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To kickstart conversations and inspire thought beyond these pages, we host a MiNDSPACE podcast series and distribute a monthly electronic newsletter. You'll find our podcasts at oldmutual.co.za/mindspace, or turn to page 11 to find out how to subscribe to the MiNDSPACE mailer.

I'd really like to know which articles you enjoyed and what you'd like to see more of. Email me at mindspace@oldmutual.com

Leaders and leadership around the world are under scrutiny like never before, and sadly it often is not for the right reasons. Yet there are those who serve as lodestars, especially in these uncertain times. One of them, who happens to be one of my personal heroes, is Thuli Madonsela. Last year, when delivering the Helen Suzman Memorial Lecture, she put her finger on the essence of leadership when she said



with regard to Helen Suzman: 'Right was always right [to her] and wrong wrong, no matter who the actors were.' If you are to inspire and lift others up – an essential part of leadership, as our interviews with six leaders from different walks of life, including Professor Madonsela, show on page 18 – you cannot operate in a grey area. Nelson Mandela instinctively did this. Of him, she once said, 'The thing I can say about Madiba and his cohorts or his contemporaries is that ... when we were under Mandela's captaincy, he left us on higher ground than we were on when we started.' (Can you tell I'm a fan?) Although South Africa is cautiously optimistic under Cyril Ramaphosa's

leadership, we still are in turbulent waters and the big question leading up to 8 May and the national elections is: What will it bring for South Africa in terms of our leadership, and what will that mean for the country? On page 12 three political experts share their views on this next critical moment in our history. On page 42 we meet three entrepreneurs who are leading their industries in Africa and showing what is possible by focusing on what you can do instead of what you can't. Through their tenacity, focus,

patience and persistence, and above all by inspiring others with their dedication, they are changing lives in their communities.

On the environmental front, leaders around the world have a responsibility to our planet and it has never been more crucial that they recognise and face this challenge. We ask, on page 40, what is being done to make the travel and tourism industry more sustainable amid the ever-rising number of people around the world who travel.

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space with the biggest umbrella fund in the country, SuperFund, and by innovating in many ways to assure our customers of the best possible retirement outcomes. Find out how on page 36 where we introduce OnTrack, a tool developed by our consulting team to do just that.

As I read through this issue, I was reminded of Ralph Waldo Emerson who said, 'Do not follow where the path may lead. Go instead where there is no path and leave a trail.'

Happy trailblazing!

Gugu-Lisa Zwane-Johnson
Editor



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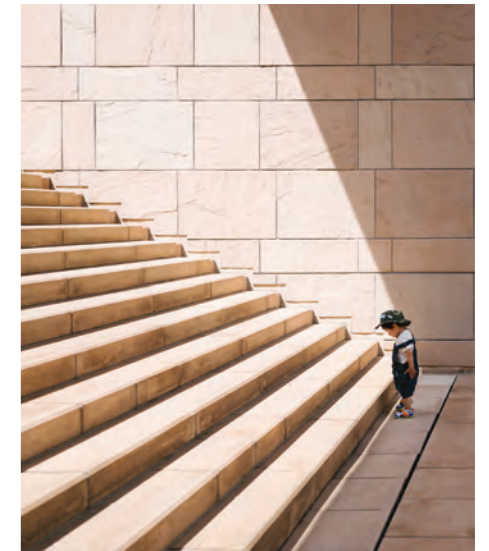
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The lonely planet

Feeling lonely? You're not alone. Loneliness has been dubbed an 'epidemic' by many and a 'giant evil' by the UK's Jo Cox Commission on Loneliness, and it's not only because we have become more connected to our phones than to friends and family.

When the police in Rome received a report in late 2016 of the sound of loud crying coming from an apartment, they rushed over to find Jole (84) and her husband Michele (94) in tears. No-one had visited them in months and watching TV had made them deeply sad about the state of the world. In 2018, the appointment of a 'Minister of Loneliness' in the UK made the news around the world and highlighted just how big a problem loneliness is: 75% of UK doctors say they see as many as five people a day whose main ailment is loneliness. One tells of a 90-something woman who had said: 'This was the best day out I've had in months and the first proper conversation I've had in weeks.'

Yet it is not only old people who are lonely. In a BBC Radio 4 survey of 55 000 16- to 24-year-olds, 40% reported feeling lonely often or very often. A combined UK and USA study of people born in the '90s came to a similar conclusion: 'Lonelier young adults were more likely to experience mental health problems, to engage in physical-health-risk behaviours, and to use more negative strategies to cope with stress. They were also less confident in their employment prospects and more likely to be out of work.'

On a happier note, some cities and countries are purposefully working to combat social isolation across the spectrum.



JAPAN

With 20% of its population aged 65 or older, Japan is considered the first super-aged nation in the world. (Come 2020, there will be 13.) At the same time, Japan's birth rate is dropping and there has been a shift from traditional intergenerational family homes to Western-style single-dwelling apartments. One consequence is *kodokushi* (lonely death). *Kodokushi* first made national headlines in 2000 when a 69-year-old man's body was discovered three years after his death after his bank account had been depleted and debit orders for his rent stopped.

Initiatives to combat loneliness among older people range from Paro, a fluffy robotic seal that residents in care facilities talk to, to employing fit, healthy old people like Kunio Odaira (73) to care for older people. At Cross Heart, where Odaira works, almost half of the 119 caregivers are over 60.



SOUTH AFRICA

South Africa's ranking as the eighth loneliest county in the world in 2017 by Canadian immigration consultancy IMMIgroup received much media attention. However, this ranking was based solely on the number of South Africans – 24% – who live alone.

Yet many people prefer their own company: All the Single Ladies, a US marketing survey, found that 44% of single women prioritised living on their own. Getting married was fourth on their to-do list (20%) and having children seventh (8%). That said, a study of South Africans over 50 funded by the South African Department of Health and the United States' National Institute on Aging found that those who were over 70 reported feeling lonely more than those under 70. Of the entire group, those who were married and whose partners were still alive were the least lonely.

In their 2017 study of 17 886 university students in 25 African countries published in *Journal of Psychology in Africa*, Karl Peltzer and Supa Pengpid reported that over 16% of the South African participants reported feeling very lonely. They also found that lonely students were likely to smoke heavily, spend a lot of time online, act aggressively, injure themselves and display sexually risky behaviour.



NETHERLANDS

In 2012, a Humanitas residential and care centre in the city of Deventer invited a number of students to live there. This first intergenerational home turned out to be a win-win for both age groups – the students could save the 400 euro or more they would have paid in rent elsewhere and the elderly residents in the home gained company, help with shopping and social media, and a connection to the outside world. The concept has since been adopted by homes in various countries.

Elsewhere in the Netherlands, the Community tegen Eenzaamheid (Community Against Loneliness) in The Hague has established collaborations between the local soccer club, a welfare organisation, a cinema group, migrant senior citizens and a chain of volunteer-run restaurants. The latter, Resto VanHarte, opened its first restaurant in 2004 and can now be found in just about every Dutch city.



UNITED KINGDOM

A nationwide intervention supported at government and National Health Service level is 'social prescribing' whereby GPs connect patients to services and organisations that provide social, emotional or practical support through link workers. This is set to become standard practice by 2023.

In mid 2018, the Department for Housing, Communities and Local Government announced the launch of a two-phase Community Housing Fund which will make £163 million available to communities that want to start communal housing projects.

Cohousing began in Denmark in the '70s and spread from there. The UK has 19 such communities of varying sizes for families and/or single people and there is another 90 under construction.

Like South Africa's housing developments, a cohousing estate consists of several private homes. The difference is that they are usually funded and managed by the residents, and designed to put interaction and socialising first – two or three meals a week are prepared in the communal kitchen and served in the communal dining room, and they typically have a communal sitting area, children's playroom and laundry, and sometimes a library or exercise or crafts room.



FRANCE

Faced with a growing number of elderly people who live alone in isolated areas and a declining number of letters to deliver, La Poste, France's publicly owned postal service, came up with a new way to make postal workers profitable: Veiller Sur Mes Parents (Watch Over My Parents). Launched in 2017, the subscription service sees postmen checking in on lonely elderly people during their morning rounds. It has been criticised for monetising something that has always been free – delivering mail and presumably stopping for a chat – but over 6 000 users have already signed up. A weekly visit and report to the family cost the equivalent of R310 per month; add a 24/7 helpline and the monthly fee goes up to R590. **M**

TEXT: ERLA RABE. PHOTO: GALLO IMAGES/GETTYIMAGES

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WHAT TO READ, SEE AND DO IN THE NEXT FEW MONTHS.

On our radar

On our watch list



Africa Shared Value Summit

23 & 24 MAY, NAIROBI

Shared value is firmly aligned with social value and forms the basis of modern corporate strategy. It's about growing a business while improving people's lives by addressing social issues. Thus the Africa Shared Value Summit (Africasharedvaluesummit.com) will address innovation in healthcare and agriculture, and the future of energy and how to do all this in an ecosystem rather than in isolation.

World Economic Forum on Africa

5-7 JUNE, CAPE TOWN

Africa needs infrastructure investment of \$1 trillion a year until 2030 if it is to achieve the UN's Sustainable Development Goals and create 18 million jobs per year until 2035 for its growing population. How to scale up on all fronts is the big question the 1 000-plus regional and global political, business, civil-society and academic leaders will grapple with at the 28th World Economic Forum on Africa (WEForum.org).

Women in Business Annual Leadership Meeting

17 & 18 JULY, PARIS

Following on 2018's inaugural Women in Business Annual Leadership Meeting (ACFwomeninbusiness.com), 300 female private-sector leaders in Africa will gather to establish and grow networks in their respective regions to support female leadership throughout the continent. The ultimate goal is to grow the number of female company leaders in Africa, where women currently make up only 5% of all CEO's and hold 29% of senior positions.

ON YOUR MARKS...

Old Mutual is sponsoring two of South Africa's top sporting events and while entries have closed, it will be difficult not to share in the excitement on the day.

Old Mutual Two Oceans Marathon: 20 April

The Comrades Marathon: 9 June

OUT & ABOUT

The Business Book Club

The Business Book Club (Thebusinessbookclub.org) has been hosting knowledge-sharing/networking events in Johannesburg and Cape Town since 2017. The concept is simple: each month an author is invited to speak on their new book – think Mandy Wiener (*The Ministry of Crime*) and Ian Fuhr (*The Soul of Sorbet*). The entry fee? A business or educational book ('preloved' books are welcome) to donate to libraries in underprivileged communities.

On our reading list

THE ZULUS OF NEW YORK by Zakes Mda (Umuzi)

On 11 July 1879 a notice in a London newspaper read: 'The friendly Zulus ... intend to give an exhibition of their everyday life, customs, and manners.' The Zulus were Farini's Friendly Zulus, a group of men who were taken to Britain and later America as performing curiosities, and who inspired Zakes Mda's historical novel, which plays out in KwaZulu-Natal, New York and South Sudan in the late 19th century. It opens when Mpiyezintombi falls in love with a Sudanese princess kept in a cage, and brings home the horror of such historical injustices and indignities while celebrating the creative spirit and the power of love in a mere 208 pages.



