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WORKPLACE
CULTURE AND
WELLNESS
DYNAMICS

DATA-DRIVEN
DECISION MAKING
FOR BUSINESS
LEADERS

INSIDE
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CULTURE

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STALWART IN CORPORATE FINANCING

MRS LUCY MANGISI, MBA.
Founder and CEO - Total Eclipse Limited



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Founder and CEO
Total Eclipse Limited



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EDITOR'S NOTE

Welcome to the latest issue of Employee Africa! As we navigate the ever-evolving landscape of work both in Africa and around the globe, our commitment to empowering, educating, and transforming the African workforce remains steadfast. We are excited to delve deeper into the Future of Work, a theme that resonates profoundly in today's dynamic environment.

In this issue, we are thrilled to feature our cover story on the remarkable Lucy Mangisi, the founder and CEO of Total Eclipse. Lucy's visionary leadership and innovative approach are shaping the future of work in Africa, inspiring countless individuals and organizations to embrace change and strive for excellence. Her journey is a testament to the power of resilience, creativity, and determination—qualities that are essential for anyone looking to thrive in today's competitive landscape.

The rest of this edition is rich with expert insights and practical advice that address some of the most pressing challenges facing organizations today. Our contributors share valuable perspectives on key topics such as:

Organizational Culture: Discover how cultivating a positive organizational culture can lead to enhanced employee engagement and productivity. We explore strategies that foster inclusivity and collaboration, laying the groundwork for a thriving workplace.

Promoting Data-Driven Decision Making for Business Leaders: In an age where data is king, we highlight the importance of leveraging analytics to make informed business decisions. Our experts offer guidance on how leaders can harness data to drive growth and innovation.

Effective Communication that Drives Teams: Communication is the heartbeat of any successful



organization. We delve into the nuances of effective communication and how it can strengthen team dynamics, enhance collaboration, and ultimately lead to better outcomes.

Why Training and Development of Employees is Important: Investing in the growth of employees is not just a trend; it's a necessity. Our contributors emphasize the long-term benefits of continuous training and development, showcasing how these practices contribute to a more skilled and motivated workforce.

Thriving Workplace Culture and Wellness Dynamics: A healthy work environment is crucial for employee well-being. We examine the intersection of workplace culture and wellness, offering insights on how organizations can prioritize mental health and create a supportive atmosphere for all.

Workplace PTSD: As we address the complexities of mental health in the workplace, we confront the often-overlooked issue of workplace PTSD.

Our articles provide awareness and strategies for organizations to support employees who may be grappling with trauma, fostering a culture of understanding and healing.

As we continue to explore the Future of Work, we invite you to engage with the content, reflect on your own experiences, and consider how these insights can be applied within your organization. Together, let us champion a future that not only embraces change but also empowers every member of the workforce to thrive.

Thank you for being a part of the Employee Africa community. We are excited to embark on this journey with you and look forward to the conversations and transformations that lie ahead.

Warm regards,

Yvonne Mooka
Editor, Employee Africa



MRS LUCY MANGISI, MBA.
Founder and CEO - Total Eclipse Limited



STALWART IN CORPORATE FINANCING

Briefly tell us about yourself (Personal, Career Journey, Interests and leadership journey)

I am Lucy Mangisi, a wife, mother, and the founder and CEO of Total Eclipse Limited. Academically, I have a strong background in Economics and Business Administration, holding a Bachelor's Degree in Economics from the University of Botswana, a Master's Degree in Business Administration (MBA) from the UK, and a Chartered Investments and Securities (CIS) qualification from the UK. My passion for entrepreneurship and community development began at an early age.

I started founding clubs during my school years, which naturally evolved into launching my first company at the age of 18 and a non-profit organization by the time I was 22. I've also had the privilege of volunteering with organizations like Baylor Children's Hospital in Gaborone, Botswana, and participating in AIESEC-UB's Global Community Development Project in Tanzania. Currently, I am a seasoned financial professional specializing in corporate finance and investments, with experience across regions such as Botswana, South Africa, Mauritius, and the UK. Today, I lead a diverse team of financial experts, and my leadership journey has always been rooted in seeing the best in people and believing in their potential. My career goal is to lead a successful international company that makes a lasting economic and social impact.

Tell us about Total Eclipse Limited (Background, Services & Positioning)

Total Eclipse was founded out of a deep understanding of wealth management, with extensive exposure to international financial markets. At

the time of founding the company, no other organic, and citizen-owned entity in Botswana specialized in the services we intended to offer, and we thus recognized this as a significant gap in the market. The company was created to address the issue of international firms managing local client assets and then exiting the market abruptly, especially without due care for clients. We believed that establishing a homegrown company offering professional wealth management services was the solution Botswana needed.

This is mainly why and how Total Eclipse Limited was founded. Soon after the launch of Total Eclipse, the COVID-19 pandemic hit, affecting not only our business but others as well. During this period, our clients turned to us for consultancy services, particularly in areas like capital raising, mergers, buyouts, and other corporate finance initiatives. This demand led us to shift our focus, and corporate finance consultancy became our core business. Today, Total Eclipse Limited stands as a premier corporate finance consultancy firm, serving SMEs, growth-stage companies, and mature corporations. With a strong presence in the international market, we act as a dynamic link for local firms seeking debt, equity, or quasi-funding opportunities on a global scale.

Can you describe your strategic vision for Total Eclipse Limited over the next five years?

Total Eclipse aims to grow organically while expanding its services across Africa. Over the next five years, we plan to establish a presence in Namibia, Zambia, Zimbabwe, Kenya and Ghana. Our vision is to become a globally recognized corporate finance institution by 2029. With this strategic expansion,



we hope to create a lasting positive impact—both economically and socially—in every region where we will operate within.

What key initiatives have you implemented to enhance customer experience at Total Eclipse Limited?

Total Eclipse Limited has significantly elevated its customer experience through personalized one-on-one meetings and dedicated project structuring processes. These high value one-on-one meetings allow us to customize our services to meet each client's unique corporate expectations and preferences; thus



fostering a deeper, more professional connection. This dedicated attention builds trust, making clients feel valued and understood, which in turn boosts satisfaction, mutual growth and valuable patronage.

How do you prioritize employee well-being at Total Eclipse Limited?

At Total Eclipse Limited, we are dedicated to prioritizing the well-being of our employees through various initiatives designed to create a supportive and positive work environment. We provide

psychosocial support, offering access to therapy and comprehensive medical aid to address both mental and physical health needs. Our regular team-building activities foster camaraderie and collaboration, strengthening the overall team dynamic. In addition, we hold daily motivational sessions to uplift employee morale and keep everyone inspired and engaged in their work. These efforts reflect our commitment to creating a healthy, and balanced environment for all.

Can you share an example of a successful project or program that has

significantly impacted the business?

Total Eclipse Limited recently participated in the Botswana Consumer Fair. This week-long event, while requiring significant effort and resources, positively impacted our business. We experienced a substantial increase in lead generation, allowing us to connect with a wider audience and strengthen our market presence. The fair provided valuable opportunities to engage with potential clients and showcase our offerings effectively.

How do you foster leadership development within your team?

Total Eclipse Limited is committed to promoting leadership growth by actively pursuing learning and training opportunities. As CEO, I make sure my team consistently participates in professional development and follows our Continuing Professional Development (CPD) expectations. This dedication enables our employees to strengthen their skills and advance in their careers, contributing to both their personal and the company's success.

What role does technology play in your strategic direction for Total Eclipse Limited?

Total Eclipse Limited handles extremely sensitive project cases, and we highly value the role of technology in ensuring data protection. We prioritize the implementation of advanced security measures to safeguard information, reflecting our commitment to confidentiality and integrity. This dedication to data security underscores our appreciation for the capabilities that technology provides in protecting our clients and projects.

How do you measure success in your leadership at your organization?

For me, success in leadership is measured by my ability to help transform my team into strong leaders by providing them with leadership opportunities, allowing them to effectively drive Total Eclipse (T.E.) even in my absence. Additionally, I view success as contributing to the reduction of youth unemployment. The 2022 statistics show a 0.97% decline in unemployment from 2021 to 2022, and I consider being part of

such progress a meaningful achievement.

What advice would you give to aspiring leaders in the financial sector? Here's some valuable advice for aspiring leaders in the financial sector, especially young women:

1. Cultivate Confidence: Trust in your skills and knowledge. Confidence plays a key role in overcoming obstacles and expressing your ideas clearly in discussions.

2. Seek Mentorship: Identify mentors who can support and guide your career journey. Take advantage of both formal and informal mentoring opportunities, and don't shy away from reaching out to experienced professionals in your industry.

