

International Leadership Development Programme 2016/17



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.



Delegates' Reflections



Ntsiki Radebe

Risk and Sustainability Executive

Alert Engine Parts



Sold to me as a "mini MBA", rated as being just one level below it, being selected for the ILDP filled me with unbridled excitement for what was to come.

Having been in the boardroom for over 4 years, participating in the ILDP held the promise of the meeting of minds of female executives in my sandpit, a fighting chance to revise the nation's historic landscape, and at last, a drive to thwart the 5% figure recently quoted by the McKinsey & Company Women Matter Africa report as being the number of female CEOs in the continent.

One of the great things about this country - and it is something that I am incredibly proud of - is its constant and unrelenting quest to level the playing field.

Given that "....more than two-thirds of the world economy is in the hands of family-owned business who employ between 50% and 80% of all people employed." (Ernst & Young - Family Business Is the World Economy's Secret Driver of Success, PRNewswire, April 30th 2015), each and every one of us are drivers of this economy.

While this is honourable, one must also take cognisance of the fact that there is a time, place and space for everything and everyone. The expansive career backdrop of the class meant having to accommodate varying levels of development, resulting in the dilution of the depth and complexity of topics, both in and out of class, that could have otherwise provided fertile ground for robust discussions for others already dabbling in that space.

While the strategic sessions provided thought-provoking insights, other sessions covered ground that had already been walked during past academic and professional tenures.

With that said, no amount of value can be placed on some of the contacts made in class, through the class, and because of the class.

There is little doubt that the nurturing of these can only result in the greater good, standing those I come into contact with in good stead.

With the world we live in and the economy we rely on now being one global establishment, the mutterings of the Africans of old have never rung truer - it does indeed take a village.



Delegates' Reflections



Vuyelwa Nkonyeni
Transformation Manager

Autopedigree



I was and still am extremely grateful to have been selected for the W&RSETA ILDP 2016.

Having studied at GIBS four years prior, I knew that I was in for a rigorous study year and I would have to apply myself wholly into this study programme. I was excited for the opportunity, but also apprehensive as my work responsibilities had grown considerably in those four years. I had also just started in a new role, hence juggling work and studying was a point of anxiety for me.

I expected to learn cutting edge business principles that would help me and my company to gain a competitive edge in our highly competitive industry.

On the first day of the Programme in our session with our ALP Coach Bonita Shaw, I was reassured to discover that the whole class shared the same apprehension that I had, which indicated to me that we could rely on one another for support. Throughout the Programme, these check-in sessions proved to be a valuable time to share learnings and perspectives amongst ourselves. The sessions embedded the learnings. The in-class module lectures were amazing.

We were lectured by a stellar team of business lecturers who had practical experiences and they drew on theirs and our experiences in business.

The international immersions were the cherry on top. The experience was not exciting because of the travel and seeing new places, but it was about unveiling new business trends that interlock into people's cultures and finding ways of transplanting these into our own business realities.

During the course of the ILDP, I was fortunate to be provided with an opportunity by my organisation to implement some of the learnings such as enterprise and supplier development.

There are so many new business practices that I walk away with, but my immediate priority is to create differentiation for our business through design thinking and creating customer value proposition.

Delegates' Reflections



Taelo Tshoke
Regional Manager

Autopedigree



I have also learned the importance of understanding a country's resources and how to best leverage on them

The immersion exposed us into realising the importance of SMEs and entrepreneurs to address unemployment and the role of expanding the middle class to grow the economy.

I have also learned that relationships and networks are key for the success of every business.

The Programme also focused on self-awareness; understanding one's behaviour and impact on others. Not only will this help me to become a better leader, but it will also help me become a better member of society.

Prior to joining the ILDP I knew that being part of the Programme would assist me to acquire skills that will prepare me for senior leadership roles that require strategic thinking.

During the ILDP I established great networks with my fellow delegates and I have learned from their wealth of knowledge which I will continue tapping into in the future.

The time we spent in the three countries that we visited for the international immersion will be cherished forever. During the international immersion I learned that being a global company means sourcing products from anywhere in the world and selling them everywhere.



Delegates' Reflections



Linda Mqala
Business Manager



I came into the ILDP with a great amount of curiosity, a healthy dose of anxiety of the unknown and a pinch of confidence.

I expected to be overwhelmed with the unfamiliar and strange environment and I also expected my voice to drown in the sea of knowledge that the others were armed with.

I expected to learn a little more about my business and the entire Retail Industry with the hope of applying the knowledge that I would acquire from the Programme back to my organisation.

What I have discovered on this Programme has conclusively changed my life. I discovered my voice, the importance of my opinions and thoughts, and the value I give as a leader.

My ILDP group turned out to be valuable friends who pushed and urged me to deeper knowledge and direction for a better future.

Through the Programme, I have learned to look at the skills I need to develop in order to turn my business, my family and my environment into something that will be of significant impact to society as a whole.

This has been an incredible experience, where the learning reached far more than the mind, but changed the heart and has motivated me to be the great leader that I will be tomorrow.

Delegates' Reflections



Anjé Gregory

Director

Zebra Medical



One insight that resonates deeply with me is that we forget that we live in a "global village", which is in fact becoming smaller with the ever-increasing pace of technology.

The Class of 2016 was a special group. I took incredibly deep personal learnings from the most inspiring, fun and smart individuals that made up this class.

I have been very privileged and humbled to share in their stories and life experiences.

When I first learned that I had been selected for the ILDP I was terrified and the reality became daunting. Not only was I nervous about coping with the additional workload and impact on the business, I had also not fully considered the impact that the Programme would have on my 4-year-old daughter and husband who would have to handle the additional responsibilities given the challenging period that the business was going through. It felt like a selfish pursuit.

I have never had any formal leadership training or mentorship and the ILDP was an opportunity to think critically about my strengths and weaknesses. I realised that the opportunity to think in a structured environment with fellow managers in the same sector would actually be invaluable.



Delegates' Reflections



Mosikili Benjamin,
Store Manager

Bibi Cash 'n Carry Supermarket



Being part of the ILDP has assisted me to work smart and be influential in key departments within my organisation.

The knowledge and experience gained through the Programme also assisted me to integrate various departments of my organisation.

I believe that to succeed in my field I need to constantly draw knowledge from others

The International Leadership Development Programme (ILDP) brings together experienced individuals who are passionate about the Retail Industry.

Participating in group discussions and projects has improved my knowledge of how retail operates and I have walked away with wealth of practical experience.

Completing the RMDP has equipped and prepared me to be able to cope well in the ILDP in terms of research and strategy development.

Delegates' Reflections



Mdu Mthiyane

Manager

Build It



When I first heard about the ILDP from a colleague who was part of the 2014/15 group, I considered the Programme as a once-in-a-lifetime opportunity that would help me fulfil my goal of attaining a formal qualification in retail.

When I received confirmation of my acceptance into the Programme, I realised that the opportunity to travel the world and experience challenges that other retailers are facing and how they manage to be sustainable in the industry had arrived.

I was keen to know the impact that retailers have on the economies of their respective countries and how they grow their companies to greatness.

Being part of this Programme was a huge achievement for me, not only for the academic attainment that comes with it, but the unimaginable amount of exposure, experience and ability to interact with various individuals locally and internationally.

Small, Medium and Micro Enterprise (SMME) development in eradicating poverty and job creation the countries we travelled to was an eye opener.

A significant learning which is core to succeeding in retail success that I derive from the Programme was to have passion for what you do.

Regardless of the position you occupy, it only takes passion to make a difference in our respective companies and to succeed.

I am sincerely grateful to all stakeholders that were involved in the Programme. Thank you to my family, the W&RSETA, Henley Business School, Supatrade family and the entire ILDP 2016/17 group for making me a better person.

