

Post Programme Review

Executive Development Programme



A Collaboration between EWSETA and Wits Business School



Foreword

Dear Stakeholders

Year-on-year, the EWSETA's SSP has noted the gender disparity at managerial and executive levels in our sectors. The statistics highlight the importance of capacitating women in these sectors with executive development skills that will close the gender gap and see more women in leadership roles. 2020/21 financial period saw the EWSETA and Wits Business School (WBS) collaborating on a bespoke Executive Development Programme to develop women for executive roles in the energy and water sector.

In March 2021, 19 women started their empowerment journey that ended fortuitously in Women's Month 2021.

Just as Women's Month was drawing to a close, on 27 August 2021, the EWSETA's custom-designed 'LiveHub' online conferencing platform hosted a virtual 'coffee and chat' to reflect on this flagship programme, as well as to discuss what women need to be doing to break through the 'executive glass ceiling'.

'The glass ceiling' is a term first popularised in the 80s to describe the challenges women face when their careers stagnate at middle-management roles, preventing them from achieving higher leadership or executive roles. In the Oxford Dictionary, it is defined as 'an unacknowledged barrier to advancement in a profession, especially affecting women and members of minorities'.

The EWSETA's CEO, Mpho Mookapele, focused on this subject during the opening presentation and the challenges women face in the energy and water sectors that remain largely male-dominated. Of the points made by the CEO, one of the more profound was the importance of women believing in themselves and their abilities to break through this 'invisible barrier',

but at the same time taking other women with them on the journey.

Professor Maurice Radebe, Head of WBS, and Dr Zanele Ndaba, Senior Lecturer at WBS and convenor of the programme, both highlighted the importance of continuing education in progressing through the ranks in a corporate environment. Two of the course participants, Nosipho Bridgette Bodlingwe from Eskom and Thobile Mbatha from the Department of Public Enterprises, shared their experiences of the programme. The event held was a fitting end to Women's Month that remains an important reminder of the struggle of women in South Africa.

This publication has been compiled as a reflection on the course by the ladies who participated in this exciting programme, that no doubt will set the tone for similar such programmes in the future.

Candice Moodley
EWSETA Corporate Services Executive



Happy Women's Month

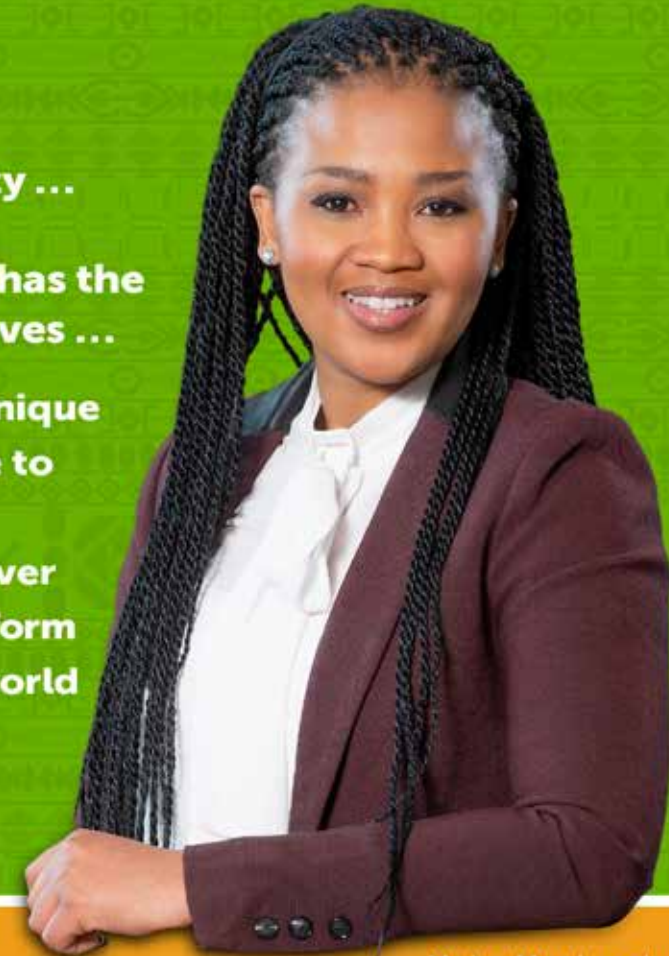
Water is life ...