3. Engage in Networking: Build a solid professional network by attending industry events, joining groups that support young professionals or women in finance, and connecting with peers and leaders via platforms like LinkedIn.

How do you envision the future of Corporate Finance in Botswana?

The future of corporate finance in Botswana holds several promising trends and opportunities. It is likely to continue as a dynamic and multifaceted market, driven by technological advancements, economic diversification, and a commitment to sustainability. Embracing these trends will position Botswana as a competitive player in the regional and global financial landscape which is what Total Eclipse Limited seeks to drive as well through our services.

Leadership and Management Style

How would you describe your leadership style and approach to managing the Total Eclipse Limited team?

1. Transformational Leadership: My goal is to inspire and motivate my team by promoting a unified vision. I encourage creativity and innovation, helping team members understand how their individual efforts contribute to the organization's overall objectives.

2. Collaborative Approach: I value the strength of teamwork and promote open communication and collaboration. By welcoming diverse ideas and



perspectives, I create an inclusive environment that fosters trust and strengthens team unity.

3. Empowerment: I prioritize empowering my team by delegating responsibilities and encouraging them to take ownership of their roles. This not only builds their confidence but also prepares them for future leadership opportunities. What are some of the key qualities and skills that have been critical to your success as a leader?

I would say perseverance the ability to keep pushing forward despite challenges is a crucial quality in today's competitive economic environment. Challenges and Opportunities What have been some of the biggest challenges you have faced in your role and how have you overcome them? Market Volatility: Fluctuations in the economy can impact client investment decisions and overall business performance.

Solution: I focus on diversifying our service offerings and client base to mitigate risk. Regularly analyzing market trends allows us to adapt our strategies and offer timely solutions

to clients. Additionally, maintaining open communication with clients helps manage expectations during turbulent times.

On the flip side, what are some of the most exciting opportunities you see for Total Eclipse Limited going forward?

As I mentioned about the future of corporate finance in our nation, the various growth of our economy sectors provides an opportunity for corporate financing to be a solution of these demands in the economy.

Personal and Advice Outside of work, what are some of your interests and passions?

My life revolves around family and work. I am very big on family. Therefore I enjoy spending quality time with my family and having a good book to read.

What book have you read that taught you the most about where you are in your professional life?

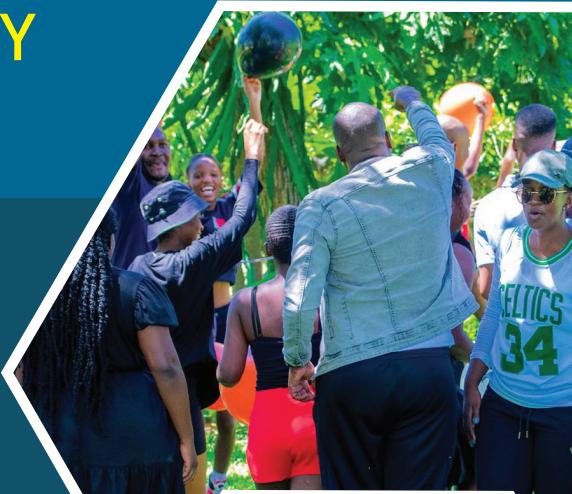
The Monk Who Sold His Ferrari by Robin Sharma.

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EXPERT ADVICE





Promoting Data-Driven Decision Making for Business Leaders

Let's Get Analytical (and a Little Fun)! In today's rapid business environment, making informed decisions is not just a worthy idea, but an absolute necessity! With an enormous amount of data available at our fingertips, the path to success leads directly through the sphere of data-driven decision-making (DDDM).

So, grab your data goggles and put on your analytical thinking caps, because this article explores the importance of DDDM, the perks that come with it, and some witty strategies for business leaders to promote a love for data throughout their organizations.

Understanding Data-Driven Decision Making Now, you may be wondering.....what on earth is data-driven decision-making? Simply put,

it is the practice of letting data guide your decisions instead of relying on the "magic eight ball" approach or flipping a coin. This way, instead of exclaiming, "I have a feeling about this!" we can confidently state, "The data suggests..." and sound much smarter doing it.

Advantages of Data-Driven Decision Making

Enhanced Accuracy and Objectivity: Think of DDDM as a GPS for your business decisions. Unlike that friend who insists they know the "best" route (even after getting lost twice), data provides a clear path with fewer detours and wrong turns. You'll make decisions based on facts, leaving behind the days of guessing.

Informed Risk Management:

is your very own crystal ball—minus the fortune teller with questionable predictions. By analyzing historical data trends, you can foresee potential pitfalls in your path and dodge them like a pro.

Improved Performance

Measurement: With DDDM, you can track progress and improvements with the accuracy of a hawk eyeing its prey. Setting measurable goals means celebrating wins and learning from losses instead of just saying, "Well, that didn't work!" and hoping no one remembers.

Customer Insights: Want to know what customers are really thinking. (Spoiler alert: They can be a bit picky!) Analyzing data helps tailor your offerings to meet their desires, transforming you into a customer-

service superstar. You'll know what they want before they do—cue the dramatic music!

Competitive Advantage: By harnessing data effectively, your organization can become the Sherlock Holmes of the business world. While competitors are still following gut feelings (which are often as reliable as supermarket sushi), you'll discover valuable opportunities and outsmart the competition.

Strategies to Promote Data-Driven Decision Making

Leadership Commitment: Leaders, listen up! If you want the troops to march into the world of DDDM, you need to lead the charge. Show them you're not just using data to sound smart; make data your go-to buddy in decision-making—perhaps even give it a catchy nickname.

Invest in Data Infrastructure:

Investing in data tools and technologies is like providing your team with the latest gadgets in a spy movie. These tools will help collect, store, and analyze data faster than you can say "Big Data."

Foster a Data Culture: Create a culture where data is more popular than the office pet. Encourage everyone to embrace data, promote curiosity, and reward those who bring insights to meetings. Confetti for data champions? Yes, please!

Provide Training and Resources: Ever handed someone a new gadget and watched them struggle as if it were an alien artifact? Avoid this with training! Equip your team with the skills they need to analyze data confidently. Make it fun—maybe even offer snacks during training sessions!

Encourage Collaboration:

Sometimes the best insights come from unexpected team-ups—like Batman and Robin but with fewer capes. Encourage departments to collaborate and share data insights for a more holistic understanding of performance. Who knows? You might discover a new superpower!

Establish Clear Metrics: Defining key performance indicators (KPIs) is



Article written by: Palesa Moeng

like setting the rules for a game. It helps everyone know what they're aiming for and keeps the focus sharp. Plus, it gives you a reason to throw a celebration when goals are met. Champagne, anyone?

