



W&RSETA
International Leadership Development
Programme (ILD P)
2017-18

Programme Overview

The W&RSETA's International Leadership Development Programme is an intensive action learning programme designed to develop the future leaders of the wholesale and retail sector in South Africa. This prestigious programme exposes recognised high potential leaders from W&RSETA's constituent organisations to wholesale and retail best practice both locally and internationally, leading faculty on the functional areas of business and specially crafted engagements and experiences. During the programme participants are immersed in in-market experiences to accelerate their business insights and learn directly from global business leaders. Participants will be required to apply their learning to identified strategic industry challenges in the wholesale and retail sector, in support of the SETA's goal to foster economic development and job creation.

The ILDP cultivates not only personal and professional development, but also creates opportunities for participants to function more effectively in a team. The programme promotes the development of a network of empowered executives that can leverage each other's experiences to the betterment of their own organisations' strategic and operational sustainability.

This programme has been specifically designed for W&RSETA and combines academic rigour and practical implementation.

Objectives of the programme

1. Increase the talent pipeline of highly promotable leaders
2. Create "stickiness" in the sector; address the problem of other sectors poaching key people
3. Create "champions" for the sector; highly visible, successful young leaders who are able to influence other potential young leaders
4. Progress thinking on key industry topics by engaging a broader cadre of stakeholders through the means of industry challenges that have to be solved by participants
5. Create awareness for the South African wholesale and retail sectors internationally and potentially create business opportunities

Programme Methodology

The ILDP has six overarching components:

1. A **group of high-impact, cross-industry high potential leaders** working together;
2. **Foundational competencies.** Personal and team competency such as critical thinking, personal mastery, effective communications, group dynamics and team effectiveness as well as industry and business knowledge such as supply chain management and innovation;
3. **A complex and urgent business or industry challenge** which participants research and investigate throughout the process in syndicate teams. This hones their critical thinking and team effectiveness skills as well as cultivating an external perspective. Findings and recommendations of this action learning project are presented to a senior industry panel at the programme conclusion;
4. **In-market learning.** Meetings with external stakeholders/industry practitioners to promote outside-in thinking and progress business challenge recommendations in both South Africa and abroad;
5. **Structured reflection and knowledge capture.** Embedded in the programme are regular reflection sessions as a cohort and in smaller groups as well as a structured effort to capture the collective knowledge gained from the programme;
6. **Personal assessments and action coaching.** The ILDP uses assessment tools and action learning coaching to ensure participants are optimizing their personal insights and development.

Programme Structure

The ILDP will consist of 5 local study blocks to be held at an accredited institution in South Africa, and 1 international study block, where delegates travel to the USA and China, or to India and Russia and possibly to an African Country. The programme runs in modular intervals from January 2017 up to October 2017, ending up in a graduation ceremony in February 2018.

The programme structure comprises of in-house modules which are offered over 5 day periods, with the international modules scheduled for a period of ± 21 days:

Programme Content

The ILDP will include, but is not limited to, the following content areas:

- BI and the macro landscape
- Strategic leadership
- Personal mastery
- Strategic planning and execution
- Creative and innovative thinking
- Critical thinking and problem solving
- Communication and group dynamics
- Introduction to operations and supply chain management
- Supply chain management and innovation (international programme)
- Marketing principles
- Strategic marketing
- International in-market immersions, exposure to best practice through visiting leading wholesalers and retailers on the international study block
- Action Learning Projects
- Finance for wholesalers and retailers

Assessment methodology

As an accredited programme and with the international travel, the programme will be formally assessed. Participants will require the commitment of personal time as well as time away from home and office whilst on the programme. A significant amount of time will also be devoted to after-hours syndicate work.

Each module on the programme will be examined through an integrated individual or group assessment. An Action Learning Project on a topic of strategic importance to the wholesale and Retail sector will also be core to the programme – this is completed in syndicate groups.

Action Learning Presentations (ALP)

Action Learning is the process of learning by experience. The experience is based on small Action Learning Teams working on topics identified by W&RSETA and the wholesale and retail industry deemed to be critical to the business. As such, a key element of the ILDP is to engage within a syndicate group in researching and developing a business case for a topic that has value for the wholesale and retail sector. The purpose of the research element of the ILDP is to present the findings of an exhaustive research and learning process that aims to provide a solution to the research question developed by each syndicate. Early in the programme syndicate groups will be allocated a strategic business challenge or opportunity within industry. Throughout the programme groups will be given the opportunity to obtain relevant insights to complement the project research.

Syndicates will work with a topic champion/sponsor in South Africa throughout the programme. The role of the sponsor is to support the Action Learning process, to open doors in the wholesale and retail industry and to act as a sounding board as the Action Learning process develops. The teams will be assigned an Action Learning Coach to guide them during the Action Learning process.

The outcome of the Action Learning process will be the submission of a final written report, along with a PowerPoint presentation by the team to a panel of wholesale and retail Executives, W&RSETA Senior Management, the local Institution and the Action Learning Coach at the end of the Programme. The presentation will cover what has been learnt about the topic, how it relates to the relevant strategies and how you would recommend addressing the challenge/s.