Sanitation is dignity ...

Electricity/energy has the power to change lives ...

"Women have the unique power of being able to look at the world's problems and discover solutions that transform lives and make the world a better place"

Dr Ayanna Howard



Mpho Mookapele
EWSETA CHIEF EXECUTIVE OFFICER



#WomensMonth, #WomensDay2021

The woman I was yesterday, introduced me to the women I am today, which makes me very excited about meeting the woman I will become tomorrow

The Grit and Grace Project



Women's Month



The Wits Business School Team



Head:
Wits Business School
Professor Maurice Radebe



Course Convenor
Lecturer:
Culture & Change
Management
Dr Zanele Ndaba



Lecturer:
Financial Management
**Prof Thabang Mokoaleli
Mokoteli**



Lecturer:
Emotional Intelligence
Prof Marth Munro



Lecturer:
Leadership
Dr Johnny Matshabaphala



Lecturer:
Thinking and Strategy
Percival Dikobe



Executive
Relationship Manager
Adorable Jacinto



Lecturer:
Women and Negotiation
Portia Heynes



Lecturer:
Emotional Intelligence
Prof Mariana Pretorius

Syndicate Presentations

This exciting programme concluded on 3 August 2021 with syndicate presentations by four syndicates. The syndicates were asked to select a topic from the list of topics below:

- According to SONA 2020 municipalities in good standing will be able to procure their energy from IPPs. What mechanism can municipalities put in place to tackle their debt to Eskom whilst pursuing their diversification of supply through entering into Power Purchase Agreements with IPPs?
- Impact of the Just Energy Transition in communities that are around South Africa's coal belt? How can one ensure that all secondary and informal businesses are part of the transition towards a green economy?
- The energy sector is a capital intensive sector which can be a barrier for most entrepreneurs. This leads to most SMME's participating in secondary businesses in the sector which continues to be largely untransformed. What are the other main barriers to entry for SMME to participate in the energy value chain?
- Access to clean, reliable and affordable energy for remote communities through Micro grids and Battery Energy Solutions. Taking into consideration the current fiscal constraints, how can government enable the roll-out of these Micro grids to these communities in response to energy poverty?
- Are water sector challenges in South Africa of a technical, managerial, or financial nature (i.e. human vs technology vs finance)? How should we tackle these?
- Taking the Water Act into account, what can the Department for Human Settlements, Water and Sanitation (DHSWS) do to ensure service delivery reaches everyone in South Africa?
- What approach must the South African government take to attract foreign direct investment (FDI) into the water sector?

“**The EDP journey with all the wonderful ladies, my phenomenal coach and the fantastic faculty members has been an experience of a lifetime. I have learned a lot from their own journeys and that has enriched mine immensely. Thank you EWSETA for the opportunity, it was truly a magnificent one.**”



Tsholofelo Mokotedi
EWSETA Acting
Executive for Planning,
Reporting & Monitoring

Sumaya Nassiep and Sanjay Bhana from Eskom, Refilwe Buthelezi from Rand Water and Tsholofelo Mokotedi from EWSETA, represented the energy and water sectors as panellists who were tasked with giving feedback on the presentations, as well as to give additional feedback on the topics selected by each syndicate. Their input, based on their knowledge of the sectors, added further value to the learning experience of the 19 participants.

The EWSETA wishes to extend its sincere thanks to these colleagues for their contribution to this important programme.





Q1 What is your general perception of the programme?