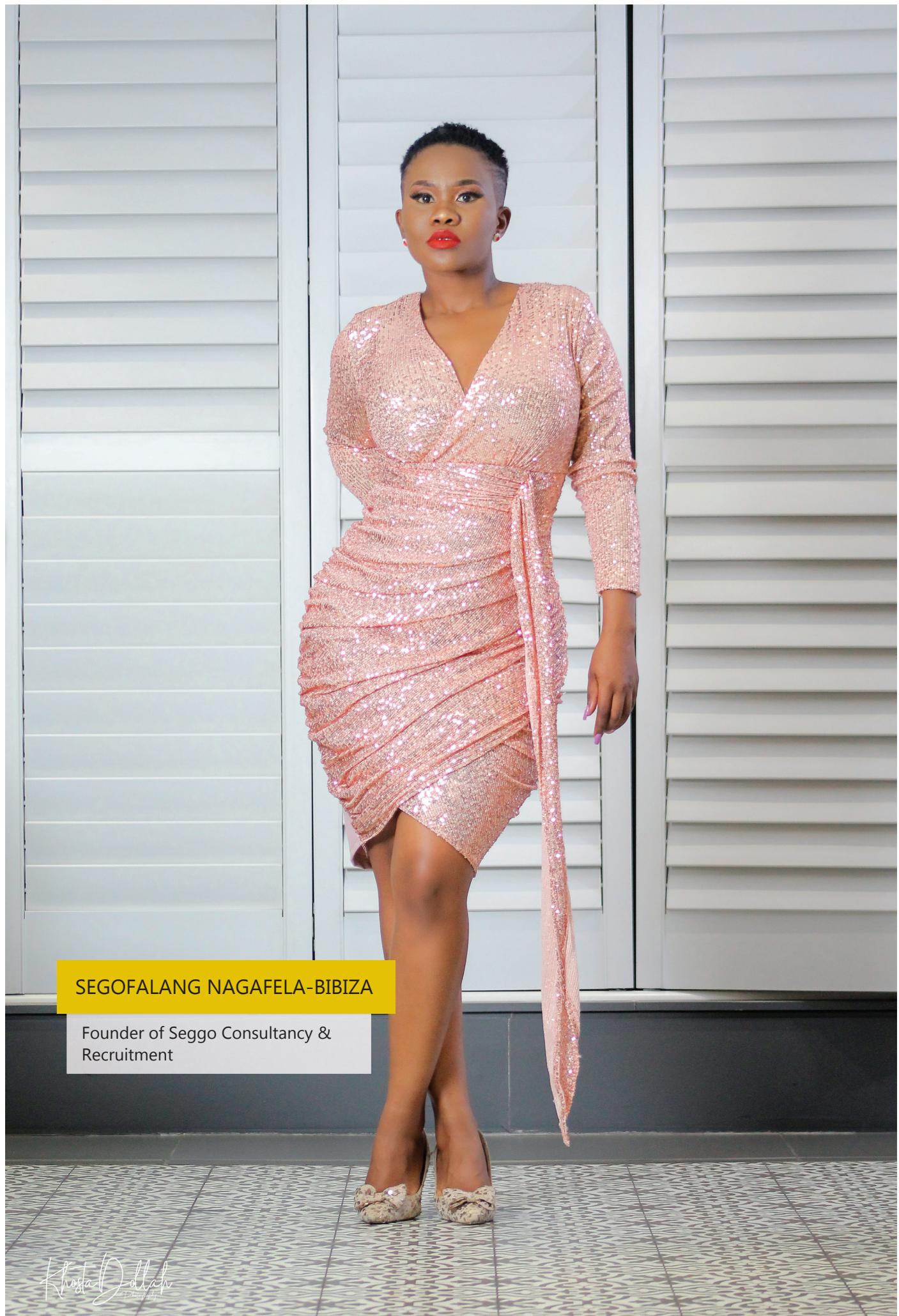
Communicate Insights Effectively: Presenting data doesn't have to be as dry as toast! Use engaging visuals and storytelling to make data insights as exciting as the latest Netflix series. Captivating your audience with data can become your company's new talent show!

Iterate and Adapt: DDDM is like fine-tuning a recipe—you might get it wrong a few times before finding the perfect balance! Encourage teams to dissect outcomes, learn from missteps, and adapt strategies. After all, every great chef has burnt a few

soufflés!

Conclusion

In a landscape dominated by data, promoting data-driven decision-making is essential for business leaders eager to navigate their organizations toward success. By embracing a culture that prioritizes data, leaders can make informed, strategic decisions that enhance performance, mitigate risks, and foster innovation—all while having a bit of fun in the process. Remember, with commitment, investment in tools, and a sprinkle of humor, you can turn your data into one of your greatest assets. Now, go out there and let the data shine—after all, it's time to put on your data party hats and celebrate the heights your organization can reach by becoming data-driven!



SEGOFALANG NAGAFELA-BIBIZA

Founder of Seggo Consultancy &
Recruitment

WHY TRAINING AND DEVELOPMENT OF EMPLOYEES IS IMPORTANT

What is training and development?

Training and development involve improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in an organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals (Wikipedia).

Who benefits from training and development?

The primary beneficiaries of training and development are the employees, the organization and the customers/clients.

ORGANIZATIONS

Organizations that invest in capacity building of their employees benefit: Increased Productivity, Improved Quality of Work, higher job satisfaction, more attractive to top talent, adapt to new technologies, processes, and market conditions thus helping the organization adapt easily and stay relevant, helps minimize legal risks and ensures that the organization adheres to industry standards. This reduces risks of paying legal fees. Overall, training and development creates a more competent, motivated, and loyal workforce, which directly contributes to the organization's growth, stability, and long-term success.

Succession Planning:

Training and development is very crucial when doing Succession planning. It facilitates ensuring that there are qualified employees ready



to fill key positions when they become vacant due to retirement, promotion etc. This can be done through On-the-Job Training, Work Shadowing and even external trainings. Organizations can opt to have external trainers capacitating their employees, or training a few employees on Trainer of Trainers and always using them to train their colleagues. Using an employee is a cheaper way to capacitate your employees.

EMPLOYEES

Employees who invest in their capacity building or have their organizations investing in their capacity building benefit:

Skill Enhancement, becoming adaptive, increased job security, more competent and confident in their abilities, increased sense of belonging and commitment, and it provides

opportunities for networking.

Training and development are vital for employees because they enhance skills, provide career growth opportunities, increase job satisfaction, all of which contribute to a more fulfilling and successful career.

CUSTOMERS

Customers also benefit greatly when employees undergo capacity building through training and development. Well-trained employees are more knowledgeable, responsive, effective in addressing customer needs, better equipped to handle customer complaints, the have better communication skills, which are crucial for customer interactions. This leads to customers benefiting immensely through receiving improved products and services.

WHO IS RESPONSIBLE FOR RECOMMENDING TRAINING PROGRAMMES?

Recommending training involves multiple stakeholders within an organization to ensure that the training aligns with both organizational goals and individual employee development needs.

This included input from managers and HR as they deal with performance management and are aware of performance gaps. Employees themselves, senior leadership, Learning and Development specialists, and sometimes external experts also contribute to recommending trainings needed. This collaborative approach ensures that training is relevant, strategic, and beneficial to both the organization and its employees.

TRAINING & DEVELOPMENT OF EMPLOYEES CRITICAL



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WORKPLACE POST-TRAUMATIC STRESS DISORDER (PTSD)



By Lungelo Luthuli

Thandi (factitious character) had been with her previous employer for about 5 years. During that time, she learned a lot and produced quality work all the time. She was sought after by clients who were willing to wait weeks for her calendar to open up because they trusted her with their matters. They trusted that even if she told them things they did not want to hear, she always had their best interest in mind. Promotions came, but time and time again she was overlooked. The value she added to the company was often overshadowed by menial things which had no bearing on her key performance arears.

She worked around the clock given the hectic deadlines which came with the job – “being able to work under pressure” they call it or “working flexi hours.” Every night she went to sleep she woke up in a cold sweat thinking she had forgotten to do something.

Other days she would find herself crying her eyes out during her evening shower – she didn’t know why but she felt she needed to cry. One time there was an incident involving a client who had been dishonest about what had transpired in her communication with Thandi. Despite Thandi providing email evidence of the discussions, her bosses ganged up on her and took the client’s side. Dare I say - sometimes, the customer is not always right.

She eventually left that company for another. With her new employer the workload was manageable, with the occasional “burning the midnight oil” – something which she did because she was used to it not because it was expected. The deadlines were reasonable, and her work was seen and appreciated. Residues of her previous employer, however, seeped through every now and then where she would find herself crying over mistakes which couldn’t be avoided or she would find herself having to

account for things not asked because with her previous employer, she always walked on eggshells – waiting for the day when they get her to sign a separation agreement. A day which was as elusive as the coming of Jesus Christ.

Post-Traumatic Stress Disorder (PTSD) is a disorder characterised by failure to recover after experiencing or witnessing a terrifying event.

The condition may last months or years, with triggers that can bring back memories of the trauma accompanied by intense emotional and physical reactions. Symptoms may include nightmares or flashbacks, avoidance of situations that bring back the trauma, heightened reactivity to stimuli, anxiety or depressed mood.

Treatment includes different types of psychotherapy as well as medications to manage symptoms.



Often when we speak of PTSD, we speak of it in the context of exposure to actual or threatened death, serious injury or sexual violence, robberies, combat, accidents, *inter alia*.

While society has long associated workplace trauma-induced mental illness with certain occupations like firefighting and the military, the notion of trauma developed from a toxic job or workplace is becoming increasingly recognised throughout the workforce.

In this article I would like to look at this concept of PTSD in the context of toxic work environments which can invoke the same levels of anxiety as those associated with commonly identified instances of PTSD. This is not a new concept, however, in recent times it seems to be gaining prominence. Employees who find themselves in toxic environments where there are instances of racism, bullying. Job insecurity, such as Thandi mentioned above, tend to exhibit symptoms similar to those of people who have experienced trauma.

This phenomenon has been referred to by many as "Workplace PTSD". Some of the symptoms experienced by these employees include but are not limited to:

High stress.

- **Hyper-vigilance.**
- **Increased heart palpitations.**
- **Reduced self-esteem.**
- **Anger outbursts.**
- **Avoiding reminders of an event.**
- **Sleep disturbances.**
- **Increased depression/self-blame.**
- **Feeling cut off and detached from friends and family**

Many of us have experienced some of these symptoms but have never been able to draw the link between said symptoms and our work environment. We spend half of the day at work, as such, whatever happens during those 8/9 hours have the ability to impact on our mental health either negatively or positively. Sometimes even when you leave the toxic environment, you still experience these symptoms because you have not dealt with them

on a psychological level.