"A great leader's courage to fulfil his vision comes from passion not position"
– John Maxwell.



Delegates' Reflections



Zinhle Tyikwe
Executive: Human Resources



When I applied for the ILDP, I was at a stage in my career where I was taking on more responsibility in my workplace. As a seasoned HR Practitioner without prior experience in the Wholesale and Retail Sector, it became important to improve my understanding of the business that I operate in.

The ILDP was an obvious choice as it will help to understand the wholesale and retail sector better. I expected classroom interaction and lecturers who were more academics rather than business owners.

I was confident of my strengths and weaknesses and was willing to be open-minded and learn as much as possible. I was yearning for the knowledge that the W&RSETA ILDP promised and expected to embark on this journey to learn and develop as an executive.

My view of the Programme was the investment made into the future leaders of the Sector; leaders that are compassionate at the same time, driving excellence. I needed to be in touch with my compassionate side and empathy.

After a long time of not being in a classroom; I was excited and anxious walking into the class at GIBS. I saw a number of people who were keen for the unknown and eager to learn; this feeling was infectious. I was blown away by the extent of the efforts of the W&RSETA to equip leaders within the W&R Sector. This investment is remarkable.

I enjoyed the long nights in contact session classes, and engaging with people and the insights this provided which I would not have been exposed to if it was not for the ILDP. I wanted to build my brand as an executive, and this Programme is designed for such and more.

Travelling opens up your mind to possibilities and the fact that South Africa is the best country to live in. The ILDP has showed me how important is it to be grateful and humble.

The experience has humbled me. It was beyond my imagination, the challenge of travelling with 29 strangers was not so important than the value of the learnings and growth I experienced.

Thank you to the CGCSA, my CEO, my amazing company and extraordinary leader that has opened many opportunities, to the EXCO and staff for the support and mostly, my family.

I am equally grateful to the W&RSETA and GIBS for an amazing experience.

Delegates' Reflections



Shalendra Kundalram

Chief Information Officer



The ILDP group of 2016 is known as a shoal, moving forward together, harmoniously with maximum impact on us, each other and the community.

It has been an invaluable experience that provided and emphasised insights into my world, my country, my people and my relevance.

The Programme has set the standard for my personal leadership goals. It was a challenging experience that highlighted the importance of the positional and influential power of leaders that build solid foundations to create sustainable and successful people to ensure progressive societies without compromise to the quality of life.

My expectations of the ILDP were to realise personal development both in the Retail and Wholesale Sector as well as to identify weaknesses in my leadership style.

I looked for opportunities to network in the Industry and identify collaborative efforts to optimise mutually beneficial opportunities for development and growth.

The international immersion was a key component for creating visibility of the BRICS relationship and advancing towards becoming a global citizen.

Additionally, the immersion provided insight into contributing factors that promote economic growth and sustainability, political stability and social development.



Delegates' Reflections



Purlene Govender
Manager



It is a privilege to have been a part of such a prestigious Programme. My initial expectation was to get exposure to international best retail practices, and the International leadership Development Programme (ILDP) has clearly by far exceeded my expectations.

This has truly been a year of success. Although the Programme was challenging at times, it was the discovery of my strengths and areas of weaknesses that will hold me in good stead in my future endeavours not only in my company but as a leader.

The knowledge I received not only from an incredible institution like GIBS but also from Ghana, USA, India and Penn State University is invaluable and empowering.

The wealth of information we have received from industry leaders in the Wholesale and Retail sectors is relevant and conducive to our work environments.

I now have the tools to enable me to be a strong leader which will contribute to the success of my organisation and towards the Retail Sector.

The exposure to the contrasting sectors further enhanced my understanding of real life working sectors.

My Syndicate group consisted of professionals who are experts in their fields and the sharing of knowledge was beneficial to all of us.

I will continue to strive in my journey of strategic leadership. I am grateful to the W&RSETA for giving me this opportunity, and to GIBS for providing the platform for my future endeavours.

Delegates' Reflections



Moronngoe Tladinyane
Executive: Strategy & Transformation



I was introduced to the ILDP by my company which sends their management team on to the Program on an annual basis. Being fairly new in the Wholesale and Retail Sector, my initial expectation was to get exposure for a broader and clearer understanding of how the Industry operates.

I looked forward to a vigorous interaction with various people from both the academic institution GIBS and the Sector which I consider to be of paramount importance towards my endeavour to the journey of upskill and empowerment which I intended to undertake.

My experience of the Programme during the entire engagement period was quite an eye opener with highly impressive and interesting opportunities of being exposed to quality academic content and knowledgeable tutors.

The local and international immersions were enlightening whereby I was introduced to different countries, nationalities, cultures including many successful and innovative entrepreneurs who in some instances were triumphing against all odds.

This experience encouraged a changed thought process for me where I have come to the realisation that the world is abounding with opportunities.

It is now my obligation to apply my mind in a positive manner and create business opportunities aimed at empowering my fellow citizens in order to contribute towards the country's economic growth.

I feel honoured to have been part of this Programme; and would like to thank Joburg Market, the W&RSETA, GIBS, the 2016 ILDP group and my team, Katlego.



Delegates' Reflections



Nokuthula Mpaza
Merchandise Planner

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It feels like yesterday when we were all in one classroom, nervously introducing ourselves as the 2016 ILDP delegates. I expected the Programme to be demanding, nonetheless to learn more about the intricacies of the Wholesale and Retail Sector, gain exposure to unsurpassed practices and form life-long networks.

I had the desire to enhance and change my leadership skills, and better myself on becoming a more dynamic individual. I had an open and inquisitive mind at all times to allow myself to absorb and experience as much as possible.

The anticipation, eagerness and excitement was soon translated into hard work as this Programme redefined work-life balance and stretched me beyond what I thought I was capable of. I learned more about myself and how to leverage on what I deemed weaknesses for my benefit both professionally and personally.

Phenomenal, intense, demanding, uplifting, unique, and exhilarating: these are some of the words that come to mind in describing the ILDP. The journey has positively altered my work and personal life. It has made me to continuously challenge and transform myself.

It also reminded me of the importance of humility, learning from others and developing others to be exceptional. The necessity for driving innovative and creative thinking, strategic leadership, promoting cooperation with other retailers, entrepreneur engagement and learning best practice are some of the key learnings. This created context for relations within the Industry as friendship and bonds have been created.

Lessons learned through the interaction with the different lecturers and global retailers who are experts in their fields will continue to resonate with me. The knowledge and experience gained was enriching as it confronted some of my steadfast opinions and beliefs. I appreciated the fact that learning came in both a formal and informal structure and made it easier to incorporate and implement some of the learning into our workplace.

The in-market immersion into Diepsloot, Ghana, India and USA were a great eye opener to endless opportunities. They highlighted great customer service, patriotism, resilience of local entrepreneurs and created what would be benchmarking prospects for South African retailers. Ghana and India made me appreciate the concept of "Glocalise" – think locally and act globally which we have to be mindful of as more retailers venture into other countries.

The home visits enabled one to interact with customers and tap into the finer details and background to culture and customer behaviour. With this in mind, we were also the ambassadors of our country which boasts some remarkable industries and infrastructures, and we frequently sell ourselves short against the rest of the world. It was reassuring meeting the High Commissioner and Consulate General of SA in the countries that we visited who are passionate about South Africa and demonstrate "Ubuntu".

The programme has developed, empowered and matured me as a person and my leadership style. It has also reiterated the role and impact I have to my organisation and South Africa as a whole. I believe the ILDP sets precedence for a great future ahead.

