

# Aligning people with business goals

Fresh from the corporate sector and the first woman CEO of USB Executive Development Ltd, Denise Holloway offers a credible approach to executive development. Her plan is to forge alliances and co-create integrated executive solutions. Julie Streicher asks her to elaborate.

"It is important to understand what corporate South Africa is seeking in terms of developing people," says Denise Holloway, the new CEO of USB Executive Development Ltd (USB-ED) at the University of Stellenbosch Business School. And she has a very good idea – having occupied several challenging roles in business and HR in her career with the Nedcor Group.

"I want USB-ED to focus strongly on high-impact leadership and organisational development (OD) interventions. These two vital aspects must complement our traditional management development programmes," she says.

Holloway has witnessed the evolution of HR management – from the traditional HR-driven model to the strategic OD-centric business model of today.

She explains that OD presupposes a holistic and integrated mindset ... a way of looking at business and its human face, and systematically aligning this with the strategic objectives of the organisation.

"Traditionally HR had little to do with the human dynamic; it was all about payroll, pension, medical aid, etc. Then the greater degree of specialisation in things like recruitment, industrial relations, training and performance management brought about many silo-driven functional HR units, where head office units largely drove the business units from the HR side.

"As business became more competitive, however, this evolved into a business HR consultancy model; where HR consultants were allocated to the various line functions in an effort to focus more sharply on the needs of those areas."

This, in turn, spawned the next phase: that of strategic partnerships. This is where the consultant plays an integral part in the executive management of the business and, as a

partner with line executives, formulates unique strategies to achieve its goals.

"This is the philosophy which USB-ED will support as it builds strategic partnerships with its clients."

USB-ED has four clearly demarcated lines of business covering the full spectrum of corporate needs, from a strategic alignment perspective: open programmes, corporate customised programmes, leadership and organisational development interventions and strategic business consulting.

"This combination enables USB-ED to partner with its corporate clients in terms of the transformational change they are going through, while at the same time providing them with a full range of leadership and management training to support that change.

"We are an autonomous business with our own external board and shareholders," Holloway points out. "This says that we, as business people, understand the world of business that our clients are part of.

"I plan to build on the platform that has been established and to position USB-ED for the next phase in its growth. Negotiations are, for instance, well advanced for a broad-based black employment equity (BEE) partner to obtain a stake in the company."

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Denise Holloway

## The Aspen Institute chooses the USB to help prepare future business leaders for complex ethical, social and environmental challenges

Corporate scandals, political dynamics, 4 billion poor people, the rapid expansion of information technology and globalisation have created an extraordinary opportunity for dialogue and experimentation in management education. Governments, academics and the private sector are now acknowledging that 'business as usual' is an insufficient response to public demands and social needs. Innovative

The Aspen Institute in New York, has selected the University of Stellenbosch Business School – the only business school chosen in Africa – to take part in its international Business and Society Teaching Innovation Program which focuses on addressing challenges and opportunities in corporate citizenship, social impact management and values-based leadership through management education. Amanda Matthee reports.



Prof Stef Coetzee

companies have embraced the concept and practice of 'corporate citizenship,' but a critical question remains: What is happening in the 'pipeline' of future business leaders to prepare them to manage complex ethical, social and environmental concerns?

In this context, the Aspen Institute in New York has established its Business and Society Program. Through this initiative, the Institute is now launching the Teaching Innovation Program (TIP) – a two-year action-learning project focused on teaching leadership competencies consistent with a sustainable global society.

The Aspen Institute selected eleven business schools, including three from the developing countries India, Mexico and South Africa, from a list of 60 top business schools around the world. In South Africa, they chose the University

of Stellenbosch Business School (USB) to contribute towards the comprehensive task of creating a body of ethical, social and environmental management expertise.

"The USB considers its participation in the Aspen Project an enormous honour," says Prof Stef Coetzee, convener of the USB's task team working on this project.

"The current global situation has created a fourth world of poor people who are excluded from technological and economic progress. This, together with the distinct lack of trust in the world's business sector and political leaders, is creating new management and leadership challenges.