KASINOMIC REVOLUTION by GG Alcock (Tracey McDonald Publishers)

While most South African retailers are worrying about e-commerce, GG Alcock might say that their biggest threat is coming from townships and informal traders: Nielsen statistics show that urban spazas' sales grew by 13.4% in 2016/7 compared to supermarkets' 8.6% and, says Alcock, the township food industry is worth R87 billion a year; this includes hawkers who each sell R30 000's vetkoek a month, cash. In *Kasinomic Revolution – The Rise of African Informal Economies* he points out some of the blind spots many have when it comes to the kasi economy and tells of marketing successes and failures in this market. He believes that if SMMEs are to be the saving grace of our economy, business has to understand how these conduits to billions of shoppers think and work. *Kasinomic Revolution* is an eye-opener.

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Time out



Cape Town International Jazz Festival (CTIJF)

29 & 30 March

Groove to big names like Chaka Khan, Eliane Elias and Cory Henry & The Funk Apostles on stage along with Cape Town's South Peninsula High School Jazz Band and South Africa's first all-women big band, The Lady Day Big Band at the 20th CTIJF (Capetownjazzfest.com).



Livingstone International Culture & Arts Festival (LICAF)

4 – 6 April

This year's LICAF (Livingstoneculturalfestival.com) will feature 70 tribes celebrating Zambia's cultures as well as the Nottingham Steel Band and dancers from the Seychelles, Zimbabwe, Botswana and Mozambique, plus the Mosi Day of Thunder music festival.



Safaricom Marathon, Kenya

29 June

#runwild in one of the toughest marathons in the world where runners zigzag across open plains at altitudes of up to 1 700m and among wild animals. But it's all for a good cause and the Safaricom Marathon (Safaricommarathon.com) has so far raised R95 million for conservation.



National Arts Festival, Makhanda

27 June – 7 July

Born as the Grahamstown Arts Festival in 1974, the National Arts Festival (Nationalartsfestival.co.za) has grown into South Africa's premier arts festival. In addition to theatre, it's a colourful mix of fringe, student and schools shows; art, music, dance, book launches and digital arts.



STUDIO KRONK

MiNDSPACE supports South African artists with our specially commissioned covers and this month's striking image of Thuli Madonsela is by Studio Kronk owner Kris Hewitt and Gavin Morison. They are known for their graphics that use typography, colour and 'good ol' brainpower', and their highly creative, offbeat approach has earned them a number of Loeries and a spot on the Cannes 2018 shortlist for their work for Cipla SA. Follow them [@studiokronk](https://www.instagram.com/studiokronk) on Instagram.

The roots of African
innovation run deep
p10

Elections 2019:
The deciding vote
p12

'There won't be a
nail-biting wait for
the results, but
the aftermath
of the election
will be extremely
critical.'

– Daniel Silke, independent
political analyst

PHOTO: GALLO IMAGES/GETTY IMAGES

thoughtSPACE

Must-read opinions
and topical debates

Where innovating is a way of life



IF WE ARE TO MOVE FORWARD, WE HAVE TO BUILD ON AFRICA'S INNOVATIONS, NOT REPLACE THEM.

By **Nnamdi Oranye**

LATE LAST YEAR I had the privilege of speaking at and being part of a colloquium called Digital Finance in Africa's Future, a collaboration between the Johannesburg Institute for Advanced Study, the University of Pretoria Human Economy Programme and the African innovation movement Disrupting Africa.

The point was to put Africa's best innovators together with the best African minds in academia and ask hard questions

as to how we're building Africa's financial future. It surpassed our expectations, and it made me realise how narrowly we've been defining innovation'.

We've been geared to think that innovation has to look like Silicon Valley or Japanese robotics, but innovation transcends generations, economics and technology. It's worth talking about the Fourth Industrial Revolution and how so much of the world is going in that direction, yes. But if we only consider

innovation in that respect, Africa is in what we would call a Generation 1 stage of innovation, while Silicon Valley is in Generation 4 or 5.

However, is this truly the case? Is it right to be comparing the two like this? Let's take our financial system, for example. In a research paper that analyses the monetary practices of traditional, rural communities in Ethiopia, researchers from Addis Ababa University show how those communities exchange money without bank accounts. It's an analysis of the social system and how new financial systems could be a part of an existing social innovation.

One fascinating point that emerges from the paper is how deep African innovation actually runs. In the case of the Ethiopian communities, that are illiterate, they rely on the aesthetics of cash to tell its value. They rely on the colour of and pictures on notes to discern their value, much like we know that a green note is R10, and add by looking at the height of a pile of notes.

In view of the growing role of mobile money, the study pointed out that this will be a factor: if someone cannot read the number on a screen, they cannot tell the value of a transaction. This will make it easy to cheat them, which will put them off using the app or platform.

In another paper looking at another financial system – mobile money in Kenya – the researchers tracked 12 family networks over a three-year period. In this instance, the families use mobile money to

connect family and friends in different countries, thereby reinforcing existing forms of emotional support and financial relationships. For instance, money is sent from overseas – the UK or the US – to the mothers or grandmothers in a family who then distribute the money. They know who is struggling, who is getting married and who is having a funeral.

While these systems are not uniquely Ethiopian or Kenyan, they reflect a huge part of how Africa works: we have developed – innovated – unique financial systems of our own. They exist outside the formal financial sector and hardly even need it.

In both studies, the researchers concluded that if mobile-money operators and financial institutions are to succeed in age-old systems, they should tap into such existing systems. When they do, and learn how to assist rather than disrupt, magic happens.

When we look at our social networks and how they influence money, we have to ask what other non-tech innovations we, as Africans, have come up with and how they serve us. New technology should make these existing systems better and help to evolve them. It's up to us to find out how to make technology work for us to fast track how we live as Africans. We have so much innovation already – we just need to tap into it.

Simply put, to know where we are going, we need to know where we are from – and what our historical innovations are. **M**



Nnamdi Oranye is the author of Disrupting Africa: The Rise and Rise of African Innovation and Taking on Silicon Valley: How Africa's Innovators will Shape its Future and a 2018

UN International Decade for People of African Descent honoree.

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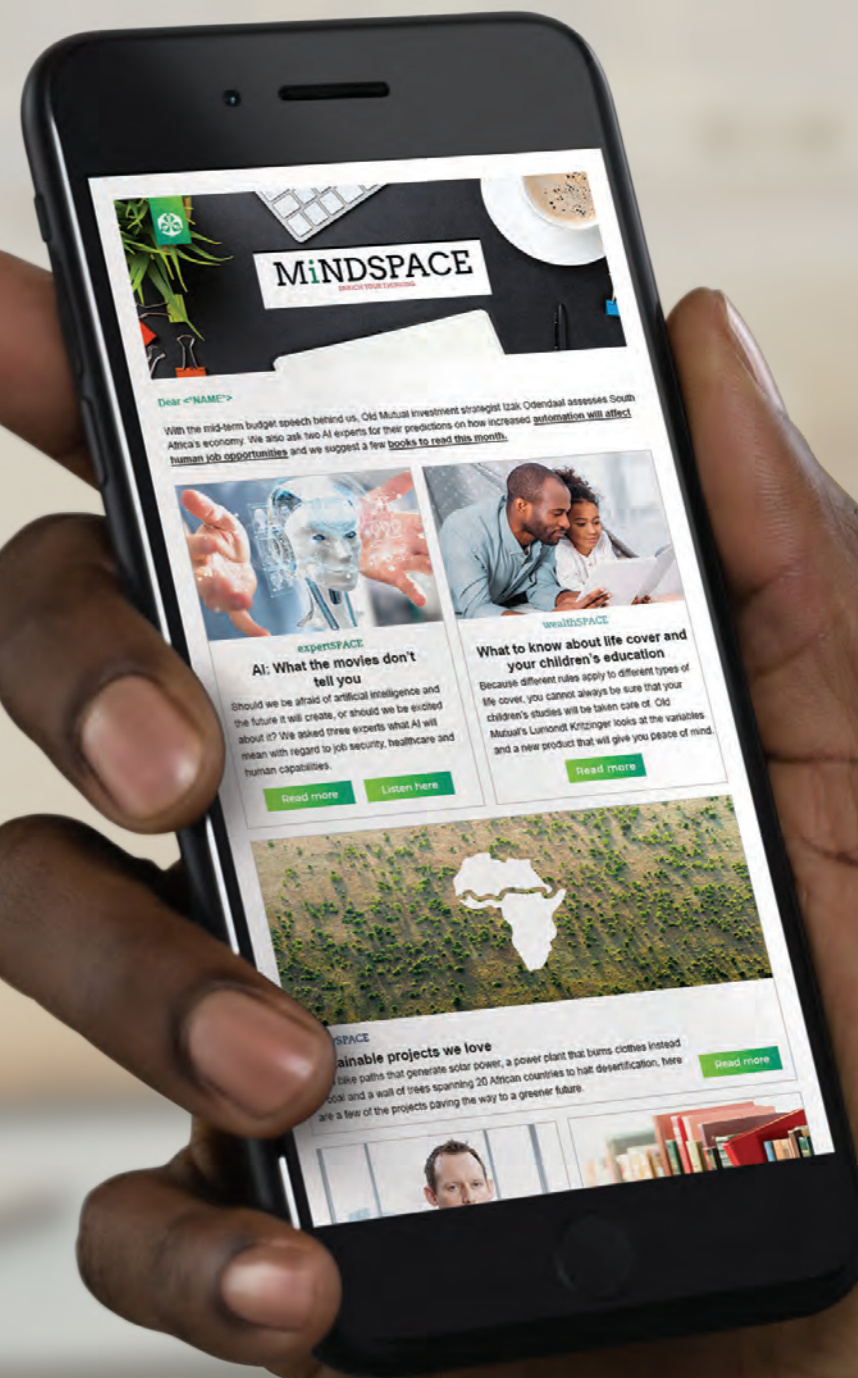
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Elections 2019: The deciding vote

THE UPCOMING GENERAL ELECTIONS COULD BE SOUTH AFRICA'S MOST SIGNIFICANT SINCE 1994. WHAT PATHS LIE AHEAD IN THIS POST-ZUMA ERA, WHICH ONE WILL VOTERS CHOOSE AND WHAT WILL IT MEAN FOR THE COUNTRY AS A WHOLE? THREE EXPERTS SHARE THEIR VIEWS.

Daniel Silke is an independent political analyst, author and keynote speaker with a specialist interest in political parties and elections. He has personal experience of the electoral process, having served six years in publicly elected office, including four as an MP in the Western Cape Provincial Parliament. A renowned futurist, he lectures widely on issues surrounding global change, volatility and the future.

THIS WILL BE SOUTH AFRICA'S most significant general election since 1994 in terms of the kind of leadership we elect. The debate around ANC support potentially dropping below 50% or losing control or being forced into some sort of national coalition has largely been put to rest since Cyril Ramaphosa's ascent to power. There won't be a nail-biting wait for the results, but the aftermath of the election will be extremely critical for the future of the country.

Three key issues need to be dealt with. The first is to clean up governance, especially in the light of the current Eskom crisis. The second

is to present a coherent set of policy initiatives that can kick-start the domestic economy. The third is to restore a sense of national pride, and of building a nation in which all South Africans can see a place for themselves and to which they can all contribute equally.