Delegates' Reflections



Rushen Moodley

Senior Demand Analyst

MassDiscounters



The 2016 ILDP has been a life changing experience. I went on to this prestigious Programme with high expectations, which were exceeded at multiple levels. The ILDP has taken me through a journey of personal reflection which led to me completing the Programme as a transformed leader.

The Programme blended strategic theory based information, practical business studies and self- management principles to develop the delegates as future senior leaders within the South African economy. Its content and case studies facilitated by GIBS was second to none and provided much needed insight into the industry and economy.

We engaged with phenomenal business leaders and subject matter experts both locally and internationally.

The international immersions offered us a priceless opportunity to view the world through a different set of lenses and immerse ourselves into the local cultural beliefs and business practices.

The international trips exposed us to businesses and customers at the bottom of the pyramid as well as the high end of the market, and how to compete within these markets.

During our visit to India, we learned what it takes to be successful in an emerging economy and truly understand the needs of your customers. Our visit to the "Big Apple" was nothing short of amazing. The intense competition, attention to detail and strategic focus left me intrigued and motivated.

A key learning from the Program was to understand the importance of "Think Global & Act Local!" One of the greatest parts of the journey was engaging and forging friendships with my fellow delegates and team members as well as learning from their personal and business experiences.

Our final Action Learning Project stretched us as individuals and teams to which undoubtedly advanced our growth.

Exiting the Programme, I will forever be grateful for the opportunity to be a part of the 2016 ILDP and it is now my responsibility to act on and share my learnings with others so that we can grow the South African economy and build a better future for us all.



Delegates' Reflections



Caroline Brickell
Merchandise Manager

MassDiscounters (DionWired)



As I reflect on the amazing experiences of my journey on the International Leadership Development Programme (ILDP), I am left with an overwhelming feeling that leaves me incredibly privileged. The insights and knowledge I have gained and relationships I have built have left a lasting impact for which I am so grateful.

The journey began with overwhelming feelings of excitement, anxiety and challenges on multiple levels. Effective time management and productivity were top of mind as I curiously entered the Programme. The ILDP has been intense and rigorous, and I have loved every interaction and the exposure.

What a unique opportunity to challenge my mind and stretch my thinking!

The opportunity to engage and interact with various local and international industry players, entrepreneurs and other retail stakeholders has enriched me and expanded my horizons.

The international immersions was intriguing to observe the respect, culture and the entrepreneurial spirit of the Ghanaians and the Indians to kindle, generate and produce income with little amenity.

Experiencing the level of customer service and experience that the Americans drive in a gigantic competitive market in order to stand out was absolutely riveting.

My journey together with an incredible team of delegates, the W&RSETA and GIBS faculty has been truly amazing. The time we spent listening to various entrepreneurs has been truly inspirational.

As I draw this chapter of my life to a close, I leave with immense appreciation and gratitude to all who have impacted my life and taught me so much.

I leave the Programme with a responsibility to enrich and change the lives of my team as well as the greater community.

Delegates' Reflections



Deon Govender
Merchandise Manager

MassDiscounters (DionWired)



Having experienced success in my career thus far, I needed to supplement my leadership ability and widen my thinking horizon in order to grow further.

These are some of the key reasons that I considered when applying to be part of the 2016 International Leadership Development Programme.

Through the Programme, I also hoped to improve my vision beyond that of the South African Retail by travelling to different countries and getting a different perspective of various countries as well as to improve my skillset and become a better leader and a person.

The first and most important aspect of my learnings was to realise how much I did not know. The travel immersions in this Programme have taught me key lessons on the importance of culture, values, history and the resilient nature of humans.

These are important life lessons that will remain with me for a lifetime. I will use these lessons to educate my family and my team.

I have successfully implemented learnings from the Personal Mastery and High Performance Teams modules to improve the performance of my team.

I have used the systems thinking approach to complete a root cause analysis for challenges in our current business.

I am extremely thankful to the W&RSETA and Henley Business School for affording me the opportunity to represent my organisation at the 2016 ILDP as the learnings; particularly in personal mastery, are invaluable.

I firmly believe that through these learnings, I will be able to successfully continue in my chosen career path.



Delegates' Reflections



Eddie Khumalo
Regional Operations Manager
(Africa)
MassCash Wholesale



My career goal is leading towards an executive position in the company and through the ILDP my primary expectations were to enhance my overall leadership skills set.

The other expectations were to enhance my learning through sharing of experience in the diverse retail sub-sectors which I have not been exposed to in my work history.

The international immersions confirmed that our South African Retail Sector is matured enough to compete and influence global trends.

What is disappointing is the limited amount of aggressive global expansion from South African retailers which could have a very positive result on our economy.

This would also position the Retail Sector to be on par with changing retail trends and subsequently implement them locally.

The highlights of the Programme for me were the immersion lenses which we used in assessing the different countries we visited, including South Africa.

This enabled a consistent benchmark and encouraged further research to ascertain whether the initial summary conclusions for each country on each lens were accurate or not.

Systems thinking by Dr Elanca Meyer brought about a fundamental change in problem solving and defining a structured approach to identifying solution to problems and challenges we face in both our personal capacity and work environments.

Delegates' Reflections



Sally Botha
National Operations Manager



When I joined the ILDP I had an expectation to be part of an academic Programme focussing on the economic environment within Wholesale and Retail as a whole.

I was confident that I would acquire knowledge from my fellow delegates as well as the Industry leaders, but I had no idea what extraordinary depth of knowledge I would actually gain from the international experiences and from my fellow students.

I expected to grow my leadership skills in order to make a difference in my business and the South African Wholesale and Retail Sector, but I had also underestimated how the self-reflection part of the Programme would impact on my learning.

During this Programme, I have learned that we have a need to focus beyond the academic learning and be open to new opportunities as this usually allows one to experience more than gaining classroom knowledge.

The study blocks opened my eyes to the opportunities within our own country to excel and I observed that when people are driven, nothing can stop them from achieving their goals. The biggest lesson during our local immersion was the power within an individual to make a difference.

The international immersions have demonstrated that our country is capable of so much more and the many unexplored opportunities within our Wholesale and Retail Sector.

Visiting China has been a phenomenal experience and humbling at the same time as well as I learned that people do not have to compete to be leaders and that coexistence in the same space is truly possible.

Our lecturer, Louise Claassen, who shared more than her knowledge, but her life stories as well, has impacted me beyond expectation. I can only be thankful for the opportunity that the W&RSETA and Henley Business School has provide for me to be part of a life-changing experience!

I hope that my contribution to this Industry will demonstrate the worth of this Programme and that many other leaders will be given this opportunity to transform our Industry for the better.



Delegates' Reflections



Lisa Treemer
Owner

Molly & Mason



As the owner of a small retail business, I wanted to participate on the ILDP to learn how to be a better leader and business owner. The opportunity of international travel and study has been a lifelong dream.

I expected that the Programme would make a significant difference to me on a personal level as well as the growth and development of my small business. I was keen to learn from the lecturers, to be coached and exposed to best practice in the Industry.

I wanted to establish a network with like-minded people involved in different areas of the Wholesale and Retail Sector. I wanted to learn more about the Retail Industry both locally and internationally. I hoped that I would walk away with skills to improve the way I ran my business as well as deal with people on a personal and professional level. I feel so blessed to have been a part of this incredible Programme.

The staff and lecturers of GIBS were amazing, very professional and insightful. They were always available to assist and guide us through the Programme and willing to go the extra mile.

The highlight of the ILDP was the international immersion. We were fortunate to travel to Ghana, India and the USA. I learned that the people of Ghana are a very proud nation – proud to serve others and very hard working.