According to Prof Coetzee, the USB will contribute to the Aspen Project via an MBA in sustainable business, a PhD programme and the establishment of

a Centre for Sustainable Business and Development.

Says Prof Coetzee, "We need new business leaders, new business intelligence and new public sector leaders. We need NGOs and public-private partnerships. I believe the Aspen Project will help to bring this about.

"I am very excited about the possibilities that this holds for the USB, for the poor in our own country and in the rest of Africa, and for the development of our own MBA students," concluded Prof Coetzee.

The USB plans to contribute in these areas:

- PhD in leadership, governance and ethics.
- Centre for Sustainable Business and Development:
- MBA in sustainable business
- Elective on sustainable business.

## Post-graduate Diploma in Financial Planning launched at Stellenbosch University

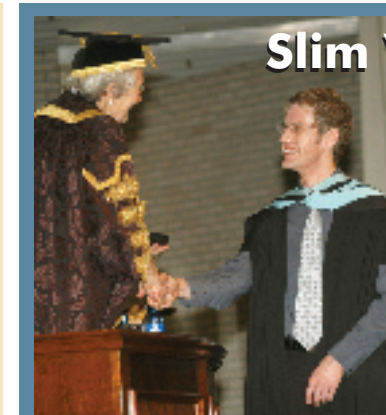
Stellenbosch University launched its post-graduate Diploma in Financial Planning (DFP) in partnership with the Financial Planning Institute (FPI) earlier this year. The DFP is a two year specialised diploma programme in financial planning offered by the Department of Business Management.

According to Prof Niel Krige, Programme Coordinator of the DFP and former Deputy Chairperson of the Momentum Group, the Diploma will greatly enhance the professional status of all successful students. "With the advent of the Financial Advisers Act (FAIS) the education of intermediaries in the financial services industry has become even more important," he said.

On completion of this sought-after qualification, students will be able to practice as financial planners. This ensures advancement towards the coveted internationally accredited Certified Financial Planner (CFP) qualification.

The programme, initiated by Profs Niel Krige and Izak Lambrechts of the Department of Business Management, is presented in collaboration with Allan Gray, Old Mutual, and Sanlam.

Contact the Programme Manager, Dr Ria Hugo at 021 808 2223 or mmb2@sun.ac.za for more information.



Breinboks. Die kanseliersmedaljewenner, Gideon du Rand, saam met die Kanselier, prof Elize Botha.

## Slim Vrystater wen kanseliers-medalje

Gideon du Rand, 'n boorling van Bloemfontein, is 2004 se kanseliersmedaljewenner.

Gideon het in 2004 die graad HonsBComm (Ekonomie) *cum laude* geslaag. Dié toekening word jaarliks toegeken aan 'n uitmuntende finalejaarstudent en dit was die eerste keer dat dit aan 'n student in die

Fakulteit Ekonomiese en Bestuurswetenskappe toegeken is.

Nie net het hy voorgraads die BRek-program gevolg nie, maar ook addisioneel Ekonomie op tweede- en derdejaarsvlak geneem plus Praktiese Musiekstudie op al drie jaarvlakke. Steeds het hy oor 'n studieperiode van 4 jaar 'n gemiddeld van 85,2% gehandhaaf. Hy het sy akademiese uitnemendheid voortgesit in sy nagraadse studies in Ekonomie en met 87% slegs die tweede nagraadse Ekonomie-student geword wat in die afgelope 20 jaar meer as 85% gemiddeld in dié departement verwerf het.

Gideon studeer tans aan die prestigeryke Columbia University in New York waar hy besig is met sy PhD-studie in Ekonomie. Die Ernst Oppenheimer Memorial Trustfonds het ook 'n toekening aan hom gemaak vir sy studie aan Columbia University.

New Diploma launched: Fltr: Prof Niel Krige, Mr Jaco Coetzee (Sanlam), Dr Sibis Moodley-Moore (Allan Gray), Ray Makhanya (Old Mutual), Dr Edwin Hertzog (Chairperson of the University Council and Prof Nick Terblanche (Chairperson of the Department of Business Management)