

New Leadership at WBS



Director and head of Wits Business School, Professor Wendy Ngoma

As of 1 September, Professor Wendy Ngoma is officially WBS's director and head of school. This appointment follows Ngoma being acting head of school for more than a year.

She was initially selected for the acting position from within the school, having taught at the Graduate School of the Public and Development Management School at Wits University for 11 years, before joining WBS in 2008 as a senior lecturer in organisational development and human resources.

Her areas of expertise include change management, organisational transformation and restructuring,

social entrepreneurship and human resource management. She completed an internationally acclaimed social entrepreneurship programme at Insead in France in 2009. She was chosen as one of the Crans Montana Forum's New Leaders of Tomorrow for African and Arab countries in 2010.

Ngoma views being head of the school as a learning and growth curve. She sees her role as one of guiding and facilitating. "I see it as working on relationships, empowering people to do their jobs the best way possible and assisting them in any way that I can," she says.

Her primary focus is to sustain WBS's

UPCOMING EVENTS

12 October 2011 – **STANLIB chief economist Kevin Lings** will speak on 'A new world order... how big are the structural changes in the world?' He will give insights from a recent International Monetary Fund meeting where finance ministers and Europe's policy officers discussed the future of leading world economies. The talk will be held at the Bert Wessels lecture theatre at 5pm for 5.30pm. Admission is free.

29 October 2011 – The theme for the **2011 WBS Annual Alumni Open Day** is 'Africa into the next decade: the challenges we face'. The keynote speakers include Phuti Malabie, CEO of Shanduka Group, and Sifiso Dabengwa, CEO of MTN Group. Join us for a thought-provoking networking day between 9am and 3pm. A lunch hosted by WBS head of school, Professor Wendy Ngoma, will be included. All alumni, make sure you don't miss this event

NEWS BRIEFS

We are sad to bid farewell to director of international programmes Professor John Luiz, Master of Management in Business and Executive Coaching programme director Natalie Cunningham, and Annette Mouton, who was the academic director's PA.

We would like to congratulate those who graduated with their MBA and PDM recently. We wish you luck and success in your careers!

priority of remaining a leading graduate business school. "As a leader, it is my duty to ensure that WBS reclaims its position in the market through quality products, teaching and research," she says. Ngoma adds she regards this experience as an opportunity to grow as a leader, and sees her leadership in a broader context.

"I respect those who have led this institution over the last 40 years. I see this as continuity and I have inherited a good school, despite its previous challenges. Our role is to inject new ideas through academic creativity and innovation while building a graduate school that we can all be proud of."

Vodacom leaders learn at WBS



Almost as soon as the 2010 Vodacom Advanced Executive Programme group graduated recently, so the 2011 intake began their course at WBS.

This programme is exclusive to candidates who are executive heads of divisions at Vodacom, and includes staff from all over Africa. In the 2011 group, there are students from Nigeria, Mozambique, Lesotho, Tanzania and South Africa.

The students get a unique opportunity to acquire cross-functional knowledge that they can later utilise in the workplace. While there is an obvious telecommunications focus, this programme provides training in a range of areas including leadership, finance, statistic, global business, strategy and change management.

WBS runs an extensive business simulation element that provides the students with hands-on experience in what they are learning. There is also an integrated learning process, in which the students take real, burning issues from Vodacom and find solutions. WBS Leadership Development Centre director, Professor Drikus Kriek, says: "What stands out about this is that, at the final presentation, Vodacom CEO Pieter Uys designated two executive committee members to investigate implementing the results of the integrated learning process. As I understand, some of them have already been implemented."

Kriek explains that, as demonstrated with the Vodacom programme, WBS customises certain courses for corporates, which has been found to be extremely effective for the companies concerned.

Enthusiastic Vodacom executive heads of divisions embark on the 2011 Vodacom Advanced Executive Programme at WBS

An international exchange student view on WBS

It is easy to be cynical about WBS, but when foreign students laud our school, it should give us a renewed respect for the work done here.

Here are extracts from three exchange students' messages:

Jean-Stéphane Phinera-Horth is from French Guiana and is doing his MBA at HEC Paris.