It was a humbling experience for me. All the companies that we visited during the international immersions provided insight and value to the content of the Programme. We were exposed to the best in the Industry. I was amazed at the world class retailers in India and how in many ways they are setting standards for the rest of us to follow.

The opportunity to visit Penn State University was a once in a lifetime opportunity. Our store visits to Macy's and Bloomingdales were incredible. The Walmart Distribution Centre visit was an opening experience. It was huge and very efficiently run.

The ILDP provided a life changing experience. I walk away from the Programme more confident and self-assured. I can confidently confirm that I am capable of achieving amazing things and through hard work and dedication, anything is possible.

The Programme has inspired me to be better and expand my business. Thank you to the W&RSETA and GIBS for allowing me to be a part of this life changing experience. I am a better person after this Programme and will forever be grateful to all the people who made my leadership journey possible.

Delegates' Reflections



Shaun Manthree

Planning Manager

MILADYS

MILADYS

During the nomination process I had the opportunity to speak to people who had graduated from the ILDP. The overwhelming feedback I received was that the Programme is life changing and will stretch your abilities as an individual as well as a team player. My initial expectation was to enhance my knowledge of the Wholesale and Retail Sector both local and international and to acquire skills that would prepare me for an Executive designation within the Mr Price Group.

The journey from the beginning was nothing short of incredible and after my interview at the W&RSETA offices, I left the building with a concept that was profound. The ILDP is about transformation within the Sector and doing something that is greater than you.

During the study blocks we had access to the country's top minds in economics, strategy and a myriad of subjects that shaped a different perspective

on the way we view the Retail Sector and our country as a whole. Professor Saville's 6 pack methodology for economic development provides a strategic framework that can be adapted to any business and sheds light on what we need to do to take South Africa forward. The intensive schedule Programme work prepared us well for the international immersions into Ghana, India and the USA.

The lessons were remarkable as we travelled through each country meeting its people, being exposed to the different cultures and observing how business operates in relation to South Africa. A key point for me was watching the Indian people in the Slum of Dharavi.

It was unbelievable to witness the amount of innovation, determination and energy in a place of such poverty that generates revenues in excess of a billion dollars.

With South Africa being one of the most unequal countries in the world with a GINI coefficient of 0.67 and the gap is increasing, it is our responsibility as future leaders to learn from each other and the world and to "glocalize".

The ILDP has exceeded all my expectations and provided a platform for me to make a positive impact in the Sector, community and country.

I would like to thank everyone involved at the W&RSETA, GIBS and the affiliated Retailers and Wholesalers for making this Programme possible.

To my team, the ILDP delegates of 2016 and future delegates; the journey has only just begun...let's take our incredible country to new heights!



Delegates' Reflections



Busi Ntobongwana

Senior Buyer

Mr Price Group



The Programme has challenged my conservative thinking and exposed me to a more refined systematic approach to thinking and problem solving, opening up a world of possibilities.

It also focused on various aspects of leadership like personal development as well as best retail practices and workplace transformation. The Personal Mastery module has become a central part of my life, thanks to Dr Charles Henderson.

The immersion into our local townships of Alexandra and Soweto has made me very proud of the leaders in our communities who are making a difference in people's lives with very little resources. I salute these South African leaders!

My highlight of the Programme was the international immersions where we were exposed to best practice in the international markets, and had an opportunity to travel the world.

During the immersions to countries like China, Russia and Ghana I gained insights into the social, political and economic trends and the importance of embracing cultural diversity.

The experience has broadened my horizons and has brought about an appreciation of learning about these countries.

The exposure that this Programme has provided me with has far exceeded my expectations and it has inspired me to be a better leader, a better citizen as well as a better person.

The 2016 ILDP journey was a very special and unique experience for me.

Thanks to the W&RSETA; my employer, Milady's and Henley Business School for affording me an opportunity to engage, learn and establish connections with some of the great minds and future leaders in the South African Wholesale and Retail Sector.

Delegates' Reflections



Neren Singh
Operations Manager

Mr Price Group



When I joined the ILDP I expected the Programme to be focused on classroom learning that would take us through the normal literature of what it means to be a leader and how to improve leadership skills. After being on the Programme I realised how wrong my perception was.

I had always seen the world through blinkers but after the international and local immersions I realised that there are many lenses that one needs to see the world through. This Programme has given me the knowledge and skills to become a dynamic leader.

I have seen how retail in South Africa compares to the rest of the world, how informal trade in certain countries has been formalised and the role they play in the economy.

The learnings I have received through dialogue with experts from Russia, China, Ghana and South Africa cannot compare with what you will find in any tutorial. These were real people with real experiences.

We are all masters of our own destiny and to make a difference in the world you need to be different.

I would like to thank The Mr Price Group, Henley Business School and the W&RSETA for allowing me an opportunity to be part of such a life changing Programme.



Delegates' Reflections



Vusiwe Nkomo
IT Solutions Executive

New Clicks Group
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L I M I T E D

Coming onto the ILDP, I initially did not have much expectation. What I understood from the interview, however, was that the Programme was very demanding, and that it would be composed of high-calibre future leaders from the Wholesale and Retail Sector.

As such, I therefore assumed that the Programme would be comprised of senior managers from various companies. Furthermore, we were informed that the Programme was at an NFQ level 8 equivalent, and I then expected that the material presented would be at a similar depth as an honours degree from a reputable institution.

On completion of the Programme, the only derived expectation of mine that was met, albeit in part, was the time dedication one.

In terms of participants, I found that there was a spread of individuals at different stages of their careers and having very varied experience and depth of knowledge of the Wholesale and Retail Sector.

From a content perspective, I found that we skirted over topics and did not expatiate on the key subjects that are applicable in the current retail context.

Additionally, I found a decent portion of the material to be a repetition of subject matter that I either covered in university or subsequently in my career.

Although my expectations that were derived post the interviews were mostly unmet, I have met a few lovely individuals on the Programme that have expanded my network of contacts, and whom I will definitely be keeping in touch with.

Delegates' Reflections



Ridwan Khan

IT Services Executive

New Clicks Group
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L I M I T E D

On joining the ILDP I was curious on how other companies operate and whether they face similar challenges across functions and retail divisions. I was also excited about the chance to immerse globally in order to compare our industry opportunities and growth in South Africa.

The immersions left me impressed from to the wealth of knowledge from many facets. It appealed to many different lenses that demonstrated that every country has its own identity.

I have a much better outlook on best practices and what we can and should do to grow beyond our current limitations.

I was inspired by China's ability to adapt, endure and then turn around their economy.

Ghana was a humbling experience which illustrated that people can be real yet effective and that we should be grateful and much more effective in driving the African agenda.

Russia was truly motivational showing that complacency is risky; building bridges is a must. The country is rich in resources.

I must admit that I have grown as a person far more than I expected and these experiences will forever help me view work and people differently; in order to help develop, grow and seek change.



Delegates' Reflections



Ricardo Bailey

Finance Manager

Pick 'n Pay



Admittedly, I had high expectations when I went on to this Programme.

My expectations were on developing my perspective of the of the Retail Industry as well personal development of character. Academically, I expected a constant challenge being exposed to new, exciting and cutting edge insights and material.

Completing the Programme, I now have a stronger grasp of the environment in which I work and I have discovered a new path that I would like to pursue in the Industry.

Personally, there were some aspects of the Programme content which I felt were not allocated sufficient time whilst less challenging aspects seemed to take up too much time that could have been well invested in new thinking.

Delegates' Reflections



Winston Dampies
Operations Manager - Coastal Region

On the Dot



My expectation of the Programme was that we would spend most of the time in class and the learnings will mostly be theoretical. The induction indicated that it will be tough. We were encouraged to have an open mind and present ourselves as a blank canvas.

