



Sihaam Miller

Designation: Provincial Manager, Small Enterprise Development Agency (Seda), Western Cape
Qualifications: B.Com Honours

My job entails ...

To plan, direct and coordinate, monitor and evaluate Seda's provincial network operations in delivering support services to small enterprises in line with Seda strategy and policy. This is achieved by collaborating with other provincial offices and relevant divisions within Seda as well as external stakeholders within the small business arena.

My greatest strength is ...

Building relationships with people at various levels. I enjoy interacting and believe that everyone has a purpose in life, a unique or special talent to give to others. Your mental attitude, the simple choices you make every day; these are the things that will make the greatest impact on your life. Pursue your passion in life to the best of your ability, it takes effort but the rewards are endless. By unlocking the talent and potential in people, we can achieve whatever we need to achieve. Each strategy is implemented by people; we form a value chain and become a strong team to achieve our collective goals.

The best advice I ever received is ...

Leaders do! Don't be afraid to make mistakes, the more we do, the higher the probability of mistakes, learn from your mistakes, nobody is perfect.

My motivation comes from ...

My family – without the support of my husband and three kids I would not be inspired to make a difference every day.

The highlights of my career to date are ...

I view career highlights in a different way, being able to use my skills and talents to the best of my ability is a highlight for me. I have been fortunate to do this for 16 years in a dynamic, competitive banking environment and now I am given this opportunity to do so in a public sector environment.

I believe that you are only as good as your current achievements not past achievements.

The most important lessons I've learnt during my career are ...

Know yourself and never compromise your principles, be aware of your impact on others. Have an honest coach or mentor who will not be afraid to share feedback. Become feedback fit as it is the food for growth and development.

Right now I'm reading ...

Tom Peters – *Leadership – inspire, liberate and achieve.* This is a Tom Peters essential read and gives one guidelines for reinventing your business and transforming the way you work.

To unwind I ...

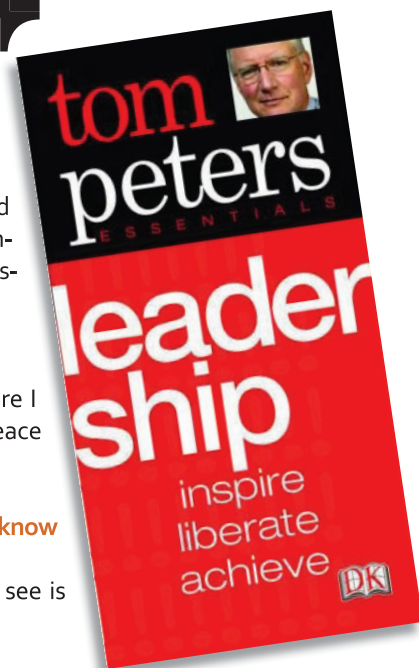
need to have alone time, where I am able to relax and be at peace with myself.

What most people don't know about me is ...

I am an open book, what you see is what you get!

I'm proudly South African because ...

I love living and working in Cape Town, it is truly cosmopolitan, South Africa is a place where I am privileged to live my values each and every day without prejudice, our Constitution is the best in the world and we have the challenge of creating positive change.





Designation: National Prosecuting Authority (NPA)
Spokesperson

Qualifications: B.Juris & LLB

My job entails ...

Communicating the work of the NPA and ensuring that the image and reputation of the institution is properly managed. Monitoring reporting on the cases our prosecutors deal with. Ensuring that all in the NPA remain the people's lawyers by ensuring that courts are victim-friendly.

My greatest strength is ...

I'm very persuasive and can unlock a tension-filled discussion forum. This helps influence how cases are reported in the media without compromising pending prosecution.

The best advice I ever received is ...

To treat every conversation with a journalist as if it's on record. To trust everyone but not the devil inside them.

My motivation comes from ...

Having the interests of the country at heart.

The highlight/s of my career to date is ...

Prosecuting the first Truth and Reconciliation Commission murder case against former security branch police officers who killed an Umkhonto We Sizwe cadre in 1988 after 17 years of his murder.

The most important lesson I've learnt during my career is ...

That in a court of law you are as good as your evidence because it is not about what you know but what you can prove.

Right now I'm reading ...

Young Mandela .

To unwind I ...

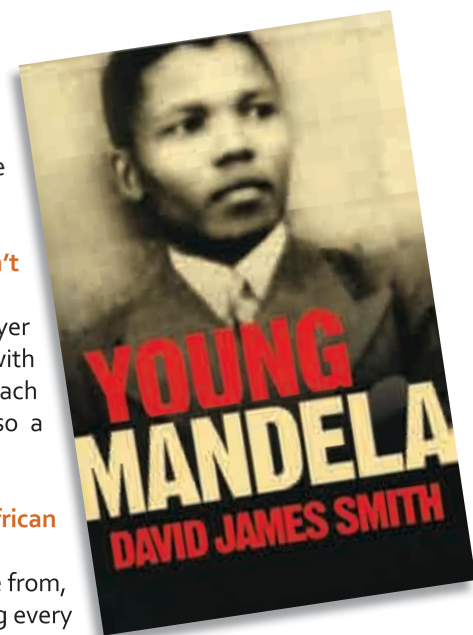
Watch stand-up comedy or go the Union Buildings garden and look at the beauty of Tshwane.