1 www.mayoclinic.com

2 www.bbc.com

3 www.hrdigest.com

COVID-19 and the adoption of working from home policies has added another layer of toxicity where the lines between work and home became blurred and employees found themselves

being unable to maintain the elusive work - life balance. We often joke about how we hear the sound of a Microsoft teams call even in our sleep but in reality, this shouldn't be the case. We should be able to detach ourselves from our work.

A 2015 study published in an Italian medical journal found victims of workplace bullying requiring "early and continuous psychological support in order to promote their psychological well-being and work reinstatement."⁴ Each one of us owe ourselves a duty of care – not just our physical health but also our mental health.



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EFFECTIVE COMMUNICATION THAT DRIVES TEAMS

Effective communication plays a vital role in the success of any business. It promotes collaboration, efficiency and the achievement of shared goals. When a person is able to convey an idea clear and concise, listen and understand the needs of others, then it will achieve best results at work.

Effective communication is exchanging or sharing ideas, information, thoughts, knowledge, data, opinion, or messages through a selected channel from a person to another with a purpose, and the receiver understands the message with clarity. Team communication involves the sharing of information between team members working together towards common goals. The importance of effective communication is that allows that all team members are aligned, working towards the same goal with a clear comprehension of individual and collective objectives, expectations and responsibilities. This clarity and purpose become a form of motivation and inspiration between team members and subsequently bring better results.

On the other hand, lack of effective communication is like a tornado, causing chaos where it passes. Productivity drops, low morale, turns simple tasks into major headaches and it is costly.

David Grossman reported in "The Cost of Poor Communications" that a survey of 400 companies with 100,000 employees each cited an average loss per company of \$62.4 million per year because of inadequate communication to and between employees. Debra Hamilton asserted, in her article "Top Ten Email Blunders that Cost Companies Money," that miscommunication cost even smaller companies of 100 employees an average of \$420,000 per year.

And according to Forbes Advisor "The State of Workplace Communication In 2024", over 40% of employees say that poor communication reduces their trust in leadership and in their team. Remote workers on the other hand, say that poor communication reduces their trust



in leadership 54% and 52% reporting it affects their trust in their teams. For on-site employees, 43% reported trust in leadership was impacted and 38% said trust in their team was affected."

The numbers speak for themselves, and ineffective communication has become a major concern not only to employees but also for business owners and, organizations are prioritizing strategies to address these challenges and how to overcome them.

There is a number of strategies that can be applied to tackle the team's effective communication in the workplace independently of their position, lets dive in!

Define communication channels

In the last decades, with the advancement of technology and digitalization, we have access to different types of channels of communication in the workplace. Each team has different requirements and it is important to determine which channels will best serve your team's needs and to document these channels and their

intended use. The most common tools used in workplace communication are:

- > **Corporative email**
- > **Instant Messaging Platforms**
- > **Project Management Systems**
- > **Video-conference platforms**
- > **Document Management Software**

Clear and concise Communication

When we convey a clear and concise information, there is no misunderstandings or ambiguities. The use of simple and straightforward language ensures that everyone understands that message and therefore are more engaged. Avoid using jargon and abbreviations and always provide precise information. Make use of bullet points when present information, keep sentences and paragraph short and focus on key points. By implementing these techniques, you can ensure that your message is clear, concise, and impactful, making you an effective communicator.

Active listening

In our fast-paced world we don't truly listen to one another, and that has affected



our professional and personally life's. Do you know that we only remember 17% to 25% of what we listen to?

Active listening is the ability to be fully present in an interaction with another person or group, being able to understand and give feedback - making them feel heard and valued. When your team members feel valued, this creates a positive relationship inside the team and consequently more collaboration, productivity and trust.

Some people are born with the "gift" of active listening but, don't despair... it can be learned and, through practice can be mastered. It takes time and lot of dedication. Here some tips to become a better listener:

- . **Attention:** practice stay focused and pay attention.
- . **Face the speaker:** Avoid distractions while you are talking, face the speaker and make eye contact.
- . **Don't interrupt:** Do not interrupt the other person when they are speaking, its rude and can show lack of interests.

- > **Be empathetic -**
- > **Use verbal and non-verbal skills:** be mindful of your posture, use eye contact and smile. Make sure to ask questions and give positive reassurance.

Constructive feedback

Offer feedback respectfully and proactively, highlighting both strengths and areas for development. When giving feedback to a team member consider the following: where and when are you giving the feedback; base your feedback on what you have seen, not in what you heard; when offer criticism, be positive and focus on how can the team member improve and how can that be achieved; don't forget to check the progress time to time; praise achievements and make sure that the constructive feedback is a dialogue to avoid resentment.

Transparency

An organization that has a transparency policy promotes a more open dialogue between employees and management creating a safer and more positive environment. People like to know things, being included whether in goal setting, decision making or other processes within the company, department or team, it makes them feel a sense of belonging and that they are a valued contributor.

You can encourage transparency within your team with small changes, something easier and comfortable to everyone. Below are some suggestions, that can be applied in your transparency strategy:

- > Understand the advantages and benefits of being transparency and, that will lead the team to trust in you as a leader and the organization.

> Be a role model by communicate openly, share your knowledge, offer suggestions and give your opinion, on doing so you will motivate your team member to do the same.

> Communicate change by regularly share all updates with your team.

> Involve your team members in the decision making by let them express their views and give input,

> Don't make assumptions, always make sure that you are 100% about what someone is meaning to avoid misunderstandings.

> Connect with your team members whether in a in-office or remote setting, by knowing them personally it allows trust to be build.

> Create awareness among team members by highlighting the importance and benefits of transparency.

Efficient and productive meetings

Research conducted by the "Harvard Business Review" found that the average employee spends 23 hours per week in meetings and that only 27% of those meetings are productive. How many of us have been in meetings that you thought was a simple a waste of time? The meeting could have been an email or a chat; it was too long; unclear agenda and objectives; etc are a few complaining employees have of meetings.



When setting a meeting with your team there is important elements that you need to have in consideration, so your meetings are effective and productive:

- > State the purpose of the meeting by including on the meeting invitation the objectives and outcomes.
- > Include the agenda to allows the attendees to be prepared to what will be discussed.
- > Identify the right attendees by identifying who is required, who will run the meeting and who is optional.
- > Manage your time by keeping the discussion on track and follow the agenda to avoid other topics or discussions that are not relevant to the meeting.
- > Share meeting documentation by summarizing and share the information after the meeting so the conclusions are recorded and can be reviewed in a later date if necessary.

Celebration of achievements

Sometimes we overlook the importance recognizing the hard work our team when the hit a goal or a deadline in a task or project. Create a culture of appreciation, where as leader you acknowledge and celebrate the successes of your team members makes them valued and consequently increase morale, employees are more motivated, reduced turnover

and creates a positive company culture.

There is a lot of options that you can choose from, keep in mind your team's preferences and the type of achievement. You can opt for formal (ceremonies, speeches, formal dinners, awards and certificates), informal (team casual lunch, office party, weekend outing, etc) or even virtual celebrations (online team games, personalized gifts or gift cards, or organize a virtual happy hour).

There are some other examples that you can choose from when celebrating success of your team. Do some research on the internet or even ask your team member what they would like to do, the options are endless.

Cultivate an inclusive environment

When there is an inclusive environment at work, where every employee is welcome independently of their gender, age, ethnicity, culture, religion, sexual orientation, physical ability, etc, they thrive and perform better.

A survey done by Harvard Business Review found that 75% of respondents do not feel the effect of diversity policies without a commitment from leadership to enact change. How can we leaders make sure that we are more inclusive and create a

safe workplace to everyone? Here are some tips that can help you to create a more inclusive environment in your team in organization:

- > Drive leadership commitment: as a leader you must make sure that the organization decision makers understand the importance of an inclusive strategy and ensure that they are adhered.
- > Diversity training and education to raise awareness of unconscious bias and stereotypes
- > Adopt inclusive recruitment and hiring practices by write job descriptions that don't discriminate, use diverse recruitment channels to increase the application of qualified professional from minority groups. Use the "blind hiring process" or anonymous resume where personal information is removed, allowing only the experience and skills be assessed. On the interview stage, when choosing the selection panel, select people with different backgrounds to minimize bias.

> Promote inclusive policies and practices by examine your promotion process, make the performance review fair and transparent, ensure fair pay to everyone, flexible work arrangements for example for new parents, are some practices that can provide equal opportunity to all employees.