There is an ongoing battle in the ANC over which of the party's various factions or sub-groupings will be in the ascendancy after the election. Even though that internal battle continues, the ruling party is much better equipped – with a new president and with the elevation of other political leaders to senior positions – to at least attempt some sort of reboot of South Africa.

Looking back on the Zuma administration, we saw a faction emerge in the ANC that is more likely to implement business-friendly policies, is more likely to understand the global complexity within which South Africa works, and which is more likely to develop a coherent set of policies for the country than what we had before. On the basis of that, one would have to say that we now are better positioned.



Which version of the ANC will emerge?

THE QUESTION IS NOT WHICH PARTY WILL WIN THE ELECTION. IT'S WHICH FACTION WITHIN THAT PARTY WILL BE IN THE ASCENDANCY.

By Daniel Silke

'It will be some time before any judgment can be made as to whether the ANC can be turned around. If it does, it would be the mother of all turnarounds.'

The question is, can this 'Ramaphosa Faction' entrench itself before and after the election? Can it win a reasonably convincing majority? Will the Ramaphosa Faction be able to cement its authority within the ANC after the election?

The jury is still out as to whether the ANC can be corrected from its errant last decade. It will be some time before any clear judgment can be made as to whether the party can be turned around. If it does manage to, it would certainly be the mother of all turnarounds.

For this election, the key question therefore is what type of governance South Africa will install. Once again, as in previous elections, it's all about the ANC. But this time it's about which ANC faction is going to be the ascendant force. We've seen the damage the negative faction has done. There's a chance that the positive faction can indeed become more powerful, and in that sense it is a critical election for South Africa. If we are to return to what we've had for the last decade or so, it'll be very difficult to salvage a recovery in South Africa.



Can Ramaphosa bring his party with him?

IT'S A CRITICAL ELECTION – AND EVEN A VICTORY AT THE POLLS MAY NOT BE ENOUGH FOR CYRIL RAMAPHOSA.

By Herman Warren

The Economist Corporate Network's Network Director for Africa, Herman Warren, provides corporate clients with insight and analysis in an African context. He regularly chairs and moderates events and has authored several white papers on infrastructure and financial and commercial developments in sub-Saharan Africa.

THE MAY ELECTIONS ARE CRITICAL for a number of political parties and political actors. I don't think there will be any surprises and the ANC should retain its majority. Yet it will most certainly be down from the peaks of 2004 and 2006 when, under Thabo Mbeki, the party brought in 69.69% and 66.3% of the vote respectively.

In 2019, the ANC will expect to retain most of the places it holds, but one that's very much in question is Gauteng, where their results were below 50% in the 2016 local elections, and would have cost them the province if it had been a general election. They will be very wary of that. It would be wrong to think that President Cyril Ramaphosa only has to achieve a very convincing win in order to push his agenda. No-one has ever pulled

the numbers Thabo Mbeki did, yet he did not finish his second term as President. Consider Eskom. It's by all counts a crisis, yet it was Ramaphosa's Minister, Pravin Gordhan, who approved a 7.5% wage increase at an organisation that is struggling to pay its bills, to keep the lights on, and that is overstaffed by tens of thousands of employees. By extension he has to carry the can for that decision, which doesn't make much sense based on the maths. However, politically it was impossible for Ramaphosa to take a hard line. He's in a tenuous situation: trying to pull together a fractious organisation and trying to hold a fractious alliance in the run-up to a general election, after having won the presidency of the ANC by a very slim margin of 179 votes.

There are factions within the ANC that would like to dislodge him, and who may even think that they didn't really lose, given how close the vote was at Nasrec. But Ramaphosa polls more favourably than his party, and one would think that that would be recognised, that logic would prevail and that he would remain in power. But you never know.

Part of his project is to clean up by being hard on

corruption, which runs deep. Remember, Mbeki was booted out because he lost key constituencies in his party; not because he didn't deliver at the polls. I think Ramaphosa is very aware of that and is trying to manage the situation with the care it requires. The challenge facing him – and South Africa – is that everybody is boxing from their own corner. No-one sees it as a fight that we are in together. It's too partisan.

The ratings agencies are apolitical and provided there is fiscal sustainability, the numbers balance, the growth outlook is positive and debt isn't out of kilter, the outcome of the election shouldn't really affect South Africa's debt rating. But if there's a gigantic lurch towards unsustainable spending, and if property rights aren't secure, it would be seen as negative. There's nothing to suggest that it would be the case with any of the parties who are in the strongest positions going into the election.

Similarly, the markets would view a strong Cyril Ramaphosa win very positively, but a big majority at the polls doesn't necessarily mean a shift within the party. As Mbeki's fate showed us, you have to bring your party with you.

'Ramaphosa polls more favourably than his party, and one would think that logic would prevail. But you never know.'

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When the middle road is not an option

SOUTH AFRICA FACES AN UNCERTAIN FUTURE – AND 'BUSINESS AS USUAL' IS NO LONGER THE WAY TO GO.

By Professor Daryl Glaser

An associate professor of politics at Wits University, Daryl Glaser focuses on democratic theory, analytic political philosophy and the history of radical political thought, both inside and beyond South Africa's borders. He has written and edited a wide range of publications, including Politics and Society in South Africa and Mbeki and After: Reflections on The Legacy of Thabo Mbeki.

YOU COULD CALL THESE ELECTIONS a sort of fork in the road. South Africa is at quite an uncertain moment, finely poised between three different possible trajectories. One is to go forward towards a less corrupt, more effectively capacitated state, operating in a more transparent and efficient way. The other is to go backwards towards a Zuma-type era of large-scale corruption and state inefficiency. Then, in the middle, we have the option of continuing to muddle through as we have in the past, where we haven't achieved great success, but we haven't completely imploded. On either side of that possibility lie the high road and the low road.

With the ANC still split at all levels, President Ramaphosa is slowly and stealthily consolidating his

'The central problem is that the underlying structural economic weaknesses have not been successfully addressed.'

power – but that power is not in any way irreversibly established. There's also a growing impatience in the country, and a demand for more radical and populist measures. This – and the failure to get the economy going again – forms the backdrop against which all the uncertainty is playing out. How far have we come as a country since 1994? I think we're still very far from where we want to be in terms of eliminating the extremely high levels of unemployment, inequality and poverty, and clearly there have been major failures and setbacks along the way. On a more positive side, while South Africa hasn't grown fast enough, it has maintained a relatively high degree of political and economic stability since 1994. One may question that on the basis of violent crime and service-delivery protests, but most of that has not reached a level where it destabilises the political and economic system.

I think the ANC has delivered something to all its constituents. To the very poor it has delivered social grants, which provided a certain baseline. Through state employment and BBBEE it has helped to generate a significant black middle class. Although it's

not widely celebrated, there has also been an impressive housing programme, and uneven but real advances in terms of providing rural areas with water and electricity. So there are some things that have been achieved.

The central problem is that the underlying structural economic weaknesses have not been successfully addressed. We've prematurely deindustrialised. Our exposure to the world economy has not been particularly successful. We have a volatile currency. We attract short-term capital flows, but we also see large amounts of capital leaving the country and relatively little direct investment. We're still technologically highly dependent on outsiders, and we have an economy that is too capital-intensive, given the oversupply of unskilled labour. All this manifests in slow growth and persistent unemployment, inequality and poverty.

So what lies ahead? It depends on which of those three roads we take. Even the middle road is really a slow, long-term decline. It's not one to be recommended. It's one where the decline is not felt in the form of a major economic or political shock, but it's not going to solve South Africa's problems either. **M**

**'I admire leaders
who paved the
way for us to stand
on the shoulders
of giants.'**

**– Thuli Madonsela, Chair of
Social Justice, Stellenbosch
University Faculty of Law**

PHOTO: GALLO IMAGES/GETTY IMAGES

wealthSPACE

Bold business insights
and strategies for success



Mark van Dijk is an award-winning writer, editor and content creator whose work has appeared in publications from Men's Health and Time Out to JSE, the official Johannesburg Stock Exchange magazine.

An illustration of a man in a brown suit and hat standing in a red paper boat on a blue and white wavy sea. He is holding a large red telescope to his eye. The background is a blue wall with a repeating pattern of small, stylized leaves or scales. A white light fixture is visible in the top left corner.

How to Lead

IT'S THE MOST COMPLEX – AND MOST PRESSING – QUESTION OF OUR AGE: WHAT IS THE MOST EFFECTIVE WAY TO LEAD?

By Mark van Dijk



A PERSONAL PERSPECTIVE

Professor Thulisile Madonsela is the Law Trust Chair in Social Justice and Law Professor at Stellenbosch University, and the founder of the Thuma Foundation. An advocate of the High Court of South Africa, she was one of the drafters of South Africa's Constitution and a co-architect of several laws. She is perhaps best known for her seven-year term as South Africa's Public Protector, during which time she investigated several high-profile cases.

What is the secret to being a great leader? EPIC Leadership. EPIC Leadership is about being ethical, purpose-driven, impact-conscious and committed to serve in everything you undertake, regardless of your level of authority, whether a cleaner or a president.

Good leaders should be open to informal, wise counsel from quarters where there is no conflict of interest to compensate for the fact that everyone has

blind spots. A dispassionate counsellor will alert a leader to such blind spots and they should use the advice received judiciously.

I admire leaders who paved the way for us to stand on the shoulders of giants. I admire leaders like Pixley ka Isaka Seme, Nelson Mandela, Charlotte Maxeke, Helen Suzman, Helen Joseph, Bram Fischer and Albertina Sisulu, who chose to use their power and privilege to act as midwives for the world they yearned for.

Good leadership is important for anchoring democracy, which is vital for a viable and sustainable economy. When democratic leadership fails, governance fails; when governance fails, things fall apart. The failure of political leadership that led to governance failure and the unravelling of our democracy and economy is something our country is recovering from.

Going forward, political leadership and public administration must adhere to the highest professional ethics as dictated by Section 195 of the Constitution. This should be backed by a purpose-driven

approach to all decisions and an awareness of the consequences actions could have. It should be underpinned by a commitment to serve all South Africans, regardless of race, gender, class or any other distinction.

'Leadership is about being committed to serve in everything you undertake.'

FROM SMMES AND START-UPS to corporates and community groups, there are two questions that determine an organisation's success: Who's in charge, and how effective are they as a leader?

We're living, working and investing in a time when quarterly reports, stakeholder demands and disruptive innovations are coming thick and fast. Is there any single leadership model that actually works any more? 'The economy of tomorrow will not be the same as the economy of today, and it's vastly different from the economy of yesterday,' says Jane Stevenson, MD of business strategy consultants Magnetic Minds. 'If you don't have your ear to the ground and are planning the way forward, if you're only an operational leader, your business will end up going around in circles.'

Different organisational contexts have different bottom-line demands, but after speaking to a few consultants and leaders across the spectrum, a few constants emerged. It's become a cliché to say that change has become the only real constant, but for leaders at any level in any kind of organisation, that cliché is a profound reality. 'Leadership today is a very tough, hard-learning space,' says Stevenson. 'It's also an exceptionally exciting, invigorating, innovative, life-changing space. That's why leadership is more about your attitude than about your title. It no longer means that you're the head of a business; it means that you're leading thinking, leading people and leading forward.'