Overall, an excellent programme for women in the energy and water sector. The programme was well structured. Class attendance created networking opportunities and enabled relationship building. The lecturers were well informed, both from a theoretical and on job experience point of view. ■

I think the programme was much needed in the sector (both water and energy) and for me came at a time where I was really considering my development and questioning my leadership style. From the programme I was able to put various aspects of my career and development into perspective and have also been able to understand the kind of leader I am in my place of work, as well as for the volunteer roles I have and in which I hold leadership positions. I have been in a supervisory role and management role for the past five years and now understand the necessary skills (in particular soft skills) required to build my career portfolio. ■

I'm in love with the programme –

it's really an all-rounder, focusing on skills women require in all leadership roles. The programme was short but very focused and impactful. After each session I learned empowering tools that

I can use immediately in my work environment. ■

I believe women's empowerment and economic development are closely related in that, in one direction, development alone can play a major role in driving down inequality between men and women; in the other direction, empowering women may benefit development and improve inclusivity. ■

I would really say this is the programme every woman in leadership should be given an opportunity to attend. The programme is timely and relevant to the challenges women are faced with in the workspace and it I believe it has improved our competence and addressed our professional development to build the capacity of women leaders in the country.

The approach and focus on the application of competence to facilitate an active learning process, which allows for research, reflection, learning of new knowledge, interpretation and application was key to integrate classroom teachings into implementation and this in turn assisted the application of knowledge and improved the skill and learning in a practical way.

The programme gave us an opportunity to demonstrate our previous and newly acquired understanding and competence and has allowed us to network and forge new business relationships with different women from the energy and water sector to leverage on our different skill sets, share knowledge and experiences that will

lead to future relationships which will take this country forward.

The programme has assisted the country and sectors in developing a pipeline of women in the energy and water sector to increase representivity and has ensured that women are empowered and feel supported. ■

I believe it is a very well-structured and timed programme. The career level and experience of the cohort is appropriate and it has been very exciting to learn from a group of highly motivated, but also experienced women, who have each brought unique perspectives to the course content. Obviously the in-contact discussion was amazing, but I feel that we also managed the online classes well, having gotten the chance to know each other already in person. I have really appreciated the lectures and the fact that there has been a coaching element added to the programme. I really believe that it has assisted me with defining some of the areas where I needed assistance but didn't quite know how to take it forward. ■

This programme is one of the few of its kind in that it addresses 'soft skills' for the energy industry. It covers personal introspection, skill levels, work style traits and habits, personality types, and the various interpersonal working relationships that occur in the workplace. ■

The course is pitched at a high level but is also relaxed and has lot of soft skills which

makes sense since it's an Executive Programme. The lectures are all brilliant, highly knowledgeable, experienced and always well prepared. The packaging of the course highly commendable*

The programme will go a long way in the development and empowering women in leadership, through its quality and execution. ■

The way this programme is crafted is very intentional. I think the programme design ensured that foundation is laid in the beginning so that impactful and introspective learning can occur. I enjoyed the introductory modules (Change, culture management and the interpersonal skills and emotional intelligence) which addressed the "me" part of this process of development. I think these were important fundamental building blocks to ensure that my colleagues and I in the class were 'opened' to learning by understanding the most important part of any development journey " the me". The remaining modules were all about sharpening the skills and competencies and giving us tools for effective management and leadership. Those were also delivered in a clear and simple, easy to apply manner. ■

“ This programme is one of the few of its kind in that it addresses 'soft skills' for the energy industry. ”



Nomawethu Madikizela
Magalies Water

Q2 Do you believe what you have learned over the last few months will assist you in advancing your career?

Yes it would definitely assist me. My background is engineering and I recently joined the IDC, which is a financial institution. All the courses were very relevant and helped me adjust to my new role as an Energy Specialist as well as to the new company. ■

Yes, I believe that what I have learnt in this programme is key for any woman wanting to be productive especially in these male dominated spheres. *

I have learned a lot, particularly at a very personal level. I have learned emotional intelligence, strategy thinking and issues around organisational financial management. As a leader I learned to be more empathetic, listening more and creating learning environment especially in my working environment. ■

Yes. Women leaders are being tested in unimaginable ways in workplaces. Preparing for the challenges requires



Bridgete Bodlingwe
Eskom

gaining new business insights, improving leadership skills, and cultivating a different mindset that embraces uncertainty and rapid change and this programme had offered that. This programme prepares rising women leaders to move from mastery of one focused area to success in a role with greater

responsibility, readying them to lead their organisations through the massive disruption happening in industries everywhere.