Establish resource groups, where individuals with common background can connect, exchange concerns and address the challenges they face to senior management.

Embrace open communication and feedback so employees can share their thoughts, concerns and suggestions through employee surveys, feedback mechanism, open-door policies and employee meetings.

I would to conclude by emphasising that effective communication is a mindset. As a leader, you must be aware that for teams to achieve success, improving communication skills is vital. It is an ongoing process, that requires efforts and the ability to adapt, but the rewards are you will have an engaged and driven team. Are you ready to take your team to a new level of success?

"Unity is strength ... when there is teamwork, communication and collaboration, wonderful things can be achieved." — Mattie Stepanek



EMPLOYEE TEAM BUILDING

OBJECTIVES

- Foster team cohesion and collaboration
- Develop leadership & communication skills
- Integrate high-performance values into organizational culture
- Improve teamwork and emotional intelligence

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AFRICAN DEVELOPMENT BANK & ABSA UNVEIL MULTI-BILLION RAND FINANCIAL PACKAGE

. Initiative to expand sustainable capital markets, boost economic growth for women and youth



The African Development Bank and Absa Group, one of Africa's leading financial services providers, today celebrated a landmark agreement to mark the execution of a transformative financial package aimed at increasing funding for underserved segments, across South Africa and the continent. The target audience includes women-owned businesses, youth entrepreneurs, and small and medium-sized enterprises (SMEs).

In addition to enhancing Absa's regulatory capital, the facility will promote access to finance, deepen domestic capital markets, and ensure continued access to global supply chains for issuing banks in regional member countries, including low-income and fragile states.

The financial package includes:

- A subordinated sustainability-linked (Tier 2) loan amounting to R1.7 billion, complemented by a non-financial support package of R18 million for capacity building and technical assistance targeted at SMEs, youth, and women-owned enterprises.
- Subscription of R1 billion into Absa's inaugural social (Tier 2) bond issuance, with proceeds earmarked for providing affordable housing loans to female homeowners.
- A trade finance Risk Participation Agreement (RPA) facility valued at \$150 million, designed to underwrite the risks of trade transactions originated by African issuing banks, reinforcing Absa's role as a regional bank.

Several components of the package have already been executed, including the

successful issuance of Absa's first Tier 2 social bond on the Johannesburg Stock Exchange in July 2024. The R1 billion proceeds from this bond will be allocated towards affordable housing loans specifically targeting women, empowering them as first-time homeowners in low-income segments.

Leila Mokaddem, Director General of the African Development Bank's Southern Africa Region, stated: "This partnership with Absa Group underscores our commitment to driving sustainable and inclusive economic growth across Africa. Through this financial package, we are not only fortifying Absa's capital base but also ensuring that essential funding reaches women, youth, and entrepreneurs, fostering a more equitable and prosperous continent. This collaboration aligns seamlessly with our strategic priorities of supporting Africa's industrialization and enhancing the quality of life for its people."

Absa has secured a R1.7 billion sustainability-linked Tier 2 loan aimed at general corporate business purposes while incentivizing the extension of finance products to women-owned SMEs as a key performance indicator. As part of this agreement, Absa is collaborating with the African Development Bank to enhance skills among both Absa staff and women business owners.

A capacity-building training program has been launched to address the unique challenges faced by female and youth entrepreneurs, by providing mentorship and financial solutions.

Charles Russon, Absa Group interim CEO designate remarked: "The finalisation of this package concludes a three-year

process that significantly enhances our capacity to fund social initiatives aligned with our commitment to being a force for good.

This partnership enables us to increase funding for women and youth in South Africa while facilitating greater trade opportunities across the continent."

"This partnership aligns with the African Development Bank's strategic objectives of advancing green, social, and sustainability instruments in the domestic capital markets, supporting African capital market development and regional financial integration," said Ahmed Attout, Director of the Financial Sector Development Department at the African Development Bank. He emphasised that it is designed to empower Absa to effectively disburse funds for highly impactful social and sustainable economic development initiatives.

The \$150 million trade finance facility will drive trade support across Africa, addressing the continent's annual trade finance gap of over \$100 billion. This initiative will enhance access to financing for key sectors such as agriculture, transport, and manufacturing, while fostering financial sector development and regional integration.

About Absa Group

Absa Group Limited ('Absa Group') is listed on the Johannesburg Stock Exchange and is one of Africa's largest diversified financial services groups.

Absa Group offers an integrated set of products and services across personal and business banking, corporate and investment banking, wealth and investment management and insurance.

Absa Group owns majority stakes in banks in Botswana, Ghana, Kenya, Mauritius, Mozambique, Seychelles, South Africa, Tanzania (Absa Bank Tanzania and National Bank of Commerce), Uganda and Zambia and has insurance operations in Botswana, Kenya, Mozambique, South Africa and Zambia. Absa also has offices in China, Namibia, Nigeria and the United States, as well as securities entities in the United Kingdom and the United States, along with technology support colleagues in the Czech Republic.

SOURCE: African Development Bank Group

SADC HOST NEGOTIATION FORUM FOR ANGOLA'S ACCESSION TO FREE TRADE AREA

- aiming to unlock regional market access



The Southern African Development Community (SADC) Secretariat hosted a special Trade and Negotiation Forum (TNF) meeting to discuss Angola's accession to the SADC Free Trade Area (FTA). The meeting was held in Luanda, Angola, from 07-11 October 2024.

Once the process of negotiations among SADC Member States is finalised, Angola will gain access to the broader SADC regional market, benefiting from reduced tariffs and non-tariff barriers and the other Members will also have more favourable market access of their goods into the Angolan market.

In his opening remarks, Mr. Dhunraj Kassee, Director of the Industrial Development and Trade Directorate (IDT) at the

SADC Secretariat acknowledged the critical logistical support provided by the Government of Angola towards convening of the meeting. He also thanked GIZ for their extended support. Mr. Kassee reaffirmed SADC's commitment to supporting Angola's integration into the SADC FTA and expressed hope that negotiators would finalise the tariff offer, allowing the private sector to begin benefiting from tariff liberalisation.

Mr. Aleck Masveure, Deputy Director of International Trade in the Ministry of Foreign Affairs, and International Trade of the Republic of Zimbabwe as Chairperson of the dedicated session welcomed participants and thanked the Angolan government for the warm reception and for organising the meeting. Mr. Masveure expressed optimism that significant progress

would be made during the negotiations, enabling increased trade between Angola and other SADC member states.

Speaking on behalf of the host country, Dr. Augusta Fortes, Secretary of State for Trade and Services in the Ministry of Industry and Trade of Angola, emphasised that Angola's accession to the SADC FTA is a strategic move, creating new trade opportunities for the country. Dr. Fortes expressed her hope that the meeting would be a meaningful step toward Angola's participation in regional integration efforts and that this accession would bring tangible benefits for Angola and the entire SADC region.

[Source: www.sadc.int]

AFRICAN DEVELOPMENT BANK FINANCING PROPELLING YOUTH ENTREPRENEURSHIP, NUTRITION IN SOUTH SUDAN

Three years ago, Amaka Scovia's small fruit and juice business in South Sudan's capital, Juba, was stuttering. Her prospects looked bleak as she faced constant challenges. The small rented retail space she operated in could only fit ten people at a time, making growth difficult.

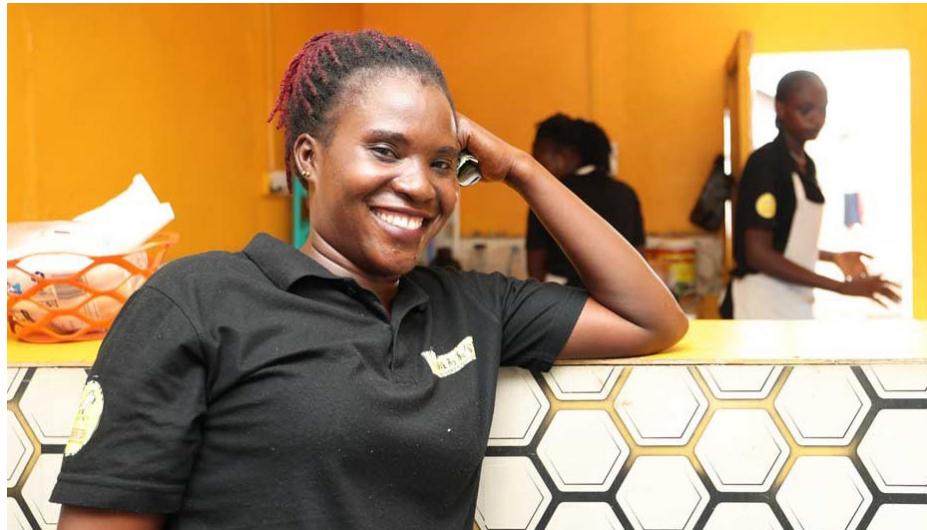
Today, Scovia is the proud owner of a thriving fruit and juice business on one of Juba's bustling streets. Her shop now accommodates three times the original seating capacity, and the 27-year-old warmly welcomes a steady stream of customers. Scovia has also expanded her team, employing four women in her shop and two male motorcycle couriers who deliver fresh juice and fruit across the city.