LEADING A YOUNG TEAM

Bryan Hattingh, CEO, exponential leadership firm Cygan

Values drive value. As leaders we have to start from a place where the values we ascribe to come through in what we do. Those values have to be meaningful and contributory, and as leaders we have to be empathetic and compassionate.

What's become evident is that the old 'command and control' style of leadership is obsolete. While it still prevails in a number of industries and organisations, it will become increasingly less effective with the emergence of Industry 4.0. Millennials, soon to be followed by centennials, respond to a different style of leadership. They want leaders who are agile, resilient, innovative, visionary and authentic. While they are easy words to say, implementing that kind of leadership requires a refined mindset and heart-set.

We live in complex, fast-changing times where exponential changes are almost everyday. They

require what we at Cygan call exponential leadership. Exponential leadership is about heightened self-awareness. Without the appropriate self-awareness, a leader's success rate is dismally poor.

Part of being self-aware is being willing to be vulnerable and to deal with risk in a different way. If risk is explored, embraced and mitigated, it can bring about great accomplishments and growth. Many leaders tend to be risk-averse, and many task-oriented leaders follow a model motivated by fear. That's stressful and it makes them hold on to what they know and what's worked previously, making them reluctant to relinquish old ways of doing. In fact, the most important skill in our new world order is to be able to rapidly adopt new perspectives and new skill sets, and to relinquish old ones.

To be an effective leader of millennials, you have to be part of that evolution yourself. You have to realise that you're a leader of yourself before you're a leader of others. If you're not an effective leader of yourself, how can you lead other people?



'If you're not an effective leader of yourself, how can you lead other people?'

WHAT KIND OF LEADER ARE YOU?

Leadership theorists Kurt Lewin, Paul Hersey and Ken Blanchard have developed four leadership archetypes that all leaders can be grouped into.

The autocrat

You take little to no input from your team – either because there's no time, or because you have a singular vision. The job gets done, sometimes brilliantly, but your team secretly sees you as a dictator.

Example: Former Apple CEO Steve Jobs

The participative leader

You offer guidance while taking your team's input on board and creating an environment where everyone feels essential to the success of the business.

Example: Former PepsiCo CEO Indra Nooyi

The delegator

You're a laissez-faire type. You hire experts, let them make their own decisions and trust them to get on with the job.

Example: Berkshire Hathaway CEO Warren Buffet

The situational leader

You're about whatever works, given what's happening. Sometimes it's teamwork, other times it's giving orders.

Example: Retired US General Colin Powell



LEADING IN A SMALL BUSINESS

Jenny Retief, CEO and Director, Riversands Incubation Hub

We work with over 170 small businesses and see a wide cross-section of leadership styles in action. We see illustrations of what works well, and illustrations of dysfunctional leadership. We've found that the biggest determinant of whether an organisation survives or not is whether the leadership team can recognise that something is not working and make changes.

You can't be completely closed to information that tells you that something is not working, but it's difficult. In any entrepreneurial activity, there is a built-in contradiction. On one hand you have to believe in the future reality you're creating and hold on to it even in the face of

obstacles. At the same time you can't remain blind to the reality of the here and now. Can you see differences between the here and now and the reality you would like to have? Can you do something to bridge those gaps?

When we started the Hub, we looked for a recipe that we could model our activities on. We soon found that many ingredients – who your clients are, how mature they are, what your environment looks like – make a massive difference, and that we couldn't model ourselves on anybody else. We could take principles and ideas, but we had to synthesise our own recipe based on our clientele, operating environment and the prevailing economic conditions in South Africa. We had to bridge the gap.

Leadership in any organisation is about continually refining and extending what works and cutting out what doesn't.

'Leadership is about continually refining and extending what works and cutting out what doesn't.'

LEADING AS A TOWNSHIP ENTREPRENEUR

Bulelani Balabala, Founder, the Township Entrepreneurs Alliance

Leadership is about service and serving others. There's a level of integrity that comes with that, because when you're serving people you can't put yourself first. Leaders are not fixated on trying to be number one; they're fixated on trying to build other people. Whether you're an entrepreneur in a township business or at the head of a large corporate, leadership is about creating a cohesive environment that allows for education, growth and equal opportunity.

Leadership is centred around the power and influence you have, on the brand you're building and the traction it amasses. It's not about age or status. I've been an entrepreneur – and a leader – since I was 14. I believe everyone has the potential to be a leader; most people just choose not to be.

Leaders are self-starters. This is especially true for township entrepreneurs who often have to work harder and make things happen themselves. There's this idea out there that township businesses are limited to hair salons and spaza shops. Yet here we are, creating brands and tapping into a multi-billion-rand economy in South Africa's townships. Look and see where you are and what you have, and make it work. A leader is also someone who's willing to rely on the people around them.

When I speak to township entrepreneurs, one of the things I tell them is that it is essential that they educate themselves. That education could come from reading, from watching YouTube videos, from getting exposure to the right people, or simply through experience.

It's about being able to lead yourself, about leading a life that's aspirational to the people around you, which will lead them to become leaders themselves.

'I believe everyone has the potential to be a leader; most people just choose not to be.'



'If you're the leader and you're the one fixing the nuts and bolts in the engine room, you can't also be on the bridge steering the ship.'

LEADING IN THE CORPORATE WORLD

Jane Stevenson, MD, Magnetic Minds

Universally – no matter the size of your business – there's one big thing that holds us back: holding people accountable. It's vital if you're to be a successful business leader. Your team has to be able to, and have the means to, do their jobs; you, as their leader, have to be able to delegate, to explain clearly what is expected of them and hold them accountable. I don't think we do it enough in business today, across the board.

Then, decide who is leading; who's recalibrating. If you're the leader and you're the one fixing the nuts and bolts in the engine room, you can't also be on the bridge steering the ship. You have to stay at the helm and hold your crew responsible for their duties. As leaders, we tend to hop into the engine room far

too quickly. The difficulty is to learn not to do that and to delegate and to hand over, and then to hold people accountable.

'That is key to moving people forward, moving the business forward, and moving yourself forward as a leader.

'It can create conflict, and as human beings we don't generally like conflict. Yet conflict can be a very positive thing if handled correctly. It's about having differing opinions and working on the things that can bring you to a completely unexpected result.

A good leader deals with things as and when they happen and creates transparency so that people know where there are gaps or where a project has failed.

I've encountered many leaders who have their fingers on the pulse of the business, but don't act on closing those gaps. If they did, it would have an exponential effect in their business.



'Everybody has to be productive. The way to achieve that is to make everyone feel respected.'



LEADING IN A COMMUNITY ORGANISATION

Catherine Wijnberg, Director and founder of SME incubator Fetola

If you consider the business models that are thriving and which last, you'll see that you can't take advantage of someone forever. In the long run, success usually lies in understanding that you have to care for your triple bottom line: for your people and community, your environment and for your profit margins. Any leader who is committed to these intentions over the long term will be good for the business.

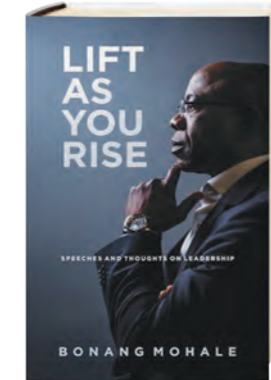
The leadership style that works in a small organisation – particularly one with many young people – is one that is empowering. Dictatorial leadership just doesn't work in a small business, because you can't throw a big salary or big benefits at your employees or your team. Unlike a big business, they're not

working for you because of your company's reputation, or because of the benefits you offer, or because they're planning on working for you for the next hundred years. You have to work – and lead – in a different way.

Small businesses generally have a much flatter structure, which means everybody has to be productive. In big organisations, productivity tends to be way lower than in smaller ones where everything and everyone must work at full capacity. The way to achieve that is to make everyone feel respected and recognised. Recognition and understanding are important in smaller businesses and in community organisations.

As a leader, you really need to be in touch with your community and recognise their environment, and not only their natural environment. It is very important to understand what it means to be somebody living in that environment.

ILLUSTRATION: GALLO IMAGES/GETTY IMAGES. PHOTOS: SUPPLIED



LIFT AS YOU RISE

The following is an extract from 'Why Culture is Critical', a chapter in Lift as You Rise by Bonang Mohale (Tracey McDonald Publishers).

'When values collide with profits, values win every single time.'

'Like people development, business often mistakenly thinks of culture as a "soft" issue. But culture actually underpins performance, and culture is set from the top of an organisation.

'Twenty years ago, we used to believe that as a CEO you come into the organisation for the first time, you reach into your bag and you say, "This is the strategy that I've developed". Back then, they were looking up to you to give them the strategy. You went to your bag and said, "This is how I prefer to do things" or "This is how I've found it generally works well".

'Today, healthy organisations know that there is no expectation for the CEO to come up with a new strategy. A better leader is the one who says, "Please tell me what are the four or five things that are keeping you awake at night and, by the way,

because you have thought about it, I know that you've also thought about the potential solutions."

'Therefore, what you are doing as a leader is listening to your people tell you what they've thought deeply about. It's for you to hear it, internalise it and then play it back to them and say, "What I hear you tell me is that you're going to turn left one degree." When they nod in agreement, then you know that you've got it because then you don't have to come back and say, "I'm trying to get buy-in from the organisation" because the organisation would have co-crafted and co-created the strategy with you. They would own it from day one. And you would know that you have succeeded when you overhear them in the bathroom saying, "we have decided to turn left one degree" and not "the new CEO says we must turn left one degree".'

About the book

This 'is not an autobiography, but a simple collection and documentation of what I have learned over the course of my business, leadership and personal journey to date,' writes Bonang Mohale in the introduction to *Lift as You Rise – Speeches and Thoughts on Leadership*. His personal and professional journey has taken him from Kathlehong in the '60s to CEO of Business Leadership South Africa, a position he's held since June 2017 via several senior roles at the likes of Otis and Shell. **M**