What most people don't know about me is ...

That I'm a great soccer player and played at University with former Golden Arrows coach Manqoba Mngqithi. I'm also a karateka and a comedian.

I'm proudly South African because ...

I don't forget where I come from, that's what keeps me going every day.



Advocate Mthunzi Mhaga



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"The range of what we think and do is limited by what we fail to notice", starts a poem by the author of *Emotional Intelligence*, Daniel Goleman.

My teaching – first in mathematics education and now in executive education – has led me to believe that the biggest leverage for creative and intelligent thinking about the challenges that face us today will come from working on our ability to notice.

It is scary to see the extent to which we move about our daily lives as if we were sleepwalking with our eyes open – missing so much as we try to control the world around us. Our education – from home, to school, to tertiary education, to organisational – has primed us to think in a particular way and we

I hold a mirror up to our own behaviour in the moment and show our extremely limited menu of possibilities of action. The sad thing is that it is in times of stress that we are at our most dangerous and unintelligent. We become a walking liability being triggered by all and sundry as they trample over our blind spots and triggers.

For example, in one of the activities that I often do as part of lectures, I show a clip of Hugh Masekela playing at Paul Simon's *Graceland* concert. Towards the end of the five-minute extract, is a shot of a group of policemen standing on a hill watching the crowd. In describing what they saw in this shot, the range

So how do we start noticing more? A long journey lies ahead but it starts with an acknowledgement of a later section of Goleman's poem where "we notice how failing to notice



the art of NOTICING

By Chris Breen

spend so much time viewing the world through the lenses of this lived experience. Added to this, our most important lesson in life to date has been to trust ourselves rather than others and to know that if you want a job done well, you do it yourself.

Hang on a minute! It isn't always the right decision to trust yourself – your own life experience is really limited and you will certainly be acting without all the required data and perspectives! Over the years, I have developed a teaching methodology that turns the classroom into a live laboratory and offers a set of activities that are frightening in the way they highlight so many of our blind spots and faulty decisions.

of participants' answers can vary from: three bored, unarmed policemen; four stern-looking policewomen with holstered handguns; four unarmed policemen with an Alsatian; and finally six armed policemen with AK47s out looking for trouble! Further probing unmarks the fact that each person has superimposed a highly charged personal past memory or experience (in this case of policemen, people with authority, women or alsatians) onto the image that they saw. And the examples can continue to flow – especially when we are under pressure! Sadly, my experience has been that the more senior position in leadership you hold, the more likely you are to be triggered in this way.

shapes our thoughts and deeds". It's a journey that has to take us into a greater awareness of ourselves and others and an embracing of context and others through an understanding of complexity.

It's a difficult journey of re-learning and re-noticing, but we are going to get nowhere if we don't start as soon as possible!

* Chris Breen is an Emeritus Associate Professor of the School of Education at the University of Cape Town (UCT) and a visiting faculty member at the UCT Graduate School of Business.

Taking stock:

By Nina Bhaktawar

State-owned enterprises (SOEs) form a significant portion of South Africa's vital industries that drive the economy and deliver a variety of social goods and services that ensure the quality of life of all South Africans. It is estimated that there are at least 300 SOEs in the country.

Inputs such as electricity, transportation and telecommunications are dominated by SOEs. These sectors are principal drivers of the formal sector of the economy, and provide for the bulk of economic growth.

As government pursues an intensive growth path in the second decade of freedom, the need to look at how this sector is structured, the role and relationship of SOEs to government, as well as their overall efficiency and viability has become fundamental.

Announcing the Terms of Reference and Review Framework of the Presidential Review Committee (PRC) in October 2010, the Minister for Performance Monitoring and Evaluation in The Presidency, Collins Chabane, said: "The review of state owned enterprises will in the long term strengthen government's oversight, but more specifically the review process shall facilitate the Government's efforts to achieve the goal of aligning them to the developmental agenda."

The 12-person PRC has been appointed to review all entities, including SOEs, agencies, utilities, as well as companies within which the State has significant shareholding. The scope of the review is set to cover the national, provincial and local tiers of government. The PRC has been given 12 months to conclude its work, which commenced on 1 September 2010. An interim report is expected to be presented to President Jacob Zuma in February 2011.

Riah Phiyega, chairperson of the PRC explains the objectives of the review: "Part of the review is to start saying: are there strategic sectors that are required by this developmental state that maybe are currently not covered? Are there sectors that are covered that maybe are actually not servicing or are not aligned to the developmental-state agenda and aspirations? That process of elimination, identification and new

spotting will take place and recommendations in that regard will then be made ... it is saying what do we have and what do we need to meet this aspirational agenda?"

According to Phiyega, the PRC will start with basics, by defining what an SOE is. "We would like to make recommendations on the state-owned enterprises in a developmental state. We would like to look at the viability and the funding – is it adequate, is it inadequate and how do they share the cake?"