My business insights in key areas such as finance, leadership, emotional intelligence, strategy and thinking, change management, action learning, projects and working with an executive coach to develop my leadership skills one-on-one has been expanded and gave me confidence with any advancement in my career. These have tested and improved my leadership, resilience, agility and critical-thinking skills which is needed for advancement to the next level of my career.

The programme has increased my personal growth, improved my judgment and logical thinking to take complex decisions and to take responsibility. ■

I think that the course came at the right time in my career – it has re-energised me and forced me to look at what my next steps will be. It has also importantly given me a lot of confidence – in using what I already know but also having a renewed confidence to test my ideas with others. ■

Withoutadoubt -Yes!AsaleaderIcannow see how the power of self-awareness and how effective communication



Portia Matshitela
Eskom



can inspire greater performance and potential in your team. ■

It has started already, I got to understand myself better and believe the skills will push me to me move forward in my career. ■

What I have learned has developed me on a personal level. It is too soon to say whether it will assist in advancing my career but it will definitely assist in my current work. ■



I have definitely learned a lot, and grown more optimistic about the future and my career advancement into executive leadership.■

Definitely, I did my MBA in 2017, and many of the concepts were not new to me, however what was key for me is that at this stage of my

career, these concept have become applicable and require that I am on top of the issues. The programme allowed me to 'dust off' some fundamental key concepts into understanding how the world of business works but more so, how my industry works as most of the ladies come from the energy space. The programme was very practical to the issues and challenges we as the professionals in the energy industry grapple with daily, whilst also providing perspective as to how other companies deal with these important matters such as strategy formulation, leading with a vision and impact. Therefore, the experience was much more enriching.■

Definitely. The content is I believe carefully selected and correctly synchronised

allowing a logical way of acquiring knowledge. All the modules are relevant in my space. I operate in a mega project. ■



Nalini Ghela
Eskom

Q3 Do you believe what you have learned over the last few months will assist you in advancing your career?

For me it was while we, as a team, were working on our Action Learning Topic which is focussed on rolling out of microgrids in South Africa. As we progressed with our interviews I realised that there is still so much that needs to be put in place to enable this, but it is possible if all stakeholders work together. This is something I will be taking up in my current role at the IDC. ■

The EQ test revealed a lot to me about things that I have not previously wanted to address about myself. I have been able to take a more meaningful look into my goals, the plans that I have set for myself and how many of them are about me rather than about what I think I'm expected to do. I have learned that it is healthy, OK and acceptable to be in tune with your emotions and being emotional is not necessarily a weakness but can be used to be a more effective, impactful and transformational leader.

I have been previously very frustrated by older senior managers whom I feel did not relate to me and how I perceived important aspects of my job. During the programme, I was able to identify the type of leadership styles that they possess, as well as to ascertain the difference between a leader and a manager. I have realised that I want to be a leader more than being a manager. I want to be able to effectively incorporate leadership qualities in my management role (currently and hopefully more senior roles in the near future). ■

Emotional intelligence had a huge impact on me – I had to do a lot of introspection and really be mindful of

my emotions especially in the work environment. I'm exercising a lot of the 'pause moment' which assist me with responding only when I'm not emotional and only dealing with behaviours and not become personal. I continue to actively close the gaps identified in my EQ assessment. ■

It is difficult to choose one, I had "aha moments" on every module offered. Every experience I had with the 18 ladies I was with and through the action learning project due to the highly skilled lecturers who always brought an exciting and practical way of teaching while they make an experience a memorable one and yet instilled discipline. The knowledge sharing and engagement from highly intelligent women in class has always brought about some light bulb moments. I learned something new on every module and every experience in class and with my syndicate on the action learning project.

The excitement was more on the opportunity to advance my strategic decision-making capabilities to think faster and more creatively about challenges, opportunities, and solutions, as well as deepen my understanding of organizational dynamics, politics and how to avoid destructive conflicts (by applying emotional intelligence skills taught in class).