Start up. Show up.
Step up.
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of attraction
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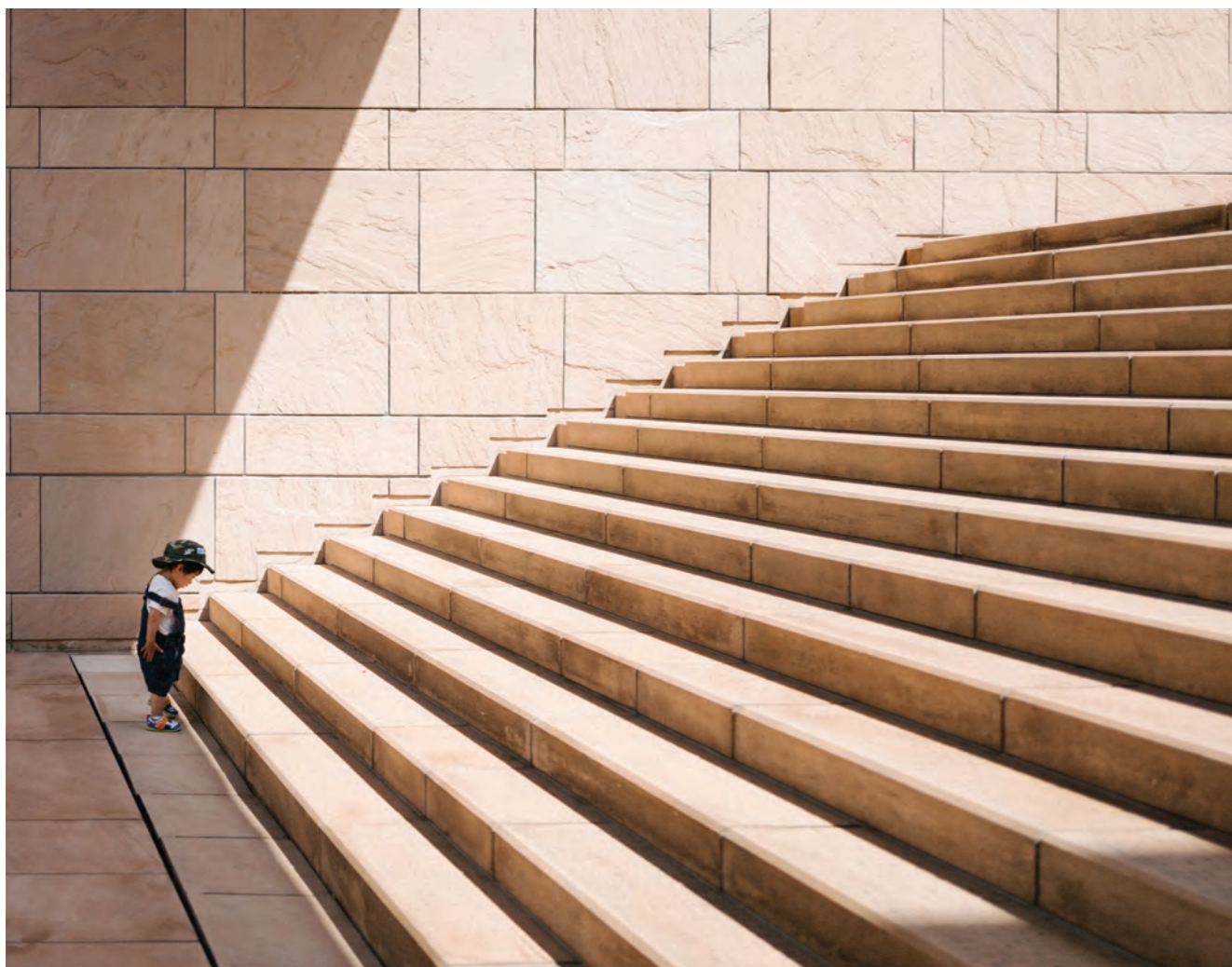
‘People think success is a magical thing, but it’s really about being able to fail and get up again as many times as it will take.’

– Mosidi Seretlo,
small-business coach

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Personal insights for
your life and your career

Start up. Show up. Step up.



GETTING STARTED IS EASY. IT'S TAKING YOUR START-UP TO THE NEXT LEVEL THAT TRIPS UP MANY ENTREPRENEURS. HAVING A PLAN AND BEING PREPARED ARE EVERYTHING.

By Mandy Collins

EVERY ENTREPRENEUR HAS BIG DREAMS,

but the road to becoming the next Branson, Jobs or Huffington is not for the faint-hearted. While every entrepreneur's goals are to build a successful business and to take it to great heights, many start-ups struggle to reach that next level.

'There's a difference between a dream and a vision,' says small-business coach Mosidi Seretlo. 'You need action steps to realise your dream.' She uses weight loss as an analogy: 'You don't just dream about losing weight and expect it to happen. You have to have the right steps in place.'

Hope is not a strategy, says Lynne Frost, also a business coach, who works with start-ups to help develop a strategy in the early stages of the business: 'This is when you have to develop an understanding of your target market and of what the competition is doing. Instead, most entrepreneurs get caught up in the "doing" when they should be looking at the direction the business is going in. They may be working hard, but they also have to fundamentally change the way they run the business and take a more strategic view.'

THE ONE HURDLE EVERYONE FACES

Nthabe Zondo, who co-owns baby-food company Bumbles with Billie-Clare Dryden-Schofield, had to learn how to maintain this balance between vision and strategy. After 18 years in corporate marketing, she teamed up with Dryden-Schofield to grow Bumbles. 'Our strategy is very clear,' Zondo says. 'Bumbles aims to be the leading natural, nutritional baby-food brand in South Africa – and ultimately elsewhere in Africa. We work hard to achieve this as both of

us want to create nutritious food for babies and leave a legacy for our children.'

Bumbles has gone from strength to strength, but it hasn't been easy and the company had to face that hurdle so many start-ups encounter – money.

'Manufacturing is complex and there's a three-month period from buying raw materials to seeing revenue,' explains Zondo. They decided to finance Bumble themselves and use family funds, and make sure to keep the business self-sustaining.

Before anything else, Zondo says, their business model therefore had to make financial sense, taking all expenses from production costs to listing fees into account. 'The first year of any business is really about entering the market, and the second about embedding the brand in your selected markets. After that, a business must make a profit and grow its market share. Only then can you start to expand.'

Frost also raises financing as a determining factor when wanting to grow a business: 'I frequently work with suppliers to industries and mines and when they are ready to expand, we work with them to become funding-ready. That requires a formal business plan and budget, and getting your governance in order.'

She has found that many entrepreneurs simply aren't aware of internal and external environmental factors and how they could affect the business. 'It's vital to look closely at both threats and opportunities, and at your capacity to deliver, including financial, human resources and equipment needs.'

Seretlo also stresses the role of marketing, as

entrepreneurs often don't have a clear understanding of who their customers are and what they want.

'Who's buying your product or using your services?' she asks. 'How can you get them to use more of it? Don't be so focused on new sales that you forget about your existing customers.'

She points to companies like SweepSouth and Amazon that use the power of association to sell more. SweepSouth has a referral system that rewards clients for garnering new customers and Amazon suggests new products based on past purchases.

Since many new marketing approaches are tech-enabled, you have to be comfortable in the digital age, adds Seretlo. 'I'm a traditional marketer who now has to talk to a digitised society where understanding the tech is crucial. It's important to stay agile and move with the trends. Watch the big tech companies to understand what's going on and where things are moving.'

While it helps to have more than a dream and a willingness to work hard, you don't necessarily need an MBA, says Frost. 'You do, however, need some knowledge of and insight into the practicalities of running a business and it will help to have a business coach and/or mentor.'

'You will make mistakes, and you will fail,' Seretlo says. 'But then, successful people seem to have failed more times than most. You just have to learn from your mistakes and keep going.'

'You need the mental resilience to fail and still get up. People think success is a magical thing, but it's really about being able to fail and get up again as many times as it will take.' ■

'You will make mistakes and you will fail. But successful people seem to have failed more times than most.'



The power of attraction

BUSINESS KNOWS THAT THE HUMAN RESOURCES ARENA IS CHANGING RAPIDLY, BUT HOW DO WE PUT THE THEORY OF TALENT ATTRACTION AND ENGAGEMENT INTO PRACTICE?

By Lisa Templeton

THAT HUMAN CAPITAL TRENDS are shifting dramatically is no secret. Business leaders and human resources (HR) executives are well aware that today's more transient worker seeks work that is genuinely meaningful in positions in which or from which they can grow in businesses that not only claim to do good, but are actually doing good.

They also want the time to do the school run or take a sabbatical. When they don't get everything they want,

they are willing to explore other employment options.

Dealing with this mind shift requires that business gears down from steaming full speed ahead and stop to look at the iceberg and make a fundamental change in direction. Paying lip service to change is not enough.

UNDERSTANDING THE MODERN EMPLOYEE

'There are two major shifts in the global HR arena,' says Samkelo Blom, founder of Nomatu Consulting and an HR expert. 'The first is artificial intelligence and the

rise of automation, and the second is the emergence of the new employee who values life balance highly and who seeks flexibility and free time to do the things they want to do.'

So strong is this drive that in the US the future employee is predicted to be a freelancer working for several employers who could be anywhere in the world.

This new employee also seeks an emotional connection with their employer/s. They want to know what the organisation's values are and what is

being done about it. What is it doing for society? Is it recycling its waste water, for example? 'They have a social conscience and want to know how a company sees the bigger picture,' says Blom.

Employees are asking questions like: What does it feel like to work here? What is the culture? How does the team work? How do they resolve conflict? 'The modern employee is interviewing us as we interview them,' says Blom. 'They then check a company out on social media, putting corporate culture over other interests such as salary or allowances.'

WHAT WILL ATTRACT THEM AND MAKE THEM STAY?

'We know the theory,' says Blom, 'but it entails a retooling of HR, which has not kept up with this new culture and still focuses on job specs rather than the environment in which the work is done.'

'The role of HR needs to shift from compliance to include being catalysts for change. We need to put the human before the resources and think in terms of talent. A resource comes in and swipes a card; talent is nurtured, cultivated, coached and navigated.'

Then there is the matter of the talent itself. Faced with the Fourth Industrial Revolution, business has put out a call for innovative problem-solvers, but do current recruitment strategies and corporate cultures support this, as well as create a fertile environment for the person who is keen to learn and develop as they go?

'We talk about new trends in HR, around dynamism and the ability to respond

to disruption as well as disrupt oneself, but who is equipped to do that? Are we preparing thinkers,' asks leadership and innovation expert Tim London, Head of Organisational Innovation and senior lecturer at UCT's Graduate School of Business, and HR thinker.

London suggests there is a conflict between personnel specifications and job descriptions. Corporations speak of the need for people who are dynamic, disruptive and innovative, but then specify a degree and 10 years' experience, thereby potentially cutting out the very people they seek.

'An organisation needs to be asking themselves how they can change while individuals have to ask how they can change with it. Traditional qualifications and experience no longer guarantee the know-how to do a job into the future, and it is becoming old-fashioned to think that they do. The biggest hurdle is finding people with the ability to adapt,' says London.

Once you have them, the trick is to keep them, adds Julia Kukard, a founding partner of consultancy Aephoria, who runs the Advanced Leadership elective on the GSB's MBA programme. 'One of the biggest problems is that companies want people to be compliant, to be socialised into being drones and fitting in with the corporate culture while also wanting them to be innovative, creative risk-takers. Alignment and innovation are difficult bedfellows.'

WHY RELATIONSHIPS MATTER MORE THAN EVER

Kukard advocates a humanist approach.



Malusi Ndlovu
General Manager:
Old Mutual Corporate
Consultants

'The key issues for future-fit human capital management are how to integrate the human touch in a rapidly digitising world, maintain productivity and institutional memory in a world of non-traditional work arrangements, and align organisations' values with those of their workforce. Any organisation that can unlock these will win the war for talent.'

'A modern leader knows that, in the chaos of an emerging market, it is relationships that make businesses survive. The trouble comes with a young leadership. In a developed market, it takes some 15 years to grow from lower to senior management and in an emerging market, it takes seven. This results in young, tech-savvy leaders who read the world in binary vision. It takes maturity to be good at relationships, let alone innovation, creativity, risk and strategy.'

It is relationships that modern employees seek. With an eye firmly on their own development and a hunger to keep learning, it is meaningful relationships with leadership that help to spark engagement.

Other vital steps towards engagement – and only 13% of employees are engaged according to The Global State of Employee Engagement survey of over 1 000 organisations in 157 countries – include the space to move into new areas and reskill, the offer of time off to explore other passions such as volunteering or the opportunity to have a venture on the side, something which is becoming increasingly common.