Little did I know that most of the change that would take place within me. I have had the most self-discovery in these few months than I have in my entire life.

Personally, I have already been recognised by my company halfway through the Programme. In August I received a promotion.

Furthermore, I have shared my experience with our EXCO and with my family members and colleagues.

The ILDP experience was totally different from the usual training courses. The personal mastery module was really an eye opener into self-discovery.

It indicated how leaders must first make the effort to know themselves and to reflect often in order to assess progress at all levels both internal and external.

The international immersions revealed that there is still much "magic in the box" to be created within South Africa.

In Ghana we encountered the start-up company Zaa Coal that was truly inspirational and indicates once again how the human spirit can achieve so much even against many odds.

In Mumbai we rediscovered the value of family and how powerful communities can be when they stand together. New York demonstrated the cold side of multi-million dollar businesses and how we preferred ethical behaviour above profits.

Still, much of the journey lies ahead and I look forward to the ride!

"In order to think out-of-the box, you may have to get out of the box"

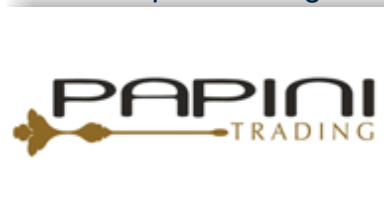


Delegates' Reflections



Riona Naicker
Marketing Manager

Papini Trading



Being nominated for the ILDP was indeed an honour. However, amongst the positive emotions of how the Programme would catapult my career and harness my skills as a leader, I was anxious of the unknown.

The interview process was daunting and rigorous, to the extent that I could not fathom whether I had impressed the panel.

I couldn't contain my excitement when I received the acceptance letter; being selected from a pool of highly talented leaders was a huge privilege. Taking advice from my Director and ILDP graduates, I was adamant that time management would get me through the year.

It became apparent that there were intense deadlines for assignments and we would be challenged trying to accommodate individual demanding schedules within the team to complete group work. I kept encouraging myself that I would get through this. The excitement and motivation from my family and colleagues spurred me on.

The Programme content equipped us with a great set of tools to lead on a better level. The concept of analysing the giant paradigm shifts in the global marketplace is implementable either in my organization or within the Sector; some in the short term and others in the long term.

As a person fascinated by cultural diversity, I was thrilled by the humility of the Ghanaians; the hospitality of the Indians and the competitive nature of the high end retailers in New York. It was also great to realize that South Africa is not lagging as far behind as some may perceive it to be. Our time at Penn State was definitely life changing; having an opportunity to study in an environment of that nature was a dream come true.

I would like to extend my sincere gratitude to the W&RSETA for affording me the opportunity to benefit from a programme of this calibre. I am certain that the time, energy and resources dedicated to the delegates will certainly reshape the Wholesale and Retail landscape. I must convey a huge thank you to the GIBS team for the excellent Programme content and continuous support throughout the year.

Our hosts and other stakeholders in South Africa and internationally who ensured that the journey was fruitful have left an indelible mark on my leadership and my future.

My appreciation extends to the 2016 ILDP group; the camaraderie that shone through especially during the international immersions was spectacular. It was great to share my development journey with my group; Team Prodigies.

I have to thank my family, the Director of Papini Trading, Mr Rasheed Patel and my colleagues for their continuous support. Without their constant prodding and belief in me, the year would have been far from seamless.

I would like to assure you of a phenomenal return on investment.

Delegates' Reflections



Ethel Gara

Head of Finance: Franchise Division

Pick 'n Pay



It was a real honour to be part of ILDP 2016. The journey and experience has been phenomenal. During my interview I indicated that my accounting background was quite strong and I wanted to compliment this with sound understanding of retail operations.

My expectation therefore was to broaden my retail knowledge and gain exposure to the Industry best practices and emerging trends both locally and internationally.

I was quite nervous and anxious in the beginning as I was not sure how it would all pan out based on feedback from a colleague of how intense the Programme was. Looking back, I have no regrets; the challenges and sacrifices were all worth it.

The ILDP has exceeded my expectation. It took me on a whole new path of self-discovery. I got to understand myself a lot better as a leader and was equipped with tools to help me become a good leader and overcome my fears.

My highlight of the Programme was the Human Resources module which I had really been dreading. It provided a whole new perspective to HR and amazing insights on how to engage, motivate and develop my staff.

I have learned the invaluable skill of being a global leader and have been equipped with knowledge and skills to survive under the most immense pressure.

My personal growth journey has been enhanced through the knowledge, experiences and friendships gained throughout the course of this journey.

The international retail immersions made me more appreciative of what I have and what we have as a country.

I acknowledge my group, Team Prodigies for the support through good and trying times during the Programme.

I would like to convey my sincere appreciation to the W&RSETA, Pick 'n Pay and GIBS for this lifetime opportunity, not forgetting my family, my husband and kids for their continued support during this challenging journey.



Delegates' Reflections



Bulelani Gongxeka
National Category Manager/Buyer
– Perishables
Pick 'n Pay



The ILDP has exceeded my expectation by far. I expected the Programme to teach us leadership skills in a classroom environment.

I thought we would be given assignments or projects to return to our workplaces; and observe and practice what we have learned in the classroom.

I also thought that we would be involved in leadership seminars where we would listen and interact with industry leaders. I expected to rub shoulders with the retail and wholesale leaders who would groom us to assume leadership of the Industry in the future.

The first block was really mind boggling for me as my expectations were far exceeded. The visit to a school in Soweto and to a home in Alexandra stood out for me.

The speakers in both visits were excellent and wise. That experience gave me a new perspective on leadership.

Those experiences demonstrated to me that one can lead from anywhere in an organisation or society; that one does not have to be in top management in order to lead.

I have learned a lot about leadership and this Programme has improved my leadership skills and capabilities.

I am definitely a better leader than I was when I started the Programme.

Delegates' Reflections



Victor Leeuw

KZN Distribution Centre Manager

Pick 'n Pay



I am truly blessed and honoured to have been part of the ILDP group of 2016. It has been an exciting journey of acquiring knowledge, self-awareness and growth as a leader.

I received the news of my selection to the Programme; amongst many respectable professionals in the Industry with a bit of nervousness and excitement.

My expectation of the Programme was to learn from international and local leaders in the Industry.

Successively, the Programme equipped me with knowledge, skills, insights and the ability to take myself, my team and company to new heights through the experiences and interactions shared with expert speakers in the Industry and fellow delegates.

My international experience starting with China taught me about the importance of going through a continuous "learn and unlearn" process to become great, whilst Russia imparted in me survival strategies in a tough economic and retail environment.

My visit to Ghana taught me how we can do much with so little. The Programme exposed me to a South Africa with great potential and a country to be proud of.

I would like to extend my gratitude to the W&RSETA, Henley Business School and my company Pick 'n Pay for granting me this opportunity.



Delegates' Reflections



Kerry Vieira
Project Delivery Manager



When I was nominated by my company for the ILDP I was incredibly excited. I immediately started reading up on the Programme and realised that this is a very prestigious Programme. I was nervous about the interview because I knew that my acceptance on to the Programme would be life changing.

Being accepted on to the ILDP was a very proud moment. I was aware that the year ahead was going to be tough, but enriched with experiences and learnings that would sculpt me as a better leader in my professional capacity as well as develop me in my personal capacity.

From the study block we were challenged and it seemed to get even more difficult with each module; simultaneously it became more valuable. The assignments and exams were tough but challenged my thinking on many levels.

From our first local immersion it was clear that this ILDP would open my eyes and provide deep insights into the real challenges and opportunities within South Africa. The international immersions allowed me to travel to Ghana, India and the USA. The Action Learning Project was extremely beneficial and I realised that all the assignments and exams were preparing us to experience these countries in a manner that you would not as a tourist or even on normal business visits.