**Busisiwe Mathabi
Kelvin Power**

Understanding of financial statements analysis to identify the strengths and weaknesses a company has been the greatest insights I have acquired.

Personally, I have gained a lot from each of the modules on this programme. I am not a finance person but Prof Moloketi really demystified financial statements and all of a sudden it is not so overwhelming and actually I have a renewed interest in really understanding how companies create value for their shareholders.

I also think that the module on leadership really challenged me to think differently about leadership. Actually I think somewhere in my career life I have felt overlooked and undervalued and so it made me start to doubt my leadership attributes. I think now, I have such a different idea about how one can be a leader.

In the emotional intelligence discussions we had – specifically about the adult-child models of conversation – and at some point it also dawned on me how I could use that model in an effective way in my approaches at work but also in my family life. ■

My thinking and actions on leadership have been completely transformed by Dr. Johnny Matshabaphala - best lecturer ever in terms of how to keep the class engaged and interested throughout the programme. Dr Johnny employs frank discussions, group participation, real world examples, and some humour to make it all interesting and keep participants engaged. The information is very enlightening and can be immediately applied to every-

day use. Particularly on identifying your 'derailers'. The assignments, class activities, in fact, everything about this course was on top.

Everyone has greatness in them, sometimes we just need the right environment to tap into that and believe in really how deep we can dig. ■

Being in the same room with beautiful, intelligent and driven women. Information sharing from fellow students was amazing. We are all facing similar challenges. ■

My biggest learning is through the APL project realising that we all strive towards the same goals for energy but it is not happening in a coordinated or collaborative effort. ■

My biggest aha moment was learning about myself and focusing on self-awareness and areas of improvement through the leadership coaching programme. Further to this, all modules were so relevant and exciting, also addressing day to day issues and challenges. ■

The power of social capital. I think as a woman in the energy space, which is male dominated and working for government where networking could be construed for corruption, I have always shied away from



**Tendani Ndwamise
Eskom**



committed with my coach to explore developing the use of social capital more as much as I have diligently ensured that I empower myself so that I am skilled and competent in whichever opportunity I choose to pursue going forward.

encouraging any professional relationships that I could someday leverage from for support or advancement in my career. I have learned in this course that there is nothing wrong with branding one's self and effectively sell ones skills (similar to what men do so well in the private sector) to get ahead professionally or have someone sponsor your idea. That is not corruption. The use of social

I think this was an important lesson for most of the ladies in our group, women generally don't use their social capital for advance in their careers hence we then get stuck in jobs there were over qualified for, and get abused by being placed in acting positions for years and years. It was interesting that when we first introduced ourselves in class, 40-50% of the intelligent ladies had been acting for at least 2 years, me included. This has to change. Woman must change. As woman, we are equally, if not more, capable to run out organisations successfully, we just lack sponsorship. ■

I personally enjoyed the strategy module. Well Perceval (Thabo) the facilitator could not care what anyone of us think as he went through the material. He was explicit, thorough, had current industry knowledge and he is an eloquent speaker (of course highly opinionated). He is confidence and knows his weaknesses too. He is Autonomous. ■



capital is key to ensure that woman break the glass ceiling barrier that we have been struggling with. I then

Do you believe what you have learned over the last few months will assist you in advancing your career? Q4

There were many things that stood out but something I often reflect on is the case study we did during the Leadership course on Dr Matthew's Passion. It was an emotional case study however the leadership style displayed by Dr Mathews was commendable and left a lasting impression. ■

I have learnt that as a woman, I am an emotional being and this is an attribute that enables me to connect more with those whom I lead. I learned that it is not a weakness to be assertive and this can be done in an effective and empowering manner. I have learnt strategies, for all aspects of life be it career wise or personally. I've also learnt that it does not help me or those that I lead to dwell on what could have been but rather to focus on the people aspects of things (which is susceptible to change at all times) and to understand that when leading people (or managers) human effect is not negative. Mistakes do happen, and there should always be a lessons learned moment for all. ■

journey of that is agile, diverse and purpose driven. ■

Over and above gaining knowledge and skills through the modules that were offered and the action learning project, the experience of have 19 highly intelligent and wise women hungry for knowledge, to reskill and upskill themselves and willing to apply the acquired knowledge with an aim of working together to change the world and making the world a better place for other women coming behind us.



