference to ourselves, our companies, our country and the world at large.

My highlight of the Programme was the international immersion which exposed us and provided an opportunity to meet entrepreneurs, developers, educators, retail experts and industrialists. We visited Ghana, China and India and we were exposed to the wholesale and retail environment in these countries. In China we studied at the China Europe International Business School (CEIBS) and were exposed to international lecturers on retail related subjects. I am proud to say that this experience made me realise that South Africa is not far behind and in fact ahead in some areas with its international counterparts.

I would like to take this opportunity to thank the W&RSETA for organising a well-coordinated and educational Programme. I also wish to acknowledge the staff and lecturers at GIBS for their efforts and to the rest of my class for making my experience an enjoyable one. This would not have been possible without the support and encouragement of my Directors, my team, my work colleagues and my family. It was a great learning experience which I will always cherish.





TOTALSPORTS

Kennedy Ndlovu

Senior Divisional Manager

Total Sports

Wow – what a journey the 2015 ILDP has been for me....a truly incredible and life changing experience. I was particularly impressed by the level at which the Programme was pitched which allowed for a perfect stretch of my current skills level.

In the beginning, I was a little sceptical of my progress on the Programme given the classroom learning concept which I last experienced some few years ago. The theory learning created a very good base for the remainder of the Programme. Being allocated to a syndicate was an immediate test of my ability to work in a team. I learnt a lot through working with individuals that were at the same level if not higher than me.

The three modules at the GIBS campus were simply of very high quality and I grabbed the opportunity to immerse myself into the learnings that were on offer. The level of lecturers on the line-up of some of the greatest academic minds South Africa has to offer. Who can forget Six Packing by Dr Adrian Saville, "Chinese are busy taking over the world whilst we are busy texting" by Prof Thabo Mosala, Care & Growth of Etsko Schuitma to name but a few – amazing learning experience. I have successfully started applying some of these learnings in my organisation. Our journey of the international immersion landed us in Ghana for a week

of great learnings once again. It was amazing to observe how people of Ghana are able to make something out of very little for survival. Ghana taught me how to create opportunities than wait to be spoon-fed.

Further on, the journey took us to the Far East – China and India to be precise. This was the most memorable learning trip of my life to date. It is often hard to understand the true degree to which one's brain can stretch. The trip to the two countries and exposure to learnings had the biggest impact to my learning on the entire Programme. My capacity to learn was over-stretched and left me with an unexplainable feeling of achievement.

The Indian immersion gave an even greater learning experience. I still vividly recall my initial reaction when I saw the schedule from GIBS. It was overwhelming. The majority of the team called it an impossible schedule. It was undoubtedly the most taxing schedule of the ILDP journey with very little time to breathe. I still carry memories and get goose bumps from the images of the Dharavi swamps during our visit to India. This was an incredible and memorable learning exposure to creating opportunities. The hustling of the average Indian at the market left me very humbled about life in general.

I will never be the same again in my personal and working life...Thanks to the 2015 ILDP. I am most appreciative of the learning opportunity and will forever be grateful to the TFG for allowing me time to be part of this amazing programme. My special gratitude goes to the W&RSETA for selecting me to be part of the Programme and creating a life changing learning experience. I also extend my gratitude to GIBS for the amazing facilitators and the experience which we had on the Programme I have to mention Bonita Lee-Shew in particular for being such a great facilitator/mentor with exceptional and well natured skills.



TRUWORTHS

Ntuthuko Hlengwa

Divisional Manager

Truworths

What a rewarding and enriching experience to be part of the 2015 ILDP. Prior to the commencement of the Programme, I had preconceived notions on what the Programme entailed and how I would cope with its demands.

Such notions and judgments were quickly dispelled as early as our very first induction at the launch event which included the graduation of the previous class. It was at this point that I was advised by a number of graduates that one of the challenges we would face was finding a balance between being heard by, and listening to the group of leaders from various organisations that I would interact with.

I soon realised the value of this advice after the excitement of meeting my group had dissipated and we were confronted by the harsh realities of having to balance our demanding work schedules and personal lives to the rigorous demands set out by GIBS.

To say that I have not grown in leaps and bounds would be doing a prestigious Programme of this nature an injustice. The lessons that were taught in the classroom by respected lecturers, and out in the field during our immersions into the informal and formal retail sectors of Ghana, India and China will forever be imprinted on my memory and the experience have already been put to practical use.

Credit must be given to the W&RSETA for identifying such a need in the retail market to develop potential talent to GIBS and all the associated stakeholders and to the invaluable role that a number of individuals played in making this Programme the success that it was. Through the ILDP I can proudly say that I have grown and developed as an individual and am looking forward to making a meaningful contribution and adding value to the retail industry and the South African economy.


Waltons

Olivia Rungasamy

Group Category Manager

Waltons

There is a saying that “a journey of a thousand miles starts with a single step”. Personally, I had no idea that the single step would result in a mind altering event. The ILDP has been an incredible experience that is incomparable to anything I have ever experienced before. I started the Programme with

stirrings of excitement and trepidation and I concluded with exhilaration and a most clear sense of meaning and purpose in the world of business. I quickly learned that being expectant of great things is not enough, you have to equip yourself in preparation of those privileges and the ILDP has certainly accelerated my readiness.