"I wanted to complete my international exposure in Africa and get a glimpse at African leadership. I received far more than I had expected. I was really stunned by the quality and experience of the teachers. I definitely appreciated the collaborative spirit during work groups and I made lifelong friends. It is without hesitation that I would recommend WBS as a first-class business school."

Gianluigi Andreoli is studying management at Bocconi University in Milan, Italy.

"The experience I had in South Africa is the most beautiful experience that I had during my studies and one of the best of my life.

"Regarding WBS, the campus is beautiful, the accommodation is ready to satisfy all the needs of the exchange

students, the courses are very interesting and the home students and the lecturers are very open and welcoming with foreign students.

"Everything works very well and the organisation is very close to the European standards.

"I will never forget South Africa, WBS and all the fantastic people that I met there."

Melania Spagnoli is from Italy and is doing an MSc in management at Bocconi University.

"I chose WBS because having an exchange experience in South Africa was my childhood dream, and WBS is known as the best business university in South Africa.

"This experience has been the greatest of my life. I feel so blessed to have had such a great time there, for having known people that, even if they don't realise it, are able to 'enjoy diversity'. WBS campus is awesome and offers the students all the comforts. I never felt lost or alone there; I actually had the feeling I was home. Before I left home, I was positive I would have an amazing experience, but what I experienced was even better than my expectations."

MBA students tackle social entrepreneurship



Students from the MBA part-time Saturday Class of 2013 were determined not to let winter pass without helping the less fortunate. And Mandela Day on 18 July provided a perfect opportunity for them.

They had already bought R3 000 worth of blankets, but they wanted to do more than just give them away. So they set up a football tournament in Parktown between themselves and the iKAGENG Soccer Club, made up of around 30 young men affected by HIV/AIDS.

The students arranged transportation for the club members. They also sourced a photographer, soccer balls and football caps (donated by Wits), and provided lunch for the players.

Head of school Professor Wendy

While the iKAGENG Soccer Club may have won the tournament, members of the WBS MBA team were also justified in feeling like winners

Ngoma also attended the game. MBA student and one of the event organisers, Natasha John, says: "Professor Ngoma is as passionate about social responsibility as we are, and we were most grateful to have her demonstrable support and enthusiasm.

"It was a great day. Their team unashamedly beat our WBS boys 3-1."

An offshoot of this event was that one

of the MBA students arranged to facilitate employment opportunities for some of the iKAGENG players through his employment organisation. Some young men have already been for interviews.

Relationships were also formed. Some weeks later, a couple of students went to support "our WBS boys" playing soccer in Sunninghill. "It was wonderful to interact with them again," says John.

MAP student – a young African woman leader

When Management Advancement Programme (MAP) student Refiloe Seseane asked her fellow students to excuse her from a few classes in June, she had an excellent excuse. She was one of 76 women from around the continent who had been selected to attend the 2011 Young African Women Leaders' Forum, to be held in Johannesburg with United States First Lady Michelle Obama.

She was selected for the work she has done in empowering young South African women with her non-profit organisation 18twenty8, which aims to help previously disadvantaged women between the ages of 18 and 28 by developing strategies for their educational and personal development. Seseane started the company in 2008 when, at 28, she realised she would have got further faster if she had had someone mentoring and supporting her. She decided to be that support for others.

Last year, *Destiny* magazine wrote about Seseane, who is also an accomplished television actress and presenter, and her company. The features editor introduced her to a woman who



Refiloe Seseane... leader, entrepreneur, mentor and WBS student

was passionate about social upliftment, who nominated Seseane for a 2010 Inyathelo Philanthropy Award, which she won in the youth section.

At the awards ceremony, she met US ambassador Donald Gips and his wife, Elizabeth, who sent Seseane an e-mail asking her to nominate women she thought could be eligible as forum members. "I sent her a list of names, never thinking that she wanted me to include myself," says Seseane. Gips called her to say she and one of her company's beneficiaries had been chosen from sub-Saharan Africa as part of the forum. Seseane was thrilled.

"It was eye-opening to hear about the challenges and opportunities that women address in their home countries," says Seseane. "It became clear that despite linguistic, cultural and geographic boundaries, our experiences and vision for the continent were all the same."

The forum gave Seseane the opportunity to meet and engage with Obama and young women leaders from all over the continent, and form a lasting network. "Being a forum member enables me to raise the profile of my company and learn from peers who are dedicated to creating a positive future for Africa," says Seseane.