"When I started [my business], I did not have enough capital. The place was too small. Things changed after I received a loan, and I managed to extend the place and renovate the shop," she recalls.

Scovia's journey is a rare example of entrepreneurial resilience and growth in Africa, where obstacles often halt progress. She says that her determination wasn't enough; financial support was crucial. Her breakthrough came when she secured an interest-free loan through the Youth Enterprise Development and Capacity Building project, financed by the African Development Bank Group's Youth Entrepreneurship and Innovation Multi-donor Trust Fund.

The project aims to boost employability and job creation for South Sudanese youth aged 18-35 by strengthening private sector capacity, building entrepreneurial skills, and creating a more supportive business environment.

The United Nations Development



Programme (UNDP) implements the project, with Stanbic Bank and M-gurus, South Sudan's pioneer mobile money platform, handling loan disbursement and repayments.

"Our work in South Sudan ensures that the young entrepreneurs play a critical role in improving the food and nutrition security in the country," said Martha Phiri, the Bank's Director for Human Capital, Youth and Skills Development. "This complements the Bank's work of supporting young people to start and scale up their businesses in sectors, such as agribusiness, that have the potential to create jobs," she added.

Scovia's \$6,000, coupled with business skills workshops offered by the UNDP, was transformative. "We were trained in budgeting, planning, management, and how to control business finances," she said. "I have not only expanded my business but can now support my family. The four women I work with can pay for their education and health needs."

Scovia is ambitious about the future. She plans to open more branches in Juba and even dreams of establishing a juice processing plant to serve

markets across East Africa. Her journey serves as an inspiration to other young entrepreneurs. "Young people should be focused, set goals, and strive to achieve them," she says. "Empowerment comes from within, and entrepreneurship offers a pathway to self-sufficiency and prosperity."

Entrepreneurs across Africa face barriers to growing their businesses, including limited access to capital, rising inflation, and market access challenges. The continent's women entrepreneurs also face gender-specific challenges, such as pressure to balance the demands of a business and a household.

The African Development Bank's work in South Sudan and across Africa helps to boost the diversity, nutrition, affordability, accessibility, and safety of food for the benefit of people in Africa. Its support for youth entrepreneurs such as Scovia contributes to strengthening food and nutrition security in their communities.

SOURCE: African Bank Development Group

2ND ANNUAL EMPLOYEE AFRICA SUMMIT: A RESOUNDING SUCCESS



The 2nd Annual Employee Africa Summit, held on June 27-28, 2024, brought together top management professionals, thought leaders, and key stakeholders from across Africa to discuss pressing workforce issues. Centered around the theme "Unleashing the True Potential of the African Workforce for the Future of Work," the summit focused on sharing insights and developing innovative solutions in response to global shifts in employment trends, including advancements in technology, automation, and AI. With the goal of preparing organizations to thrive in the evolving job market, the event explored strategies to foster supportive environments for employees across the continent.

The summit attracted over 300 attendees from across Africa, representing various industries and professions. Participants included HR managers, C-suite executives, entrepreneurs, employees,



researchers, scholars, and individual professionals. This diverse gathering fostered a collaborative environment for exchanging ideas, identifying best practices, and creating actionable solutions tailored to the African context.

One of the standout moments of the summit was the keynote address delivered by the esteemed Dr. Letlhokwa Mpedi. As a recognized authority on labor and employment trends, Dr. Mpedi captivated the audience with his thought-provoking keynote on the Future of Work. He outlined the profound shifts

occurring in workplaces worldwide, driven by technological innovations, globalization, and changing employee expectations. By incorporating examples of global trends and providing practical advice on how African businesses can harness the opportunities presented by these changes, Dr. Mpedi's keynote set the tone for the rest of the summit. In addition to the keynote speeches, the summit was also expertly hosted by Mr. Mompoloki Makwana, CEO of Employee Africa and Mrs. Nikita Makwana, Managing Director of Employee Africa who played an instrumental role in guiding the

YEE AFRICA SUMMIT: ING SUCCESS



event's proceedings. In his opening remarks, Employee Africa CEO, Mr. Mompoloki Makwana provided an overview of the summit's overarching objective, emphasizing the importance of cultivating vibrant, inclusive, and productive workplaces that are conducive to employee growth. He highlighted the correlation between individual employee development and overall organizational success, noting that "organizational growth comes from the individual growth of employees." His message served as a powerful reminder of the need for organizations to invest in their people as the foundation for sustainable

success.

Mrs. Nikita Makwana, on the other hand, delivered an insightful presentation on the significance of cultural intelligence in today's rapidly changing work environments. She delved into how cultural intelligence can be a critical factor in fostering strong workplace relationships and driving organizational success, particularly in multicultural settings where diverse perspectives can be leveraged to spark innovation. Her presentation emphasized that cultural intelligence is not just about understanding different cultures but also about developing the empathy, adaptability, and communication skills needed to build a cohesive and inclusive work environment. Through this lens, Mrs. Makwana illustrated how organizations that prioritize cultural intelligence are better positioned to create an environment where employees feel valued and empowered, ultimately leading to

stronger organizational performance and success.

In closing, the 2nd Annual Employee Africa Summit 2024 offered a valuable platform for exchanging knowledge, fostering collaboration, and inspiring action towards building a workforce that is prepared for the challenges and opportunities of the future.

The event underscored the need for a proactive approach to workforce development, with a particular focus on embracing technological advancements, cultivating cultural intelligence, and creating environments that prioritize employee well-being and growth.

The insights gained from the summit are expected to have a lasting impact on organizations across Africa as they continue to evolve and adapt to the future of work.



CELEBRATING WOMEN





LESEGO RUTH CUTTEN

MBA & Bachelor of Commerce in Human Resources Management - Management College of Southern Africa Durban (MANCOSA), Human Resources Executive

[Lesego Ruth Cutten]



Lesego Ruth Cutten is an accomplished Human Resources Executive with over 13 years of extensive experience in organizational effectiveness, talent management, workforce productivity enhancement, and compliance with labor laws in sub-Saharan markets. She holds an MBA and a Bachelor of Commerce in Human Resources Management from the Management College of Southern Africa, Durban. Her

expertise spans HR strategy execution, recruitment, training, development, and employee retention, with a strong focus on aligning HR practices with organizational goals.

In her most recent role as Human Resources Manager at VictusGlobal Botswana, Lesego led strategic HR initiatives, managed organizational change, and implemented talent development and retention programs.

Her role also encompassed managing recruitment cycles, HR administration, payroll processing, and employee benefits, ensuring seamless operations of all HR functions. Previously, at the Botswana-UPenn Partnership with the University of Pennsylvania, she played a pivotal role in restructuring processes and integrating HR strategies into organizational objectives.

Lesego's career is marked by her



ability to design and implement HR policies that enhance organizational performance and comply with regional labor laws.

Her expertise in employee relations, financial management, and strategic talent acquisition has significantly contributed to the growth and transformation of the organizations she has served. She has also been instrumental in creating robust talent pools, career growth plans, and networks that benefit both employees and employers.

Beyond her professional endeavors, Lesego is deeply committed to personal and community development. She serves as an Overseer and full-time

Pastor at The Worship Centre Church (TWC), where she is also a motivational speaker, counselor, and mentor. Through her coaching, she empowers individuals to achieve their goals and provides guidance to those in need, fostering inspiration and resilience within the community.

Certified as a Chartered Human Resources Professional (CHRP), Lesego continues to pursue professional development to stay ahead in her field. Her dedication to cultivating cultural change programs and implementing forward-thinking HR solutions underscores her commitment to driving business transformation and enhancing individual and team performance.

"An HR lead executive of note"



KEMI ADEKEMI AKINDUTIRE

Founder, Principal Consultant Imerge Company LLC, BA Sociology - UB,
Masters in HR & Industrial Relations - University of Illinois,
MBA - University of Maryland.

Kemi Akindutire is the Founder and Principal Consultant of Imerge Company LLC, where she partners with individuals and organizations to explore, establish, and execute their vision and mission as an Organization Development Consultant and Executive Coach. With two decades of experience across industries including aerospace, defense, and the non-profit sector.