'If you talk to senior management, they know this in theory,' says London. 'But the organisations that are successful are the ones that can identify everything that has to change. They are asking: How and where do we advertise for talent? What do we care, or not care, about? Do we have a system that develops people and are we up for the expense? If we take on an analyst, are we prepared to upskill them in a year's time? None of this is easy but the ones that get them right have the edge.' **M**

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Driving better
retirement benefits by
staying on track
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'Instead of heavy
machinery,
the new
occupational
hazards are
stress, anxiety
and burnout.'

– Clement Chinaka,
Managing Director:
Old Mutual Corporate

PHOTO: GALLO IMAGES/GETTY IMAGES

expertsSPACE

The nuts and bolts of
Old Mutual products



Disability cover – the bigger picture

‘ON-THE-JOB INJURY’ AND ‘WORK-RELATED ILLNESS’ ARE TERMS THAT HAVE TAKEN ON A WHOLE NEW MEANING IN RECENT YEARS, CHANGING THE NATURE OF DISABILITY CLAIMS. OLD MUTUAL CORPORATE ROSE TO THE CHALLENGE WITH A TAILORED SOLUTION.

By Clement Chinaka, Managing Director: Old Mutual Corporate

THERE'S NO QUESTION ABOUT IT – disabilities and illnesses caused by the way we work are a growing cause for concern.

Cellphones arrived in South Africa in 1994 and in less than three decades we've gone from brick-like devices to sleek smartphones that bring our work to us, wherever we may be. What's more, the internet and email enabled conference calls and FaceTime and Skype allow us to have face-to-face meetings, albeit virtually, without leaving our desks and walking to a meeting. As a result, we can get a lot more done in a day.

On the downside, the reduced physical activity causes health problems that are different from those people experienced when work was more physical. While workers are a lot less likely to suffer physical injuries on the job, workplace health risks per se have not decreased, as the most recent Old Mutual Corporate Disability Monitor found; they have merely changed. Instead of heavy machinery, the new occupational hazards are stress, anxiety and burnout, and the number of disability claims for psychological conditions are showing a marked increase.

Independent research backs our findings and a 2017 *Financial Mail* survey states: 'A loss of earnings due to major depression and anxiety disorders is estimated at R54 121 per affected adult per year.' It puts the total annual cost to the South African economy at more than R40 billion (2.2% of our GDP).

Due to our deskbound, sedentary way of working, lifestyle diseases such as

high blood pressure, type 2 diabetes and obesity are also on the rise. According to the Council for Medical Schemes' 2017/2018 annual report, hypertension is the most prevalent of the three, with 138.2 South Africans out of every 1 000 claiming for treatment in the report year. Second most common is hyperlipidaemia (high cholesterol), hypertension's close cousin, with 74.4 people per every 1 000 claiming for treatment, and third comes type 2 diabetes, with claims lodged by 46.3 out of every 1 000 people. Interestingly enough, claims for all three conditions peak among 50- to 59-year-olds, after rising steadily from the age of 25, and taper off after 59, presumably as retirement approaches. The number of medical-aid members who are 85 or older who claim for treatment for these conditions are on par with the number of 25-year-olds who claim for them.

BEYOND THE DATA

What does this data and the spike in disability claims and the significant increase in claims for stress-related and psychological conditions tell us? Lumondt Kritzinger, who heads up Old Mutual Group Assurance, has some great insights.

Firstly, it indicates that more employees at senior and management level who have better disability benefits are becoming ill. Where factory workers used to be most at risk, it is corporate top performers who now cause companies



Clement Chinaka first joined the Old Mutual Life Assurance Company of Zimbabwe in January 1992 immediately after graduating. Ever more senior positions followed and, after serving as acting Managing Director of Old Mutual Corporate, he was appointed to the role in January 2015.

to suffer significant skills losses when they go on permanent disability.

Secondly, disability in the workplace is costly for employers, not just in terms of lost expertise, new hires, and so on. The *Financial Mail* survey indicated that the R40 billion-plus cost of anxiety and major depression to our economy is two to six times the amount timely treatment would have cost.

This makes it crucial for employers to have comprehensive wellness programmes to help prevent employees from becoming too ill to work.

We have seen the cost of disability going up over the last two years or so. In 2018, the big insurers in the South African market reported growing numbers of illness claims. I agree with Lumondt that if this trend continues, it will increase the cost of disability benefits even more. This will put greater financial pressure on employees and could make employers cancel or downgrade the cover they offer.

THE OLD MUTUAL CORPORATE SOLUTION

To provide for workers across the spectrum, Old Mutual Corporate launched Well4Work, an income-protection solution with options that range from fixed-term protection, cover for temporary disability for a period of two years and full-term protection that extends to retirement age. We included

temporary cover because we realise that recovering from a debilitating illness or disability is a long and costly process. The stress of not knowing whether your money will last until you can return to work and earn a salary again could very well cause a setback. Even if this is not the case, the 30 days sick leave full-time employees get on average in a three-year cycle often are not enough.

Then there are the unforeseen expenses. Physical injuries require physiotherapy and occupational therapy, sometimes even aids like a wheelchair and possibly home alterations or full-time care. Stress, anxiety and depression require therapy and addiction rehab. Imagine having financial worries on top of that. Adequate income protection that will see you through a time like this will go a long way towards easing the burden.

Therefore, Well4Work's claim forms were designed to encourage a claimant to think about recovery from the outset. Furthermore, all four options are 100% focused on helping workers to get back to work as quickly as possible – and to get back well and ready to take up their role again. **M**

ILLUSTRATION: GALLO IMAGES/GETTYIMAGES. PHOTO: SUPPLIED

Driving better retirement benefits by staying on track

IT CAN BE DIFFICULT TO GAUGE WHETHER A RETIREMENT FUND IS DELIVERING ON ITS PROMISE TO MEMBERS. NOW OLD MUTUAL CORPORATE CONSULTANTS HAVE A BRAND-NEW TOOL THAT WILL HELP TRUSTEE BOARDS AND MANAGEMENT COMMITTEES TO DO JUST THAT.

By Andrew Davison

RETIREMENT FUNDS have a very clear primary purpose – to provide a vehicle for employers to assist their employees to save for retirement. However, many employees reach retirement only to discover that their savings aren't sufficient to maintain their standard of living.

There are a number of reasons for this – some relate to shortcomings in the retirement fund or funds to which the person has belonged, while others stem from poor decisions on the part of members themselves. This uncertainty in regard to the reasons for a shortfall means it's all too easy to shift the blame.

It helps to see someone's retirement savings at the point of retirement as a chain where each of the funds they've belonged to throughout their working life represents a link in the chain.

If they have preserved their savings every time they changed jobs, the chain will be unbroken. If they, say, had five employers throughout their career (and preserved their savings each time they changed jobs), the chain will have five links. Together, they represent 35 to 40 years of retirement contributions and growth.

The Old Mutual Corporate Consultants (OMCC) approach aims to help

boards, which we'll take to mean either a board of trustees or a management committee, to make consistently good decisions so that a fund will deliver sound retirement outcomes for members. To apply this philosophy in a tangible way for clients, we had to find a way to measure a fund's effectiveness, since one of the challenges boards face is that it's difficult to tell whether a fund is set to deliver the desired outcome for a member while they are still working and contributing to it. Historically, it has only been possible to do this the day someone retires, when they can compare the pension they can afford to their salary.

INTRODUCING ONTRACK

Clearly it would be valuable to know that a fund is properly designed and that decisions are translating into sound retirement outcomes for members. For this reason, OMCC developed a new, unique tool that will allow our consultants to conduct a fund health check on a scheme, benchmark it against other schemes in our database and help a board to put in place measures to improve the fund's effectiveness at delivering superior retirement benefits.

We called this new tool OnTrack, because it does exactly that – it helps employers to assess whether their retirement fund is on track to provide the benefits it had set out to provide. OnTrack thus enables a consultant and board to monitor their decisions and the interventions they make to drive better outcomes for members. From now on, it will be at the core of our member-focused approach and allow clients to take decisions that are more member-centric. To return to the analogy of a chain,

OnTrack's focus is to ensure that each link in the chain is solid. Over time, this will reflect in improved OnTrack ratings for the fund and better benefits for members.

HELPING BOARDS TO HELP THEIR MEMBERS

Once an Old Mutual Corporate consultant has taken the pulse of a fund, so to speak, the results will be shared with clients in an annual fund health report. Unlike replacement ratios, this report won't be an individual member report, but will rather provide a board with a health check of their fund. It aims to empower them with the necessary insights to make better decisions to the benefit of their members. In this way, OnTrack complements replacement ratios as utilised in our Targeted Retirement Outcomes (TRO) offering.

This tool is unique to OMCC and has the potential to make retirement funds more effective and better equipped to meet employees' needs at retirement. We specifically designed OnTrack to shed light on a retirement fund's performance during that all-important time when an employee is still making monthly contributions to be invested and grown until their retirement.

Importantly, 'performance' in this context is about more than investment returns and encompasses the benefit design, choices offered to members, defaults, fees and costs, and member communication. It's about knowing where a fund is going, monitoring progress against clear targets and making informed decisions that drive better outcomes.