I was fortunate to have been a part of the GIBS delegation and apart from attending this world class business institute where we received exceptional teachings. I was also fortunate to engage and learn with a group of like-minded individuals from various areas of the Retail Sector. These young colleagues of mine were high potential individuals in senior positions within their large organisations who had an equal amount of drive and competitiveness as I did. I was most impressed by the manner in which they represented their organisations' brands. The formal education at GIBS together with the engagement with my fellow ILDP colleagues was both memorable and insightful. The international travel far exceeded my expectations and left me in awe. I found the travels to Ghana, China and India incredibly rewarding and revealing. We expanded our minds and

we certainly expanded our palates and post the travel we found that it expanded our waistlines too. The most remarkable thing about the travels to these countries was the fact that each country holds great respect for their cultures and local governance. This experience also taught me that we have to think bigger than our own paradigms and bigger than the world we come from and that in fact the West is not our only point of reference. These emerging countries are giants that are proving to be powerhouses that are unstoppable simply by thinking global yet acting local. As incredible as the traveling experience had been, I ultimately returned feeling truly blessed, hopeful and excited about being a South African. I wish I had been told that the ILDP would change me so unknowingly and transform me into a leader who is determined to make a meaningful contribution within my company and the South African Retail Sector at large. I know now that the greatness of a man or woman is not measured by what he has but by how much he gives. I have recently been made a part of my company's executive team and I feel ready, prepared and rather excited about being in a position to positively affect the direction of our business.

The ILDP has not been an easy journey. It was demanding and challenging and required personal commitment. I remember reading one of the previous delegate's reflection whilst nervously waiting for my interview at the W&RSETA offices, it read, 'whether I succeed or fail is irrelevant, it is only important that I have tried and tested myself.' I am so glad that I have tried and tested myself!

I am mindful of the many unseen cheerleaders that have held our ladders during this climb. This journey would not have been possible had it not been for our families, spouses, partners, colleagues and friends who quietly supported and allowed us to go out there and expand our horizons. I feel deeply blessed and fortunate to have been afforded this opportunity and I would like to thank Bidvest Waltons and the W&RSETA for making this once in a lifetime opportunity a possibility for me.



Saarrah Leith

Head of Central Finance

Woolworths

Reflecting on the year gone by, it seems like only yesterday that I received confirmation of my successful application for the ILDP 2015 when I began my amazing journey of self-discovery, unforgettable moments and experiences, invaluable learnings

and friendships. This was an enthralling year that tested many aspects of my emotional and intellectual intelligence.

The quote by John Quincy Adams immediately hits home "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." This quote captures the theme of our modules at GIBS. We were consistently and constantly reminded that being

a successful leader is not only about the self, but it is about being a catalyst of change in your team, organisation, community and country. The lecturers and guests speakers were inspirational and their lectures thought provoking and relevant to the current retail landscape. Another key learning from the GIBS modules is the importance of reflection and introspection at the end of each learning intervention, something which I have implemented in my own team interactions.

The international immersions in Ghana, China and India provided exposure to other cultures, international businesses and retail formats. We were privileged to complete a Supply Chain course at the China Europe International Business School (CEIBS) and engage with the highly esteemed lecturers at the institution. In India and Ghana, we were exposed to instances of extreme poverty unlike anything I have ever seen. Despite the hardship and personal circumstances that they experience, the entrepreneurial spirit and business mind-set of the people were inspiring.

I would like to thank the W&RSETA, GIBS and its Faculty, Le-Anne, Bonita and Meeta for this amazing opportunity. Most importantly, I thank my family and friends for supporting me during this year. Finally, to all the 2015 GIBS - ILDP delegates, in the words of Julius Caesar, we can all proudly say "veni, vidi, vici". Let us not get caught texting!





Emmanuel Jula

**Supply Chain
and Logistics
Manager**

Woolworths

The year 2015 started with a yearning for knowledge that was promised by the ILDP. I was very fortunate to be selected by my organisation, Woolworths and also to have been accepted to be part of the Programme. When I look back on the journey of the ILDP, I can only sum it as an exceptional and insightful experience.

I have been immersed into the Jo'burg markets as well as some of the local retail markets. The Programme has developed me into a more reflective leader who is capable of using insights to guide the team to excellence. I have an advantage of working for a learning organisation which allows me to bring the classroom experience back into the workplace.

I now engage at a higher level with a view that a good leader is a quick learner. My immediate leadership team is on this journey with me as I practice my learnings from the Programme from Johannesburg, USA, Canada and Ghana immersions with them.

I have transformed from confrontational to being a leader who seeks common ground and co-operates for the best interest of all our stakeholders. I would like to extend my gratitude to the W&RSETA for affording me an opportunity to be part of this life changing experience.

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