Kemi has cultivated expertise in Human Capacity Management & Development, Change Management, Organizational Development, Program and Project Management, and Performance Management.

Kemi holds a Bachelor of Arts in Sociology from the University of Botswana, where she was awarded the Isaac Schapera Prize for best academic performance and research. She later earned an MBA from the University of Maryland and a master's in human resources from the University of Illinois at UrbanaChampaign.

Currently pursuing a PhD in Organization Development at Benedictine University, Kemi's research focuses on purpose-driven organizations and individuals in various cultural contexts, including Africa, and its impact on organizational outcomes. Her ongoing research, which explores how aligning personal and organizational purpose can enhance motivation, performance, and effectiveness, recently earned her the first AGRH Doctoral Student Award at the 2024 Academy of Management (AOM) Conference under the Management Consulting Division.

Kemi's career began with Fortune 500 companies in the automotive and aerospace industries, where she held progressively senior HR roles. She developed expertise in HR Business Partnerships, Compensation, Performance Management, and Learning & Development. Throughout her career, Kemi led teams and projects focused on facilitating organizational change and transformation.

She spearheaded several enterprise-wide initiatives, such as redesigning salary treatment and promotion strategies and establishing a compensation compliance framework that mitigated risks across the



enterprise. She also led the modernization of the performance management system for over 80,000 employees, making it feedback driven and employee-centric. These accomplishments earned her multiple awards, including several SPOT and Special Recognition Awards.

In addition to her consulting work, Kemi serves as the Global Product Lead for EPR Global, a women's professional network that focuses on leadership, spiritual development, and mentoring. She leads the business's product lines, focused on accelerating the personal and professional development of women of black heritage across the globe. In this role, she facilitated developing and designing strategic roadmaps supporting the organization's global expansion and transformation efforts. She is currently leading its culture transformation effort as an internal OD consultant.

Kemi is a certified executive coach and a Project Management Professional

(PMP) and holds accreditations in several diagnostic tools, including the Organizational Culture Inventory® and the Organizational Effectiveness Inventory® by Human Synergistics. She is also certified as an MBTI facilitator and Proscicertified in Change Management. Her areas of specialization include Organizational Development & Effectiveness, Change Management, Program Design & Execution, Performance Management, Executive Coaching and Leadership Development.

Kemi's thought leadership extends to her written work. Her first article was published in *Mmegi Newspaper* in Gaborone, Botswana, following her award-winning research on "Internet use by students at the University of Botswana." She is also a contributing author to the 2023 Change and Transformation Quotient for CEOs and Directors in Africa, a guide that focuses on embedding OD and change leadership for business leaders across the continent. Additionally, she is the author of the book Success to

FROM P35

Significance: How to Identify, Plan, and Execute Your Kingdom Assignment. She has also published personal and professional development articles in the JHDC Impact Magazine.

Kemi has been featured as a speaker and panelist at conferences, such as the 2022 and 2023 Midwest Academy of Management Conferences, the 2024 National AOM Conference, and the 2024 Organization Leadership & Development Network Conference in Gaborone, Botswana. She has also designed, hosted, and moderated several events for several years, such as the Emergence Conference and EPR Global's Professional Development Webinars, showcasing her ability to inspire and lead discussions on personal and professional growth.

Outside of her professional career, Kemi is deeply committed to community service. She has held leadership roles in various mentoring and career advancement programs, such as the Daniel Leadership Institute and JHDC's Career and Skills Development Ministry. She is also a board member of the Justina Family Foundation and Building Right Relationships, where she continues to support community initiatives. In her local church, Kemi volunteers by contributing to the spiritual development of elementary school students.

In her personal life, Kemi enjoys reading, journaling, writing, and watching movies. She cherishes spending quality time with her husband and two daughters.

Kemi's steadfast dedication to



driving transformative change for organizations and individuals, coupled with her extensive experience and academic expertise, positions her as a trusted advisor in navigating the complexities of today's fast-paced and ever-evolving landscape.

Her professional mission is to create environments where organizations and individuals succeed and thrive, fostering sustainable growth and long-term impact.

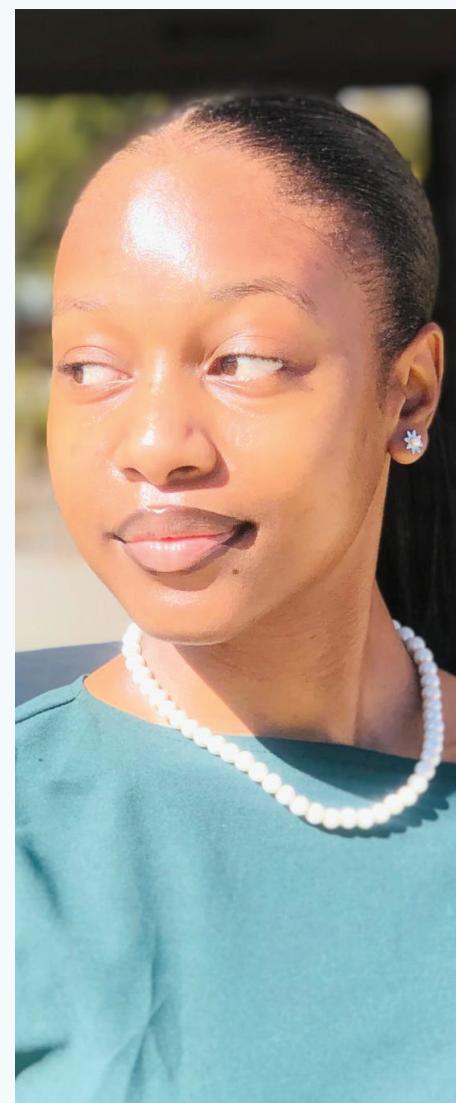
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MISS TSHEGOFATSO SANOTO

Founder of the Quantitative Analysis and Risk Management (QuARM) Foundation
Certified Financial Modeling and Valuation Analyst (FMVA) | Bancassurance
Underwriter at Botswana Insurance Company





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Tshegofatso Sanoto is an emerging leader in the finance and insurance sectors, with a passion for inspiring change across industries, particularly within Africa. As the founder of the Quantitative Analysis and Risk Management (QuARM) Foundation, Tshegofatso has led the initiative from its inception as a student club at the University of Botswana in 2023

to its expansion into a multi-country consortium that spans Botswana, Eswatini, and South Africa.

QuARM bridges the gap between theoretical knowledge and practical application in the fields of quantitative analysis and risk management, focusing on providing hands-on experience and industry insights to young professionals, especially those from disadvantaged backgrounds.

A Certified Financial Modeling and Valuation Analyst (FMVA) and Bancassurance Underwriter at Botswana Insurance Company,

Tshegofatso is dedicated to driving innovation in Botswana's financial landscape. Through workshops, mentorship programs, and outreach initiatives, QuARM is empowering the next generation of financial leaders across Africa.

QuARM's upcoming launch as a global consortium presents an exciting opportunity for collaboration, sponsorship, and further expansion, with the core mission of equipping students with the skills necessary to shape the future of the financial sector.

CELEBRATING ALETTE VONK

A trainer, lecturer & author in the field of
Intercultural Management. Intercultural change consultant



Alette Vonk is a trainer, lecturer and an author in the field of Intercultural Management. As an intercultural change consultant, she is able to support all those situations, where people from different backgrounds, countries and ethnicities come together to collaborate or to do business.

Regionally she specializes on the European and African continents. Alette was born, raised and educated in the Netherlands. She lived in the US for a year and lived and worked in West Africa for ten years (Cameroon, Benin, Ghana), in the development business. On top, she has travelled all over Europe and Africa, staying in many places for various amounts of time.

Generally, Alette departs from the idea that indigenous wisdom, such as Ubuntu and other local concepts from the African continent, form necessary ingredients for good governance and innovative management tools. Recently she co-published a book about a Portuguese subsidiary in

Angola. It is a fascinating case study. The Angolan employees, together with their Portuguese country director, managed to merge African/Angolan forms of leadership together with Western/Portuguese so called 'best management practices'. This confluence of cultures created a people oriented, rewarding and successful organization for all.

Alette, being one of the Friends of Hofstede, combines these indigenous knowledge systems with worldwide cultural research, specifically that of the late prof. Hofstede. Hofstede's model is able to reduce the enormous complexity of culture down into six basic differences. They represent six deeply unconscious patterns of culture. These dimensions, added with the engrained local values surrounding good leadership and community, form the building blocks for good management systems of both government, NGO's and corporate companies.