Phiyega said her committee would hold regular workshops on specific areas of inquiry, consult the executives and management of the existing corporations as well as business and civil society and would draw extensively on existing research. "The cooperation of SOEs in such matters is requested and will be very much appreciated by the committee ... there are (also) best-practice models that exist within some of the

SOEs in South Africa. While the PRC will source certain best practices from other countries, we seek to provide and emphasise local success models that can be replicated across all SOEs. For the PRC to

gain access to such information, the SOEs' assistance and cooperation in the review will therefore be very critical," she said.

"We would like to make recommendations on the state-owned enterprises in a developmental state. We would like to look at the viability and the funding – is it adequate, is it inadequate and how do they share the cake?"

The Presidential Review (PRC) Committee

Riah Phiyega: Chairperson
 Glen Mashinini: Deputy Chairperson.
 The other members of the PRC are:
 Nombulelo Mkhumane
 Mafika Mkwanazi
 Deon Crafford
 Pramod Mohanlal
 Dr Takalani Madima
 Gugu Ngcobo
 Professor Mbulelo Mzamane
 Swazi Tshabalala
 Dawn Marole
 Lumkile Mondli.

review of the country's state-owned enterprises



Chairperson of the PRC, Riah Phiyega, with Minister for Performance Monitoring and Evaluation in The Presidency, Collins Chabane

Governance oversight over SOEs

Governance oversight over SOEs vests in Parliament, the Executive and the SOEs' boards. Parliament exercises its role through evaluating the performance of SOEs by interrogating their annual financial statements. The Standing Committee on Public Accounts reviews the annual financial statements and audit reports of the Auditor-General while the Portfolio Committee assesses the non-financial information contained in the annual reports of SOEs and is concerned with service delivery and enhancing economic growth.

The Executive Authority as owner/shareholder is concerned with appropriate returns on investments and ensuring the financial viability of SOEs. The relevant Executive Authority acts as shareholder, while the Minister of Finance and the National Treasury are responsible for financial oversight. In addition, government is also the policy-maker, concerned with policy implementation of service delivery, and acts as regulator. These responsibilities vest in Cabinet as policy-maker, the responsible minister (Executive Authority) and his department and in some cases the policy department (i.e. shareholder management of Eskom vests with the Department of Public Enterprises while policy vests with the Department of Energy).

Oversight by the Executive Authority rests by and large on the prescripts of the Public Finance Management Act (PFMA), 1999. The PFMA, 1999 governs/gives authority to

the Executive Authority for oversight powers with particular reference to the corporate plans, shareholder's compacts and quarterly reports. The Executive Authority also has the power to appoint and dismiss the board of an SOE. It must also ensure that the appropriate mix of executive and non-executive directors is appointed and that directors have the necessary skills to guide the SOE.

Shareholder oversight is spread between various shareholder departments while policy departments which, in some instances are not the shareholder departments, direct policy. The Board of Directors of an SOE is the governing body of the SOE. The board has absolute responsibility for the performance of the SOE and is fully accountable for the performance of the SOE. Governance principles regarding the role and responsibility of SOE boards are contained in the PFMA, 1999 and the Protocol on Corporate Governance.



Malusi Gigaba:
Public Enterprises Minister

Source: National Treasury

Professional development evolves to personal development in the public sector

By Adrian Toms

The concept of executive education is a multi-edged sword, and one that is continually being heated, beaten and ground to different angles. There are, indeed, many ways to sharpen the saw at executive level – and, after each new encounter in the boardroom battlefield, new angles are needed.

The executive role often demands a high level of technical competence in the formal business disciplines, for which there is no substitute for good old-fashioned book-learning to ingest the basic concepts.

More exciting is the personal development area, where executives are increasingly maturing in emotional intelligence – the awareness of the ability to choose how to respond to situations. Perhaps Ralph Waldo Emerson put it best when he said: "It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself – serve, and thou shall be served".

Leadership, particularly in the Public Sector, is about service and commitment, and there is an increasing trend towards exploring and discovering new skills through research, coaching and refinement of values.

The added dimension to executive education in light of current trends towards a wider perspective on commitment to stakeholders and effective service delivery, includes responsible leadership (e.g. offerings of the Centre for Responsible Leadership at the University of Pretoria) and training on sustainable business practices – especially in the ISO 14000 area (safety, health, environment and quality).

The Global Executive Development Programme at the Gordon Institute of Business Science addresses global awareness and organisational-wide thinking, leading change and transformation, the functional aspects of management and critically examining individual leadership style and the ability to build a culture of execution. The Leading Executive Programme (University of Cape Town's Graduate School of Business) is framed to create a space where participants can expand personal and intellectual boundaries

that currently hinder their ability to develop the necessary skills and theories for living in a complex, rather than complicated world.

Yes, we should celebrate academic learning – but remember that those who are consistently rising to the top continue on a quest to align thought, word and deed, and attaining the competence of being able to secure the genuine commitment of colleagues to the achievement of goals worthwhile to society remains the Holy Grail of executive development.

**Adrian Toms is a strategic management consultant who specialises in enhancing the leadership and sustainable service delivery of public sector entities.*

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