Gcobisa Mashegoana
Eskom

I have learnt that women's empowerment is central to realizing women's rights and



... women generally don't use their social capital for advance in their careers hence we then get stuck in jobs there were over qualified for, and get abused by being placed in acting positions for years and years.



"Use power to empower other people". Through my coach I am realising that as a Middle Manager I have a lot of power to empower people around me. I don't have to wait for any higher position to make a difference. In the workplace I need to be mindful and forceful in creating training opportunities that are honest and genuine to develop employees. I'm on an exciting

gender equality and includes women's ability to participate equally in existing markets; their access to and control over productive resources, access to decent work, control over their own time, lives and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions.

Empowering women in the economy and closing gender gaps in the world of work are key to achieving the 2030 Agenda for Sustainable Development (Goal 5, to achieve gender equality, and Goal 8, to promote full and productive employment and decent work for all and Goal 10 on reducing inequalities).

Increasing women's and girls' educational attainment contributes to women's empowerment and more inclusive growth. Education, upskilling and re-skilling over the life course – especially to keep pace with rapid technological and digital transformations affecting jobs—are critical for women's and girl's health and wellbeing, as well as their income-generation opportunities and participation in the formal labour market.

Education is one of the most important means of empowering women with the knowledge, skills and self-confidence necessary to participate fully in the development process including Emotional Intelligence. ■

Women are incredibly resilient and resourceful. Perhaps like the pain of labour, we forget just how capable

we are and just how valuable our contributions are. The course on emotional intelligence was interesting and insightful. To be a good leader you have to be emotionally intelligent, at least that's what I believe. Building relationships with your team and other Managers is vital if you want good results. ■

The importance of women in leadership roles and the empowerment of women especially female youth. ■

Emotional intelligence and how it impacts on the leadership, organisational culture and change management. ■

Apart from Social Capital, I would say I have learnt that as a country we seem to be short of visionary leadership. The kind of leadership that commands undisputed support because its motivational, transformative and seeks to change the lives of people in a fundamental way. In Strategy we debated what we think could be the South African Strategy for taking our country and economy forward, we went further to engage on whether we do have a coherent Black African Strategy for economic growth and advancement of the African population? I think the observation which was unanimous was that South Africa like the

rest of Africa have not yet espoused their own view on how rebuild our respective economies, take our African countries out of poverty, and uniquely in SA deal with this inequality which we have now started to see the devastating effects of.



Thobile Mbatha
Department of Public Enterprise



This then got me thinking perhaps SA and Africa has not yet been successful because of the exclusion of women in the economy, in leadership, in thought generation.

Then the next question becomes, what meaningful role can woman play to take the country forward? My answer lies in the events of the week of 12th of July 2021, where South Africa saw unprecedented riots. Some argue that it was criminality or lawlessness, but we unfortunately cannot disagree that the underlying reasons are inequality, unemployment and extreme poverty worse in the COVID era that ticked the bomb to explosion. South Africa and Africa at large strategy for economic prosperity lies in shared value, shared ownership. As long as the majority of the population is not part of the formal mainstream economy, the bomb will

tick from time to time, it's inevitable. So that required a leader that understands and promotes models of ownership that enforces shared value. That's where women are stronger. Seldom do women want the whole pie or they promote capitalism. Maybe the in the 21st Century, and in the African context where traditional capitalism has failed to uplift people out of poverty, women should provide the transformative Leadership. ■

I have learnt how to give others a chance. In a participation environment, it was key for me to learn when to talk and when to listen to other. Besides some of the great learning experiences were also coming from our study peers. ■



“ **Increasing women's and girls' educational attainment contributes to women's empowerment and more inclusive growth.** ”

Q5 Has this programme been an empowering process?