Alette holds an MSc. in Development Sociology. She has Practitioner's

certificates in Organisational Culture (OC); Intercultural Management (ICM); Neuro Linguistic Programming (NLP) and Organisation Development (OD). She has been facilitating change processes (both in communities and in organizations) for over 30 years. From 2010 onwards, she is an independent consultant under the name De Vonk Advies en Diversiteit and her consultancy is a member of the Cooperative Cultural Insights. On top she's a lecturer Intercultural Management at the University of Leiden since 2017.

Alette is a person with a drive. Knowledgeable and witty, she lives up to her name Vonk, which means Spark in Dutch.

Publications:

- Cultural Confluence in Organizational Change: a Portuguese venture in Angola, Palgrave Macmillan, 2024 (together with Vasco Freitas Silva)

Source: See what the Dutch Say, Amazon, 2020 (together with three other interculturalists).



**LETSILE TEBOGO WINS
MALE TRACK ATHLETE OF
THE YEAR**



[PHOTO CREDIT: ANOC]

Idris Elba is building an entertainment industry in Africa

By Nicole Goodkind, CNN

Idris Elba has conquered Hollywood with iconic roles in "The Wire" and "Luther." Now, the London-born actor is shifting his focus to a new stage — one that's 10,000 miles away. Elba, whose parents hail from Sierra Leone and Ghana, is on a mission to transform the entertainment industry in Africa.

His vision is ambitious. Elba aims to build film studios across Africa, starting in Zanzibar, the Tanzanian semi-autonomous island renowned for its white sand beaches. The idea took root last year when Elba met Tanzanian President Samia Suluhu Hassan at the World Economic Forum in Davos. Their discussions led to plans for the first studio in Zanzibar — a move Elba believes could be the first building block of a global entertainment hub.

In August, the government of Zanzibar promised him nearly 200 acres to begin construction.

"Idris Elba will be building a modern studio similar to Hollywood, Nollywood (in Nigeria), or Bollywood," Zanzibar's Minister for Investment, Shariff Ali Shariff, announced. He even joked about naming the industry "Zallywood" or "Zawood."

The project goes beyond film. Elba believes Africa's creative sector is underrepresented globally.

"Much of the imagery about Africa isn't even generated from Africa," Elba told CNN at the Stellar Development Foundation's Meridian conference in London this week. "A lot of media is centered around (negative depictions of Africa). But the median age in Africa is 19; these young people are optimistic and deserve the chance to tell their own stories."

There is also significant money to be made. Though Africa comprises 18% of



the world's population, it accounts for only 1% of the global creative economy — a sector that Goldman Sachs expects to double in the next five years.

The timing couldn't be better. A recent UNESCO report shows that Africa's film and audiovisual industry could create 20 million jobs and add \$20 billion to the continent's GDP by 2030. Global players like Netflix and Disney have already made sizable investments in Kenya, South Africa and Nigeria.

Still, many governments in emerging economies have yet to recognize the economic potential of the creative sector, Elba said. The lack of regulation and investment, particularly around copyright and financing, has placed limits on growth.

He sees potential akin to South Korea's explosive entertainment industry growth: From 2017 to 2021, Korean pop-culture-related exports grew at an average annual rate of 13.7%, 2.5 times faster than overall export growth.

Korea's Economic Research Institute estimates this contributed \$27 billion to the economy.

Tanzania is already looking toward that model, partnering with South Korea to send African actors for training in Busan. But Elba understands that building studios alone won't be enough to spark an entertainment revolution.

"It's all been a puzzle," he said, referring to the challenges of structuring a new industry. One critical piece is how to pay creators in countries with limited banking infrastructure.

In a separate but related project aimed at solving the payment issue, Elba has partnered with Stellar, a blockchain-based platform, to introduce Akuna Wallet, a digital wallet designed for the creative economy.

Akuna Wallet allows artists, filmmakers, and musicians to manage payments and royalties without relying on traditional banks. By enabling peer-to-peer transactions in digital currencies, it provides a secure payment system in regions with limited financial infrastructure.

With nearly 60% of Ghana's population under 25, many young Africans remain unbanked.

A pilot program, launched this week in partnership with the government of Ghana, aims to streamline payments for local creatives, potentially bringing more financial inclusion to the industry.

"Popular platforms for monetizing creative work often require bank accounts, which excludes many young Africans," Elba said. "We need a financial model that allows for consistent quality creation."

But if local governments see a healthy entertainment economy, he added, they'll enable it to grow.

"It will grow, and it can grow," he said.

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[Lucy Mary Marowa]

The Epitome of Feminine Strength & Wisdom in Action

PROFILE OVERVIEW

Lucy Mary Marowa is a distinguished leader in the healthcare sector and currently serves as the CEO of National Blood Services Zimbabwe (NBSZ). With a profound commitment to improving public health and enhancing the quality of life in Zimbabwe, Lucy has dedicated her career to driving impactful change and shaping the future of the blood service industry. Lucy is a practitioner of human-centered leadership premised on robust strategic foresight. She is a quintessential example of empowered female leader and a manifest of female leader's unique brilliance, presence, and impact.

Given increased calls for gender mainstreaming in Africa, we regard Lucy as the epitome of feminine strength in action. A trailblazer in changing the narrative and shaping the future of female leadership. Her professional journey, commitment to lifelong learning, and human-centric leadership approach, is worth profiling.

PROFESSIONAL JOURNEY

Lucy's journey in healthcare began with a solid academic foundation in medical science, followed by extensive training in blood transfusion medicine. Her passion for healthcare was evident early on, leading her to take on various roles within NBSZ, where she quickly rose through the ranks due to her innovative approach and strategic vision.

Under her leadership, NBSZ has transformed into a model of excellence in blood safety and availability, significantly improving the systems for blood collection, processing, and



distribution. Lucy's ability to engage with diverse stakeholders, from government officials to community leaders, has been crucial in mobilizing resources and awareness around the importance of voluntary blood donation.

Her journey is marked with traces of generative organization transformation, innovation practices, and leadership development.

Lucy has been instrumental in the development of sustainable business initiatives for blood service organizations in Africa, Eswatini, Kenya, Namibia, and South Africa. She strongly believes that blood service organizations will engage in more business related activities other

than their core mandate.

ACHIEVEMENTS AND CONTRIBUTIONS

Lucy's contributions extend far beyond her role at NBSZ. She holds numerous leadership positions both nationally and internationally, advocating for safe blood transfusions and health policies that promote community welfare. Some of her notable achievements include:

- **Enhanced Blood Safety:** Implementing advanced technologies and practices that ensure the safety and quality of blood products in Zimbabwe.



• Community Engagement: Initiating campaigns to raise awareness about blood donation, resulting in increased donor participation and a sustainable blood supply.

• Global Collaboration: Actively participating in international forums and organizations, sharing Zimbabwe's best practices and learning from global counterparts.

• Mentorship and Empowerment: As the Chairperson of the Women Corporate Directors Network Zimbabwe, Lucy plays a vital role in mentoring and coaching future leaders, fostering an environment of support and development for women in corporate roles. Her dedication to nurturing talent is evident in her active involvement in various mentorship programs.

• Human-Centered Leadership: Lucy brings a human-centered approach to organizational transformation, emphasizing empathy, collaboration, and inclusivity. This philosophy not only strengthens her teams but also drives

innovation and resilience within the organizations she leads.

• Corporate Governance Expertise: A recognized authority in corporate governance, Lucy lectures on the Professional Director Certification (Pro Dir) at the Institute of Corporate Directors Zimbabwe (ICDZ). Her insights and experience help aspiring directors understand the intricacies of governance, risk management, and ethical leadership.

Her dedication has earned her several accolades, recognizing her as a leading figure in the African health sector and an exemplary role model for women in leadership.

Lucy strongly believes that her mission is to empower women, fill people with enthusiasm and urge to do more with their capabilities and God given talents. Hence, she works with various business member organizations such as Zimbabwe National Chamber of Commerce (ZNCC) Women's Desk and CEO Africa Roundtable.

CONTINUED EDUCATION AND FUTURE ASPIRATIONS

In a testament to her lifelong commitment to learning and professional growth, Lucy Mary Marowa recently enrolled for a Doctorate program in Strategic Management. She has also been taking an Organization Development (OD) certification in Zimbabwe.

This reflects her ambition to further enhance her strategic leadership skills, deepen human-centric leadership, and contribute to the development of innovative healthcare strategies that can transform the sector on a broader scale.

As she continues to lead with purpose and vision, Lucy remains an inspiring example of how a woman's determination can drive substantial change, making a lasting impact on her community and beyond.

Her journey is a reminder of the power of female leadership in shaping the future of industries across Africa.

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