Undeniably, this Programme has met and exceeded my expectations academically. The one thing that I was not expecting was the bond would be created with my fellow delegates and the networking opportunities that were presented in each country we visited. The companies and leaders that we met in our travels were inspiring; indeed great things are happening around us every single day! The ILDP Class of 2016 are an inspiring group of people with genuine potential to make the Retail Industry GREAT. "Together we can achieve the seemingly unachievable."

I would like to take this opportunity to thank my company, UPD and The Clicks Group as well as the W&RSETA together with GIBS and all the stakeholders involved in making this world class programme what it is today. I feel extremely energised and inspired to give back to this phenomenal Sector which is going above and beyond to produce solid future leaders. I also thank my family, who stood by me through the late nights and long trips away from home.

2016 marked a turning point in my career which I accredit to the ILDP. The Programme can transform anyone who embraces this opportunity fully.

I would like to wish all future ILDP delegates all the best; they should get ready for great things!

Delegates' Reflections



Elzette Veldsman

Divisional Manager

Queenspark

QUEENSPARK

Prior to joining the ILDP, I was recently promoted from a Regional to a Divisional Manager positional and I felt that the Programme would add more value in my new role.

Through participating in the Programme I expected to interact with my fellow delegates, learn best practice and be able to apply the knowledge at my company.

The ILDP exceeded my expectations as I have learned a lot from my fellow delegates who brought their unique skills and attributes into the Programme.

The ILDP was well managed with clear guidance from the Programme leaders.

The Programme made me realise how small one's world can be when focusing on your own company and your performance indicators.

The presenters of the different modules were truly remarkable, all challenging us to think outside the box and to use different angles when researching topics.

The international exposure was priceless; something that I looked forward to and was excited to learn from retail leaders in Russia, China and Ghana. I realised similarities and opportunities for retail and leadership in our country.

Truly, the Programme was an eye opener and I have learned a lot. Thank you to the W&RSETA and Henley Business School for offering this fantastic opportunity to broaden our horizons.



Delegates' Reflections



Kivashni Michelle

Regional Manager

Shoprite Group



Being nominated by my company for the ILDP was an honour and a privilege. I was excited as I had heard about the prestigious status of the Programme.

I was aware that I had to be committed and disciplined from the onset and that there were many challenges ahead both professionally and personally.

My expectation to learn from some of the greatest minds in the Industry has been met, and I have been left wanting more.

The ILDP has definitely been an experience of positive change, and has developed me as an individual and a leader. I wish I had had this opportunity earlier in my career.

Each block was presented by knowledgeable subject matter experts who left me in awe of all the new learnings. They provided real life examples and encouraged out of the box conversations.

My thinking has certainly expanded to include the global environment and I now keep myself informed of global affairs, in particular of the Retail Sector.

I am eternally grateful for the opportunity to have met many diverse, talented, motivated and passionate individuals during the Programme.

This has been a once in a life time experience; an unforgettable journey.

A big thank you to the W&RSETA, GIBS and everyone involved in the various aspects of the ILDP for making what could have been ordinary, extraordinary.

Delegates' Reflections



Morgan Mlondobuzi

Owner

Siyabuswa Spar



The international immersion to Ghana was an eye opener. I realised that one does not have to rely on resources at their disposal to think out of the box and succeed in life whilst making a difference in the country.

Through the ILDP I am able to strategise and be innovative to turn our businesses around. I applaud the South African government for establishing the W&RSETA to unlock opportunities and skills.

Halala W&RSETA, halala!

The ILDP is a must have for anyone seeking to be on top of the retail game, either as a businessman or senior manager in a corporate company.

I have gained new knowledge which highlighted certain things that I had not been doing correctly. As an entrepreneur I was always involved in functions which I already had staff employed to do. I was not delegating responsibilities.

Since the Programme I have learned to allow my staff the space to carry out their work and simply observe.



Delegates' Reflections



Ravi Naidoo
National Buyer

SteinBuild



My expectation of the ILDP was of a formal learning environment comprising intensive, long and demanding study blocks and many late nights of completing assignments and projects.

I also expected to deal with different personalities and egos from different backgrounds.

As I reflect on the experience, the ILDP was indeed an introspective and engaging Programme that has revitalised my passion for business and my perspective of our country.

The Programme has increased my emotional conceptual ability and has taught me to be more patient and to have greater empathy when dealing with issues.

I now think more critically and strategic through all my decisions both in business and in my personal life. Through the ILDP I have established many relationships which I hope to sustain beyond the Programme.

The ILDP created a platform to discuss and debate very sensitive socio economic and business matters of our country.

I now have a global perspective of business; I focus on being collaborative and inclusive which are all as a result of my learnings from the Programme.

Delegates' Reflections



Megan McGuinness

General Manager

The House of Busby

BUSBY

The 2016 International Leadership Development Programme (ILDP) with GIBS and the W&RSETA has been an incredible life changing experience.

Not only on the academic level, what we learned and experienced but also the incredible people that I have met over the course of the year.

From our Programme administrators, coaches, travel personnel, professors, CEOs, business owners and my fellow delegates; they were all truly remarkable people. My reason for initially applying for the Programme was to develop my ability to manage more than just my current working environment and to enhance my knowledge of the Wholesale and Retail Sectors.

My journey became one of self-discovery and substantial development in critical areas as a leader within my organisation. I believe that as we complete our year, we have gained more than we had initially thought possible.

Balancing a demanding career, family life and the requirements of the Programme was quite a challenge. In the beginning it all seemed daunting; however as the year progressed and we got stuck into it, we realised that it was possible to do it all despite the challenges.

Sleepless nights and long debates, multiple personalities to contend with and a sense of being a part of something bigger, is what you can look forward to when embarking on this Programme. You will hopefully create lifetime bonds; have a sense of pride, an understanding of team work and commitment to your fellow South Africans.

You learn to understand that one person; one idea can make a difference to the future. The local and international Immersions were without a doubt eye opening. The experience reinforced the understanding of our strengths and opened my eyes to new possibilities as well as what could be improved upon, personally, as a company and as a country.

I have had the privileged in my career to attend many international training sessions and courses and I cannot express enough my gratitude for the professionalism, commitment and dedication not just as a group, but on a personal level to GIBS and the W&RSETA for this Programme!

Without a doubt, the ILDP is a life changing experience. I truly hope that you continue with this amazing initiative and continue to shape the leaders of tomorrow.

I feel exceptionally privileged to have been a part of this amazing experience!

Thank you!



Delegates' Reflections



Rags Govender
Learning & Transformation
Manager

The House of Busby

BUSBY

My expectation of the ILDP was one of aspiration, hope and pride for the Retail Sector which I believe is the greatest backbone of our economy but often taken for granted.

I expected to interact with fellow retailers and develop strategies which can be used to leverage our younger generation to consider retail as their first choice of career.

I wanted to engage with like minds to find creative solutions to common challenges in retail.

I was eager to apply on how the Sector acknowledges the existence of the vast informal Retail Sector in our country and how we can ensure a seamless co-existence of both the formal and informal Retail Sectors.

My experiences have been phenomenal! I was humbled to be in the company of such great retail minds and experience.

Great insights provided by the coursework through very astute subject matter experts from Henley and external guests and the robust class discussions have made an amazing learning experience.

The International and African immersions solidified our understanding of retail and expanded our understanding of the business world which I have come to realise is quite small.

From the lavishness of The Rolex Towers to the bustling Makola Market, we experienced the vastly changing dynamic world of retail at its best.