THE IMPORTANCE OF PEER COMPARISONS

A fund's OnTrack rating will compare it against other

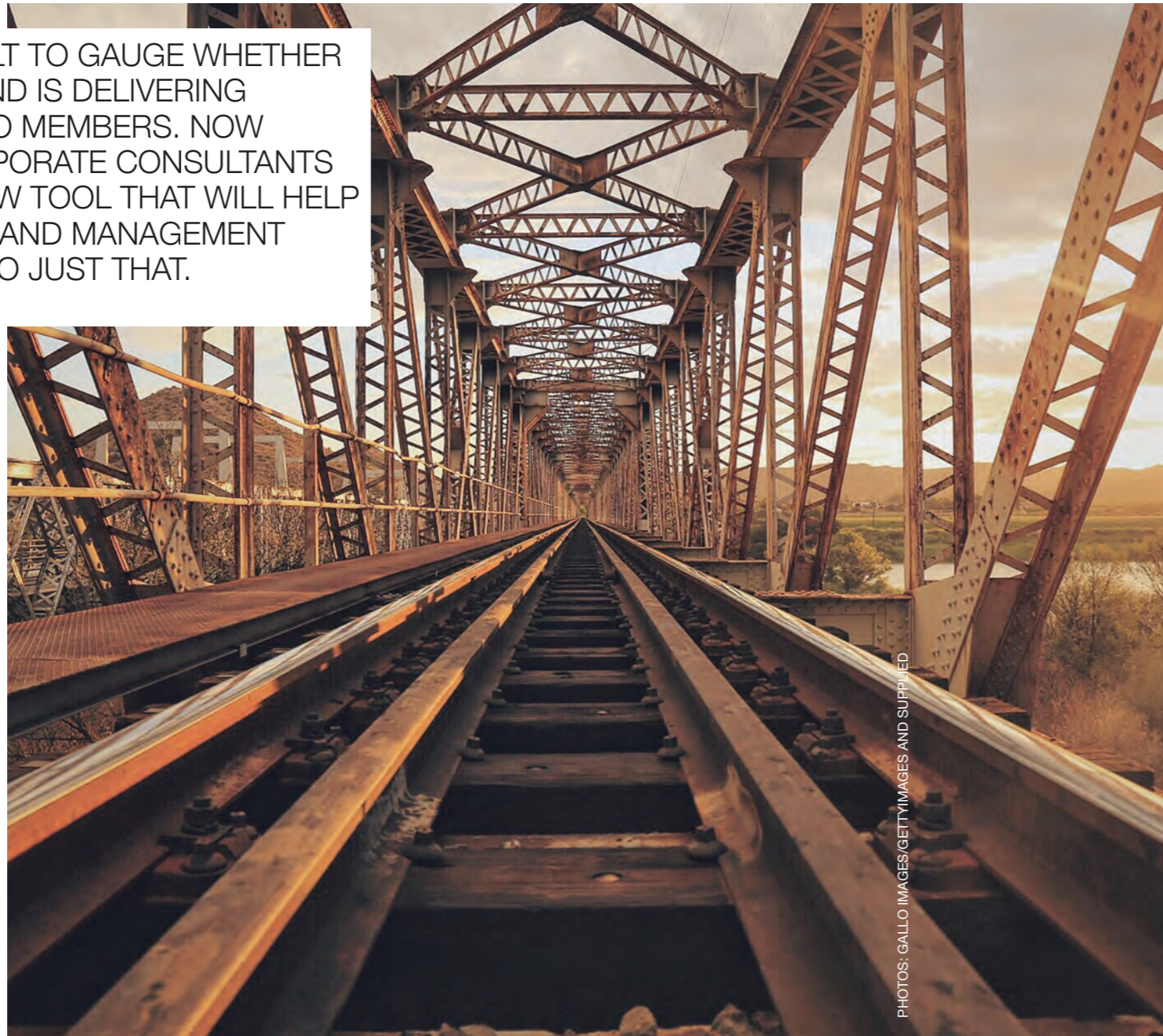


Andrew Davison has 24 years' experience, ranging from investment-product development to consulting on investment strategy. He has served on various retirement funds' trustee boards and management committees. In April 2018, he was appointed as Old Mutual Corporate Head of Advice.

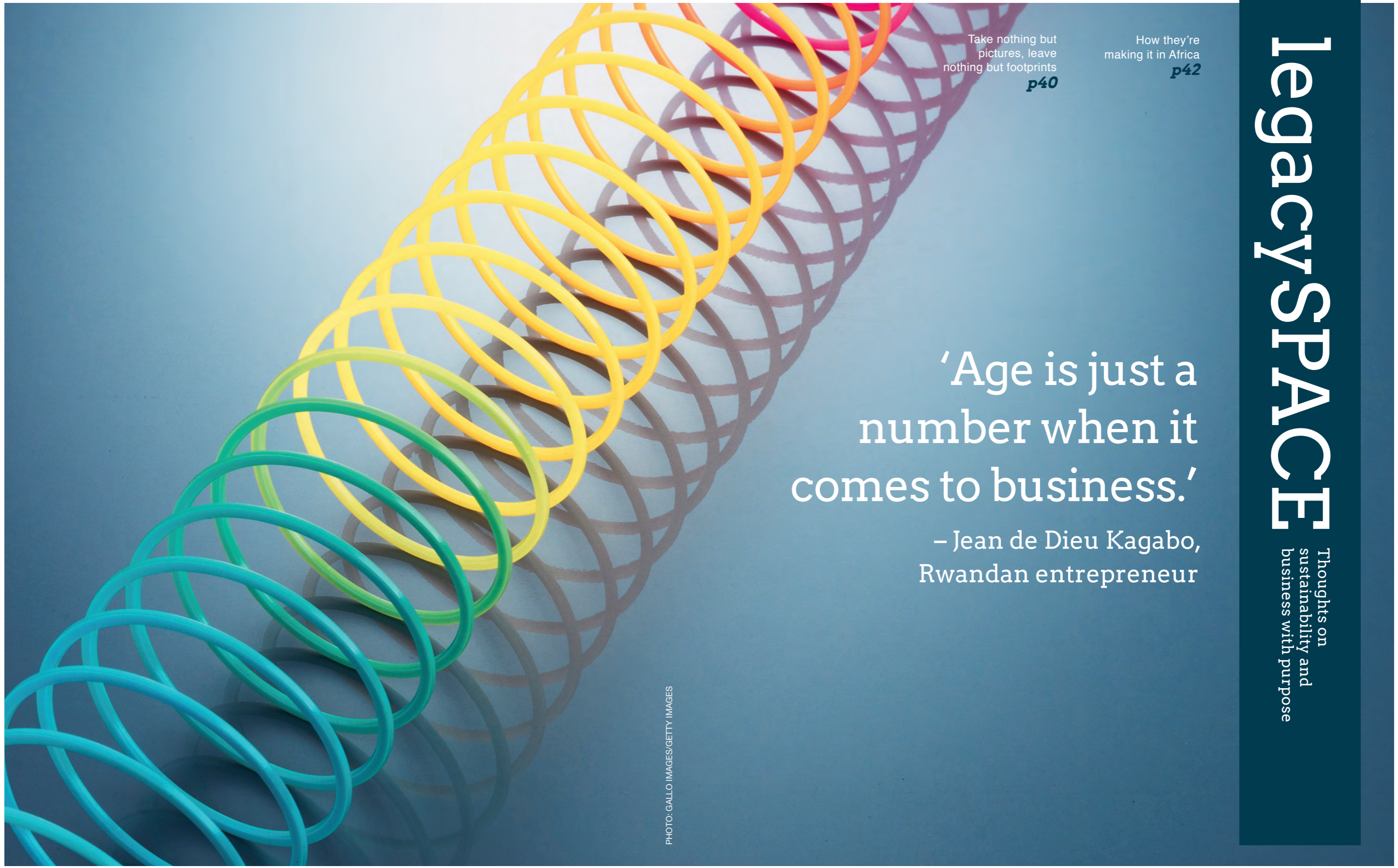
funds in our database, which will include funds in a similar broad industry as well as funds of a similar size in terms of membership. In so doing, funds (and the employers backing them) will be able to see how their employee benefits stack up against other funds. We expect that this will motivate boards to improve their rating by improving their fund's benefit design and communication with members, and bettering the support and education it provides to members.

By regularly monitoring a fund's progress and taking steps to improve the assets accumulated by members, boards could potentially deliver superior retirement benefits to a much higher proportion of members. We therefore believe that OnTrack will become a vital tool that will transform the way boards and employers approach their retirement funding arrangements by providing them with a clearer understanding of their funds' effectiveness, as well as what they can do to improve the outcomes achieved by their members. ■

OnTrack will be rolled out to OMCC clients during 2019 to become a key feature of OMCC's Employee Benefits Consulting service and part of our Targeted Retirement Outcomes offering.



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Take nothing but
pictures, leave
nothing but footprints
p40

How they're
making it in Africa
p42

'Age is just a
number when it
comes to business.'

– Jean de Dieu Kagabo,
Rwandan entrepreneur

PHOTO: GALLO IMAGES/GETTY IMAGES

Legacy SPACE

Thoughts on
sustainability and
business with purpose

Take nothing but pictures



FUELLED BY A BURGEONING MIDDLE CLASS, MORE PEOPLE ARE TRAVELLING MORE OFTEN TO MORE EXOTIC DESTINATIONS. WHAT IS BEING DONE TO MAKE THE TRAVEL AND TOURISM INDUSTRY MORE SUSTAINABLE?
By Miriam Mannak

leave nothing but footprints

PHOTOS: GALLO IMAGES/GETTY/IMAGES AND SUPPLIED

FROM AN ENVIRONMENTAL POINT OF VIEW, we are in dire

straits. One indicator is Earth Overshoot Day – the date on which we’ve used more natural resources than Earth can renew in that year – which moves ever forward. In 2018, it fell on 1 August; in 1995 that date was 21 November.

Then there is climate change. As disposable incomes around the world grow, our consumption of water, fossil fuels and other resources is skyrocketing – and the way we travel on holiday and what we do while on vacation are significant contributors. Between 1950 and 2018, the number of international tourists grew from 25 million to 1.326 billion, an increase of 86 million on 2017 and a new record.

In 2018, a paper published in the scientific journal *Nature Climate Change* showed that tourism-related activities in 160 countries – from air travel to cheap souvenirs – account for almost one tenth (8%) of the world’s greenhouse gas emissions. This number is expected to grow as air travel and other leisure activities become increasingly affordable and therefore more accessible.

‘Between 2009 and 2013, tourism’s global carbon footprint has increased from 3.9 to 4.5 GtCO₂e,’ the authors found, four times more than previously estimated. (GtCO₂e stands for gigatonne – a thousand million tonnes – of CO₂ or CO₂ equivalents.)

COUNTERING EMISSIONS

The good news is that sustainability is becoming increasingly important among travellers. The Travel Trends Report 2019 by UK travel trade association ABTA reports that 45% of respondents looked at service providers’ sustainability credentials when booking a holiday. This is a significant

increase on 2014’s 24%.

In line with this, more and more European leisure and business travellers are opting to offset the carbon emissions of their flights by paying a small fee on top of the ticket price to be invested in clean-energy projects that prevent the equivalent of a flight’s carbon emissions from being emitted elsewhere.

Globally, this market is flourishing, says Nishanthi Lambrichs, carbon adviser at Climate Neutral Group, a global carbon-management firm that helps businesses and organisations to reduce their carbon footprint. Although carbon-offsetting business flights plays a big role, she adds, ‘It is mainly popular with international companies, including those with offices in South Africa, and not so much with local firms.’

Lambrichs, who also runs an importer of ethically and sustainably sourced tea, offsets the company’s flights to suppliers in Malawi, India and Sri Lanka as well as the cargo flights transporting their teas to South Africa.

GOING GREEN(ER)

South Africa’s hospitality sector has been making significant strides towards improving its overall sustainability credentials, says Lorraine Jenks, a specialist in climate change, sustainability, greening and ethical food. For over two decades, she has been advocating greener operating and procurement standards in homes, offices, factories, hotels and the agriculture and tourism industries. This led her to found Greenstuff in 2001, an online portal that showcases manufacturers and producers of eco-friendly hotel supplies.

Jenks cites Hotel Verde near Cape Town International

Airport as one of the greenest hotels in Africa. ‘They have everything you can think of, from solar and geothermal energy and a natural pool to an on-site water-treatment plant.’ Lambrichs further points to The Maslow in Sandton and the Peninsula All-Suite Hotel in Cape Town as examples of hotels that offset their conferencing facilities at no extra cost to guests.

While not all hotels have taken greening as far as

Hotel Verde, there is a good understanding in South Africa of the standards and criteria of going green, albeit with the persistent perception that it costs more, Jenks says. ‘It actually doesn’t if you look at various case studies, long-term.’ That said, the tide is turning slowly and ‘the past two or three years have seen a wonderful increase in awareness of all aspects of green hospitality, not only energy, water and waste.’ **M**

FIGHTING SINGLE-USE PLASTICS

The quest for sustainable operations goes beyond climate change, saving water and recycling. The elimination of disposable plastic items, including water bottles, has always been and still is a priority – and not without reason. According to the United Nations, 80% of single-use plastic ends up in the oceans, and they predict that there will be more plastic than fish in our seas by 2050.