Absolutely, it made us think beyond just the engineering and financial aspects of this specific sector. The focus on the development of softer skills, leadership skills, and networking are all key tools for us as women to break the barriers and succeed in this sector. ■

Yes it has been, I have been exposed to women who hold strategic positions in the water and energy sector and that our stories relate. At some point or other we have been through similar situations and we are different in how we handle them. ■

“**My inspirational leader has reminded me that the sky is the limit and that with positive attitude and individuals that are willing to pay forward by developing others, every person on earth can succeed.**”

Yes, very empowering indeed. The programme has affirmed my belief that we all become exactly what we believe we can become. My inspirational leader has reminded me that the sky is the limit and that with positive attitude and individuals that are willing to pay forward by developing others, every

person on earth can succeed. Every situation has a different way out and fall-backs should not be the end but lessons and direction for a better future. ■

Yes indeed it has. The programme has equipped me as a middle manager in the public sector with the necessary knowledge and skills to perform my day- to-day operations effectively. It has covered key points of the competency framework, including areas of strategy and thinking, financial management and leadership.



Tshwaraganang Ramagofu
Eskom

My understanding of business politics and how to manage them as well as how to lead self and others in the most challenging times has been vastly improved.

I was exposed to learning opportunities that has improved my managerial and leadership performance by gaining relevant knowledge, challenged to change attitude and increasing skills not just to improve current job performance but I believe it has to prepare me for future challenging roles. ■



Mbali Sibiyi
Umgeni Water

Yes, I feel that I have a renewed confidence in myself but I have also learnt about how important it is to create platforms (“safe spaces”) for other women. ■

Very empowering and recommended

for women leaders, not only have I learned from the Lecturers. The knowledge and experiences shared by other ladies was enriching. I am empowered to become the better version of myself.

“**The knowledge and experiences shared by other ladies was enriching. I am empowered to become the better version of myself.**”

Absolutely, for me the journey was personal. My coach assisted me to reignite my passion for my work, my industry and my country. I gained so much clarity during this programme as to where I can contribute professionally, where

The changes in my life that I have experienced since participating in this programme Improved are simply phenomenal. I have found my voice and the confidence to express myself. I am now putting into action all those things I said that I would always do, but never seemed to accomplish before. I have stopped over-extending myself and started valuing myself. ■

Coming from a technical background and operating in a male dominated industry, learning soft skills like, Change and Culture management, Emotional Intelligence, Leadership by Dr Matshabaphala(My best course of them all), the courses awakened the young girl in me, I am positive about the future and have reviewed my goals. The coaching sessions, very critical, every wo man who wants to progress in their career should have a coach and mentor. The course has helped me to function better at work. ■

Yes it has. Meeting experienced, brilliant, dedicated, ambitious women in the industry. ■

Definitely! I have been empowered and look at issues with a different perspective to before. ■



over a week before the programme started, it was a challenge to travel daily from Polokwane to attend classes. I was determined to be empowered. Although it has not been an easy decision to decide to continue with the programme - I am empowered, clear in my thoughts and speech. I am

I can pay it forward by embarking on greater than yourself (GTY) projects to uplift and mentor women in the industry that are starting their careers, that are wondering about a career in Energy.

The process assisted me to restore confidence in my abilities as a professional, that I am a capable, skilled, experienced and competent woman in the energy industry. More so, the programme allowed me to navigate where my contribution can create a ripple effect in a transformative way. With the ladies in my syndicate, we have agreed to collaborate and start up a very exciting venture in the area of skills development post this EDP experience.

That for me is empowering not just for myself but also for our intended beneficiaries. I truly appreciate the opportunity. ■

Yes. After having given birth to my first child on 10 March 2021, just

apprehensive about returning work as in my role as a mother, I worry that I may not fit the profile anymore. Either way, I am happy to have received such an incredible opportunity. ■



“ **With the ladies in my syndicate, we have agreed to collaborate and start up a very exciting venture in the area of skills development post this EDP experience.** ”

After 'going to back to school' are you now encouraged to pursue any further studies? If yes, what would you like to study? **Q6**

Yes, I would like to pursue a Masters in Energy Leadership or Masters in Development Finance. I think both these courses will add value in the South African and African context. ■