I am deeply grateful to my organization, The House of Busby, specifically my manager Lauren Kisten-Otto for affording me the opportunity to embark on this incredible retail journey.

I am also grateful to the Henley Business School and the W&RSETA for this great initiative.

Delegates' Reflections



Thando Ziqubu

Divisional Manager

The Smollan Group (Pioneer Foods)

SMOLLAN



I have been empowered to impart the knowledge to my team to enable their readiness to grow within the company and their own personal growth as individuals.

One of my development areas prior to joining the ILDP was to learn how to evaluate risks to improve business through better strategic decision making and to acquire skills that can be utilised when creating opportunities for new business acquisitions.

The ILDP has fulfilled these beyond my expectations.

This Programme is a great platform to empower individuals to grow within their space and also uplift others within the work space.

One of my main goals when I joined the ILDP was to grow as an individual to progress into Senior Management within Smollan Group and to gain exposure to international business practices with increased impact on the development of the business.

I expected the Programme to empower me to achieve this goal and further equip me to deliver on the strategic objective within my current role as well as for future roles.

The ILDP enabled me to gain in-depth understanding of not only business in South Africa, but also outside the country. I had also wanted to understand the various complexities that are experienced in different industries outside South Africa.



Delegates' Reflections



Mahesh Dymond
Divisional Manager

The Smollan Group (Pioneer Foods)



My initial expectation of the ILDP was year of tormenting classroom lectures and exercises. I expected that we would have group exercises whereby I would have to interact in class with fellow colleagues and deliver best practice based on theory.

The reality was a mind-blowing experience on the ILDP. I was amazed by how theory and actual experiences were linked to practical examples.

The Programme provided a first-hand view of the reality faced by many businesses through meaningful immersions both locally and internationally.

It opened up my mind to new ways of doing things and allowed for greater respect of the people we manage.

I now understand how in business we make the wrong decisions based on assumptions. From a leadership point of view, the ILDP has given me a new perspective on how to lead my people to tangible goals.

This experience has changed my way of thinking and left my initial expectations "dead in the water". This experience will live with me forever.

Delegates' Reflections



Brendon Liberty

Divisional Manager - Costal

The Smollan Group (Pioneer Foods)

SMOLLAN



This has been an amazing and phenomenal journey.

The ILDP focused on leadership, self-reflection and improving ourselves as future leaders within the Retail and Wholesale Sector. I was challenged by the energy and pace at which the Programme was delivered.

It was an absolute privilege to experience all three immersions in China, Russia and Ghana with the most flexible and entertaining group of leaders.

When we started the Programme there were heated debates due to clashes of personalities, but as the Programme progressed we bonded as a family through all the challenges.

The ILDP helped me to understand and implement a balanced leadership style for my team and the business.

The Programme also gave me an opportunity to interact with business leaders, including some innovative entrepreneurs. Their experiences and wisdom has helped me immensely to shape my thinking for the future and my career.

I was definitely challenged academically and on a personal level. I will surely apply all the learnings in the future.

I am forever grateful for the confidence my company has demonstrated in me and the support that I received from Henley Business School; in particular, Louise Claassen and Tess Gouws.

I would also like to express my gratitude to the W&RSETA for granting me the opportunity to complete this once in a lifetime academic experience.





The only reservation related to the work and study balance required to fully and effectively complete the ILDP.

I would strongly encourage this Programme to all aspiring leaders looking to expand their horizons.

Delegates' Reflections



Loganathan Pillay

Regional Manager

TFS Wholesalers



My expectation of the ILDP was to be exposed to the diverse management and leadership styles in the Retail Sector both locally and globally. I wanted to improve my knowledge on best practices and processes through networking and interaction with industry leaders.

Additionally, I wanted to learn how to stay ahead of competitors through innovation and strategies that are aligned to local and global trends. More significantly, I wanted to become a more effective leader from a strategic, personal, innovative and creative perspective.

I also expected that the Programme to provide a framework to enable me to be a catalyst of change within the Retail Industry, my organisation and society at large.

During the Programme I witnessed the changing economic landscape in a fast developing country on the African continent and the success stories of young entrepreneurs during our visit to Ghana.

India was a humbling and emotional experience for me. The disparity between rich and poor and the determination of the people to succeed against all odds was evident during our visit to the industry sector within the slums of Dharavi.

The visit to USA exposed me to the first world economy and I left Penn State University with world class knowledge especially in supply chain management.

The local study blocks at GIBS were relevant, challenging, interesting and have definitely taken my management and leadership skills to the next level. The ILDP has taken me on a journey of self-discovery and helped me understand the value of leadership.

I would like to convey a special thank you to the W&RSETA, TFS Wholesalers, GIBS and my family for affording me the opportunity to be part of this life changing academic journey.



Delegates' Reflections



Desmond Thomas
General Manager

TP Investments (edcon)



The development of softer skills and self-discovery and also understanding those that we impact was the main highlight of the Programme compared to any other post graduate training I have ever attended.

The international immersions provided me with perspectives in all facets and spheres of life that cannot be done as a desktop exercise.

The experience was groundbreaking as it provided a platform for me to focus on the holistic mastery of not only my retail skill but also my leadership ability as well as development areas.

This has been a lifetime experience that will remain with me forever as well as the ILDP family whom I regard as special Alumni.

Having known two colleagues who had previously been on the Programme, I was excited to learn more on sound retail concepts and gaining international exposure.

Prior to commencing the Programme, I prepared myself for a rigorous test of my retail knowledge and skills and expected assignments and exams based on these.

My mind was set and prepared for a one dimensional examination of retail theory. When the Programme begins, I was really amazed at how much emphasis was placed on the holistic development of a leader as opposed to the drilling of retail and wholesale theory.

Delegates' Reflections



Nasuriena Louw

Branch Administrator/Accountant

The Tile House (Steinbuild)



My expectations of the ILDP were that of a theory based programme, similar to an academic course at tertiary level.

The Programme offered an engaging, active action learning platform which I believe has a far more impact on the individual progress and their understanding of the global economics, the position of our businesses and our individual contributions to becoming global citizens. The key learning from the Programme was in personal mastery.

I have learned that the ultimate growth and development and sustainability of our people, our continent and realising others' reality beyond our borders.



Delegates' Reflections



Junade Adams

Airport Manager

The Travellers Electronics Company



Initially, my expectation was that the Programme would focus on theory and I had mentally prepared myself for rigorous studying.

The Programme brought a prospect of travelling outside the African continent which was a first for me and I was eager for the travel; however, I really did not know what to expect. I was enthusiastic to see how the travel component would be incorporated into valuable learning.

The learning methods, tools and environments in which we experienced and learned new things were deeply moving; thought provoking and memorable. It has been an eye opener for me as an individual to learn about what lies beyond our borders and oceans.

This experience has provided much insight into understanding the world, our continent, our country and myself.

Furthermore, it has awakened me to many possibilities that lie not only with countries abroad but also with our very own neighbouring countries, here in Africa.

The ILDP has left me motivated to learn and experience so much more!

Delegates' Reflections



Phillip Barron

Manager: Quality, Innovation & Sourcing
Woolworths



What an AMAZING experience!!

It was indeed an honour and privilege to have been afforded the opportunity to be part of a life changing journey; the ILDP. Expecting to learn about strategy, finance and other business imperatives, the Programme went beyond that in helping me to understand myself better through the personal mastery module. It has been an eye-opener and tough in many ways, but the richness of the Programme made it all worthwhile.

The ILDP has given me the edge in terms of business skills and acumen and also transformed my personal outlook on life.

In a very real way, it has given me another few lenses through which I could and should view the world. Opportunities and possibilities that I have been oblivious to previously became so apparent and obvious. It also helped me to realise the great need in society for proper leadership to make a change.