SA needs to invest more in talent



Talent management expert Jeremy Langley speaking at WBS

Talent management has become unnecessarily complex, says Jeremy Langley, an international talent management expert who was recently in South Africa from the United Kingdom.

Langley, regional director of Lumesse (Western Europe, Middle East and Africa) – a company that specialises in making global talent management work locally – shared his vision for talent management during a Distinguished Lecture at WBS.

He explains that talent management is not only something for the privileged or for global enterprises. “It is something that you can do in any business, any day of the week, if you have the right mindset,” he says. “It is as simple as proactively ensuring that you have the right people, in the right place at the right time.”

Langley says that what was labelled the war for talent in America and Europe in 1997 – when it became particularly difficult to recruit and retain talented staff – wasn’t

even a skirmish compared to South Africa, where we have an acute shortage of key talent. He points out that South Africa’s high unemployment rate is not dropping. Other factors like the complex regulatory environment, an education system that doesn’t serve its stakeholders and a high turnover of key talent contribute to creating “the perfect storm”, he says.

“It’s curious that a country with such a challenging environment for recruiting, managing, developing and retaining talent has invested so little in it,” he says.

Langley says performance management is a good place to start when going back to basics, because it builds your organisation and enables you to grow your own talent.

He explains that people hate the performance management cycle, because it is an event and not a process. “Somehow we’ve managed to suck the life out of performance management. We’ve sucked it dry until it’s become an administrative challenge and not a development opportunity.”

Research has shown that companies that issue systematic goal-setting programmes enjoy a 39% increase in productivity, on average. “Employees don’t understand the relationship between their compensation and their performance. In many cases, there is none... So when we look at great organisations that do performance management well, they actually do build in an element of payment on results. If you succeed, you will be rewarded more,” says Langley.

Robust performance management is also fantastic for employee retention, he says. But loyalty is a thing of the past.

Langley insists that while you can throw money at high performers and high potentials to try to keep them, businesses should try giving less money and instead stretch employees a little further and reward them if they perform.

“Lots of research points to the fact that people will outperform if you give them stretched goals, rather than if you give them achievable goals,” he says.

WBS PhD student presents to world conference

Wits Business School PhD candidate, Graunt Kruger, presented a paper on early findings in his research at a conference in Italy in July. It was the first time that a WBS PhD student had been asked to present at the Critical Management Studies Conference, which draws hundreds of academics from around the world.

Kruger is a second-year PhD student working under the supervision of Professor Louise Whittaker. The working title of his research is ‘Turning on Tembisa: a comparative discourse analysis of electronic banking in a local economy’.

Kruger’s paper set out to compare critically the disparate worlds of large corporations and retailers operating in a local economy. The context of examining the different discourses was a project that brought the two into partnership. Using a conceptual framework based on the work of the French postmodern philosopher Michel Foucault, the research applied Foucauldian Discourse Analysis (FDA) to three texts. The methodology brought to the surface questions about the assumptions used in organisations; in particular, assumptions relating to the need to address ‘poverty’ and ‘underdevelopment’ through the extension of formal financial services under the label of financial inclusion.

The research brings into question the primary assertion by financial services institutions that financial inclusion and its accompanying electronic banking technologies are to the benefit of new customers in a local economy like Tembisa. While this uncritical acceptance of the status quo in the development of banking technologies remains largely unchallenged, this paper brought contradictory issues to light, such as the tension between the desire of retailers to give their stores status, with the potential consequences of being monitored by external parties.

The research showed that banking technologies could act as disciplinary techniques, enabling large financial institutions to monitor the retailers. At the same time, the desire of retailers to have these technologies was expressed, since they felt they would add an element of status and credibility to their stores.

The paper was well received and placed WBS on the global map in terms of critical research. Kruger is due to complete his work in 2013.

WBS short courses

Specialised topics	Project Management 14–18 November 2011 (JHB)
Finance	Integrating Strategy, Budgeting and Reporting 3–5 October 2011 (JHB) (Private sector) 24–26 October 2011 (JHB) (Public sector)
Leadership Development Centre programmes	Personal Effectiveness Through Emotional Intelligence 18–21 October 2011 (JHB)
	Leadership for Results 10–12 October 2011 (JHB)

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