To make matters worse, the problem is no longer only environmental; a 2018 study by the Environment Agency Austria showed that microplastics, which have already been found in the stomachs and gut of fish, sea mammals, birds and flying insects, have made their way into human bodies too.

‘This is the first study of its kind and confirms what we have long suspected, that plastics ultimately reach the human gut. Of particular concern is what this means to us, and especially to patients with gastrointestinal diseases,’ said Philipp Schwabl of the Medical University of Vienna and lead researcher on the study.

Climate-change specialist Lorraine Jenks further points to plastic bottles and says: ‘I have a very, very big objection to water in plastic bottles. There is no excuse. Hotels can filter municipal water and serve it in washable glass bottles or jugs. Guest amenities – shampoo, soap and the like – in small plastic bottles, recyclable or not, are inexcusable. Hotels should buy them in bulk and use refillable dispensers in each room.’

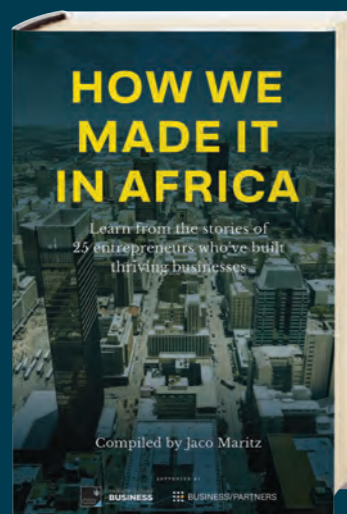


Miriam Mannak is a senior sustainability journalist and content producer, and specialises in the United Nations’ 17 Sustainable Development Goals. She works for various media outlets and organisations in and outside South Africa.

How they're making it in Africa

THEY MAY COME FROM DIFFERENT BACKGROUNDS AND WORK IN DIFFERENT COUNTRIES, BUT THESE THREE ENTREPRENEURS SHARE THE SAME GOAL: TO IMPROVE LIVES AND LEAVE A LEGACY.

Read these entrepreneurs' stories in full as well as 22 others' in *How we Made it in Africa: Learn from the Stories of 25 Entrepreneurs who've built Thriving Businesses* (Maritz Africa) available from www.madeitinafrica.com



RWANDA
JEAN DE DIEU KAGABO

'YOU CAN NEVER BE TOO YOUNG TO MAKE MONEY. AGE IS JUST A NUMBER WHEN IT COMES TO BUSINESS.'

Jean de Dieu Kagabo was 14 when his father died, making him responsible for his family. His father's petrol and transport business had done well, but after his death, the family lost everything. With the \$3 000 at his disposal, Kagabo began importing cars from Dubai to sell in Kigali and invested the profits in a fuel station. When Rwanda stabilised after the genocide, international fuel companies returned and pushed out small independents like Kagabo. But the multinationals needed trucks to transport their fuel. Enter Kagabo, the serial opportunity-spotter.

Fast forward 10 years and his visit to China to search for export opportunities: 'I couldn't pinpoint a single product they didn't already have.' He did see a machine for making toilet paper, though, and says, 'I was looking for a basic mass-market product, nothing fancy. Toilet paper is something people use every day.' Even so, he says, 'It was tough, really tough, to introduce a new product in a small market like Rwanda where

everyone was accustomed to one brand.' Yet being in a small country also had its advantages, though, and once people began buying his toilet rolls, the business grew by word of mouth.

He added plastic straws to his product line and when the Rwandan government banned single-use plastic in 2008, he turned to plastics recycling. ('Many people saw it as a problem. I saw it as an opportunity.') In 2011 his company, Soft Group, moved to the Kigali Special Economic Zone, where they make 15 products, including biodegradable sacks for farmers.

TODAY: Soft Packaging is among the 360 African companies featured in the London Stock Exchange's 2019 Companies to Inspire in Africa report, but Kagabo still does not feel as if he has arrived. 'I do not have a limit on what I am doing now or in the future. When I take an exit from this world, I will not take anything with me and so I intend to push myself until the end. After my end, others will take over and continue.' For the immediate future, he has his eye on expanding into East Africa with his environmentally friendly products.



TANZANIA
JENNIFER BASH

'DO NOT DESPISE SMALL BEGINNINGS. START WHERE YOU ARE WITH WHAT YOU HAVE.'

When Jennifer Bash and her husband left Tanzania to study in the US, they left their small egg-supply business in the hands of a manager. Upon their return, it was floundering. But she had seen the value of branding in American supermarkets and in 2013 changed tack to create Alaska Tanzania, a value-added company that sources, packages and markets high-quality agricultural products.

'There is the perception that developed countries provide superior products,' she says. It therefore took a while to change consumers' and supermarkets' minds about locally produced and packaged items. Gradually consistency in quality, the hallmarks of all Alaska Tanzania products, paid off.

Bash grew her product portfolio by introducing rice and maize flour. Crucial to her business plan is to increase revenue through a comprehensive strategy that involves an inclusive process of sourcing directly from farmers, broadening Alaska Tanzania's product offering and diversifying distribution channels.

She also works with *mama lishe*, Tanzania's female street-food vendors and says, 'Smallholder farmers and *mama lishe* are our partners and strengthening their capacity is a win-win. As we grow, they grow; as they grow, we grow.'

TODAY: Alaska Tanzania's eggs are found in all the supermarket chains in Dar es Salaam, where they compete with other Tanzanian brands, not imported ones like before. Because of Bash's ongoing efforts to strengthen Tanzania's agribusiness, she is frequently invited to speak at events like the Technical Centre for Agricultural and Rural Cooperation's briefing in Brussels last year, where she spoke on AgriSoko. The app and online portal, developed by Alaska Tanzania in partnership with WS Technology Consulting, allows farmers, *mama lishe* and retailers to keep accurate record of all their transactions so that they can plan, budget and obtain credit from financial institutions. At the 2017 All Africa Business Leaders Awards she was named Young Business Leader of the Year – East Africa.



GHANA
NANA AKUA BIRMEAH

'IF ONE MANAGES TO SEE THROUGH THE ROUGH, THE END RESULT IS WONDERFUL.'

Graphic designer turned architect Nana Akua Birmeah launched ArchXenus in 2011. It was Ghana's first women-led architecture firm and although there were many sceptics at the time, the firm grew along with the country's economy. In 2017 ArchXenus designed 53 projects with a total budget of about \$140 million. Like law firms and private attorneys, architecture firms, are not allowed to advertise in Ghana, but Birmeah is happy for their buildings to speak for them, saying, 'Isn't a building a far bigger billboard than any other?'

Nowadays ArchXenus is known not only for their designs but also for the company's 'child-friendly' offices where it's not unusual to see a toddler running down the passage with a nanny hot on their heels. (There is an on-site nursery and an area where older children can do their homework after school.) 'The inclusive office is not a rejection of men. We are simply filling a gap. Having to care for your children while working is something women and men have to do,' Birmeah says.

TODAY: Ghana's economic growth has slowed somewhat since 2017. 'Business has generally been rough for everyone from the contractor to the supplier to the client,' Birmeah says. 'It has affected clients' ability to pay on time and the usual stream of clientele is no longer in a position to start or finish projects.' Therefore she has begun to look outside Ghana and to form longer-term relationships. 'We now offer a package that goes beyond the basics and which builds a rapport with each client. They pay less, but we get more value and it's consistent.'

While breaking glass ceilings and winning awards like the 2018 Africa Women Innovation and Entrepreneurship Forum Award in the Creative Industry category, Birmeah has another aim: 'We don't have any architectural firm in Ghana that has outlived its founder. It is sad. I want ArchXenus to be different, to outlive me and the people working here. Our children's children should be able to see a thriving company that was built on the hard work of their mothers' mothers and fathers' fathers.' **M**

TEXT: ERLA RABE. PHOTOS: SUPPLIED

Working from home. Such simple little words, but what beautiful fantasies they conjure.

Waking up when most people are groping for their mid-morning coffee; trundling through empty streets to your favourite breakfast spot to make a slow start over a newspaper; dawdling home to a beloved armchair to start working, undisturbed by middle managers peering over cubicle walls...

It's not just a fantasy, actually. I've been working from home for over 10 years, and I can tell you that it's all true and, for the most part, glorious. I especially enjoy the absence of colleagues. As an office worker, I used to sit next to a person who would announce every single one of her toilet breaks, broadcasting to whoever was within earshot the specifics of what was about to happen. I do not miss this.

Yes, the benefits of a home office are clear. There is no team-building role playing, no PowerPoint purgatory, no passive-aggressive labelling of Tupperware in the fridge. Best of all, there's no Christmas party: when you work from home, you can reserve your stilted conversation, awkward silence and once-a-year appearance at a social event for your actual friends.



When your bedroom becomes your boardroom

YOU'RE THE CAPTAIN OF YOUR SHIP, YOU WORK WHEN AND WHERE YOU WANT TO, AND COLLEAGUES AND THEIR QUIRKS ARE A THING OF THE PAST. YOU'RE FREE! BUT...

by *Tom Eaton*



Tom Eaton is one of South Africa's leading columnists and satirists. He has also published three novels and written award-winning television series.

In fact, it's pretty much perfect. At first. After six months, however, something starts to change.

Here's what you notice first: you've begun to wear the same clothes for days in a row, or to wear no clothes at all. This is the first symptom of the home-office malaise – the slow but relentless death of style. People think James Bond

dresses well because he's a British gentleman. No, 007 looks like that because he doesn't work from home. If he were posted to his flat for a three-month mission, he'd be wearing Crocs and board shorts faster than you can say 'Live And Let Fashion Die'.

But the real problems aren't sartorial. They're psychological. There's the

grim moment when you realize that you're no longer working at home and have instead started living in your office; shuttling between your bedroom and your desk like a monstrous hamster in a cage strewn with empty pizza boxes.

Then there's your new best friend – Procrastination – taking you on a journey of profound self-sabotage and revealing creative talents you never dreamt you had: there is nobody more brilliant than the freelancer, watching Star Trek re-reruns at three in the morning, figuring out how to start Wednesday's assignment on Friday.

Silence, it also turns out, is pretty noisy. The complete tranquillity of an empty home can pound on your eardrums like thunder. When that silence gives way to hadedas or Weed Eaters or the dogs across the road starting one of their endless synchronised bark fests, you find yourself yearning for the soothing sounds of an office... the gentle chirping of telephones; the pleasant hum of photocopiers; the happy buzz of people getting on with things at a very, very low intensity.

So, what's the solution?

For me, it's a happy hybrid of home and office. Because ultimately, I think, one needs both: structure and freedom; introspection and contact with humanity.

Which is why these days I work from home until the silence gets too loud, then it's off to the buzz of a coffee shop to eavesdrop on conversations and find that happy state of disengaged engagement, of unfocused concentration, where I find my sweet spot.

Of course, I still procrastinate. I submitted this column three days late. But at least I don't have to hear about those damned toilet breaks. **M**

ILLUSTRATION: GALLO IMAGES/GETTYIMAGES. PHOTO: SUPPLIED

OLDMUTUAL



RETAIN STABILITY IN VOLATILE TIMES

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– Bulelani Balabala, Township Entrepreneur Alliance