The Programme content challenged my assumptions in every aspect and I can confidently confirm that every lecture, activity, immersion and every engagement left me richer than before.

While the academic part of the ILDP has been very enriching, it is the development of the leadership abilities within those disciplines which holds the greatest power.

Being part of such a prestigious Programme also brought an added sense of responsibility. A responsibility stretching not only as far as my own development is concerned, but also the growth and development of others, of my organisation, of my society and my country.

I gained new appreciation for the perspectives of others and for the value others can bring. I value the collaborations and networks formed with my fellow ILDP delegates and with those whom we have engaged with during the immersions.

These collaborations have already proven their value and I am convinced that it will continue into the future. We have also developed great friendships along the way and I am thankful for the ILDP in affording me the opportunity to 'make my friendship circle bigger'.

I wish to sincerely thank my organisation Woolworths, for nominating me for this Programme. My sincere appreciation to GIBS; it has been amazing being exposed to such a prestigious academic facility and faculty. Thank you to the W&RSETA for its continued commitment in building leaders for the future.

Now, with the Programme completed, it has dawned on me that my work has actually just begun.



Delegates' Reflections



Junaid Rashid
Regional Manager

Woolworths



My expectations of the ILDP were simple. I wanted to be exposed to the best retail and wholesale practices both locally and internationally through direct engagement with my colleagues and business leaders in the countries we were to visit.

I regarded this Programme as an opportunity to improve myself as a leader and for me to take the insights from the Programme back to my workplace.

In light of these expectations, the Programme has not failed to deliver. If anything, it has surpassed my expectations.

From the high quality academic modules, to the fast-paced international immersions; there has been nothing less than outstanding experiences. I was further enriched by the interaction with my ALP team, as well as the entire ILDP group.

I found myself surrounded by exceptional leaders, each qualified and specialised in their own right with a wealth of knowledge, experience and skills to share.

The ILDP has been an exciting and life-changing experience that I will forever be thankful for.

I would like to thank my employer, Woolworths for nominating me, the W&RSETA and Henley Business School for delivering such an amazing Programme.

Delegates' Reflections



Mohammed Abdulla
Senior Corporate Audit Manager

Woolworths



Thank you to the W&RSETA for affording me the opportunity, for trusting in me and for the support during the Programme. The staff from Henley Business School provided a tremendous lecturing and support throughout.

The Programme was compiled and coordinated in both the local and international immersions with great support from external experts and consultants.

May the ILDP continue to benefit more delegates in the future as it is an investment for the growth of the local and global retail market!

I am humbled for the opportunity to be part of this fantastic Programme.

I anticipated the ILDP to impart more knowledge on retail which I would be able to apply in my role within Woolworths as well as insight to the global retail markets.

The ILDP challenges you as person and assists in your evolution into a better leader. The Programme material provides the delegate with an exposure to different ways of approaching issues and challenges facing retail globally.



Delegates' Reflections



George Mushaike
Senior Regional Manager

W&RSETA



The information shared with the local retailers who are the colleagues in our class was very valuable.

During the visits to Ghana, India and the United States, I learned that different markets have different needs and you cannot apply the same standards to different markets.

One of the most crucial learnings I took from the ILDP is that it is very important to understand your customer.

The customer is the one who makes your business fail or succeed.

When I started on the Programme I expected to learn a lot regarding wholesale and retail operations.

I also expected to learn the differences between retail operations in South Africa and elsewhere in the world. It was not only to understand retail but also to learn how business is done in other countries.

My other interest was also to understand the education system in other countries and get the best practices which could be implemented in South Africa.

Delegates' Reflections



Inger Marrian
Quality Assurance Manager

W&RSETA



I am grateful to have been nominated to be a part of the 2016 ILDP group. The classroom training was focused on bringing real life examples. The first day in class stood out for me because each delegate had an opportunity to share their experiences in the retail value chain; this exercise provided an overview of how the Wholesale and Retail Sector operates.

The main aim of the Programme is to transform our leadership skills and the centre for this transformation resides within each leader. The personal mastery and self-reflective components of the Programme really found resonance with me. The assignments provided an opportunity to apply the new knowledge and skills and to continuously reflect on and embed them into my leadership style and behaviour.

My key highlight was the exposure through the immersions; from our visits to entrepreneurs in Alexandra Township, to sessions with leaders, companies and entrepreneurs in the retail value chain in Shanghai, Beijing, Moscow, St Petersburg and Accra.

What came out of these immersions is that the basic principles of retail are universal. There were significant learnings that I took from each immersion. In Alexandra, the entrepreneurs were not only passionate about their businesses but also being of service to the community. Best practice was seen in China specifically with regard to the use of technology and big data to enhance sales. Russia was a meeting of modernisation versus old Russian culture and how the two can co-exist to create magical retail spaces.

Just when I thought I had mastered the art of negotiating prices as a result of the China immersion at the markets, Ghana brought me to a new level of understating the art and the skill of negotiating in the market. I also found it very insightful to see how the entrepreneurs in the market places are organised. Although they sell almost identical products and are competitors, there is a sense of selflessness demonstrated amongst the shop owners.

Our APL team, the "Sputnik Phreaks" had our own journey of discovery, learning and unlearning. We were two baby boomer females and four male millennials; what a fascinating group dynamic! In the end we used our differences to enhance the team and work towards achieving our common goal.

What a fascinating journey we had; from when we first stormed until we finished. I would not exchange our team for anything in the world.

The ILDP is truly a transformative Programme and emphasises that great businesses need great leaders, and that great leaders are those that have the ability to modernise and change themselves.

In a nutshell, the Programme echoes the words of Jack Welch, "Before you are a leader success is all about growing yourself. When you become a leader success is all about growing others."



Delegates' Reflections



Thozamile Thusani

**Manager: Career Guidance &
Development**

W&RSETA



When I joined the ILDP, my expectation was that the Programme would enable me to understand the Wholesale and Retail Sector. I expected the Programme to provide me with the necessary tools to promote the Sector to young people.

Young people join the Retail Sector by default primarily because they are not aware of the various opportunities that the Sector presents. I expected the ILDP to open up the opportunities that are in the Sector and I will be enabled to sell the Sector as a sector of choice.

This has been a life changing experience.

I am humbled and grateful to the Lord God Almighty for providing me with this once in a lifetime opportunity. This has been a journey of self-discovery and I have been enabled to identify my strengths and my personality.

The Programme has challenged me as a person to think outside the box and be prepared to take well calculated risks. The Africa immersion has been the highlight of my career.

I was inspired by the young Africans who are entrepreneurial in nature despite the little opportunities that they have. I was exposed to the incredible retail careers that I am ready to share with the young people out there.

The networks that have been built with the Retail Executives will come in handy to ensure that I promote the Sector to the young people.

Delegates' Reflections



Naeem Rawat
Brand and Import Manager

Histerix (PTY)



I have learned that a leader must understand various areas within the business, lead from the front and have a holistic and united vision on how to move the company forward.

I am truly grateful for the opportunity to be on this Programme, and I would recommend it to anyone in the Retail Industry, regardless of age or experience.

I came on the ILDP with the hope of exploring new trends in retail and learn how industry leading companies operate in various markets and offer products to different consumers.

My experience in the ILDP has far exceeded my expectations. I have discovered the value of networking through interacting with outstanding leaders; particularly within my group.

Being able to come together openly discuss topics and ideas with my classmates, lecturers and speakers has opened my mind to passionately find creative solutions for my own business and to understand that every consumer in my store is significantly different.

The immersions; both locally and internationally, have enabled me to be more confident.



This image shows a single sheet of white paper with horizontal green lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