Yes, most definitely, I would like to do Mtech Chemical Engineering and also possibly in the near future do an MBA. I learnt during this programme that although academic accolades are important in leadership, they are not the only thing necessary for success but should be used as a tool to be more effective and productive. ■

Definitely, I would like to go back and pursue an MBA. I need more advanced business knowledge, interpersonal and analytical skills that will empower me to make bold business decisions that will enable me to succeed. It will also empower me with a deeper understanding of the nature of business and organisation management. ■

Definitely, I would like to persue an MBA to further build up on what I have already learned from this programme. ■

The action learning project has sparked an interest in sustainability and I would like to study more about sustainable technologies and how they will be financed. ■

Definitely YES, need to explore the concept of JET, which was our Research project. ■

Oh yes, fortunately I am a

candidate for Master of Management in Energy Leadership (MMEL) with WBS. There is so much opportunity in the energy sector and with the Energy Transition happening globally and in our country, there is still so much work to be done, improve and to learn. I would like to contribute positively to the industry and body of knowledge. ■

I try to stay relevant and have enrolled in a few short-term programmes. However, I am considering registering for a PhD within the next year or two. ■

Yes I am encouraged to pursue and finalise my suspended CIMA studies and pursue coaching and leadership studies. ■

Yes, I am interested in enrolling for a PHD in Energy leadership with Wits. ■

Yes, I would like to enrol for an MBA Executive. If not for an MBA, since it is costly, I will do the directors programme. ■

“ **Definitely, I would like to persue an MBA to further build up on what I have already learned from this** ”

Q7 Anything else you would like to add?

Unfortunately, due to COVID we could not meet in person at the Wits Business School in June and July and also for the last block in August. This was quite unfortunate, especially meeting these wonderful ladies and engaging face to face. I think what would be nice if perhaps, when the lockdown levels have been reduced it would be good to have a cohort get together. ■



**Adila Marengo
Eskom**

empowering for others, especially my team. I'm now mindful of my personal brand and the type of legacy I want to leave behind. ■

Yes, I would like thank EWSETA for sponsoring the programme and giving women an opportunity to empower and develop themselves, WITS for giving us the best lectures ever to enhance our developmental journey and to all the ladies for being open and selfless to share their knowledge, experiences and

Working in a syndicate group has also helped me understand some of the things I could not about my older colleagues and counterparts as at times I feel they like to take control of things that are beyond their reach which can be frustrating to both the manager and the subordinate. I believe I will be more understanding and less frustrated as I continue to engage with them. I am very grateful for the opportunity that I was afforded in joining this programme as I found myself in the midst of influential, intelligent and progressive women who aspire to great things.

I have been feeling stuck and unmotivated in my current Middle Management position – now I am revitalised and ready to start a new journey that will be meaningful and

“**Thank you to EWSETA for the opportunity, I am a better person compared to four months ago.**”

skills to assist and uplift one another to grow together for the betterment of our country and economy. ■

My prayer is for the programme to continue, be sustainable and take on more women in the sector to benefit the country. ■

I wish the course can be extended to other women and not stop with us. EWSETA may consult with the class on a frequent basis, there is lot of knowledge

in the class. ■

Thank you to EWSETA for the opportunity, I am a better person compared to four months ago. I wish coaching session could have been was longer though. ■



**Dawn Maluleke
Rand Water**

I feel privileged and would like to express my sincere gratitude for being afforded an opportunity to participate in the programme that has been customised for women developing into executive

roles. I will encourage and advocate for the continuation and support of this excellent and exciting initiative. ■

“All meaningful and lasting change starts on the inside and works its way out.”
~Anon .



The EDP journey with all the wonderful ladies, my phenomenal coach and the fantastic faculty members has been an experience of a lifetime. I have learnt lot from their own journeys and that has enriched mine immensely. Thank you EWSETA for the opportunity, it was truly a magnificent one. ■

The programme offered me great opportunity of availing a panel of expert coaches. I was fortunate for having interacted with Shekinah Dunnink. I am forever thankful for the three power packed sessions. She was able to unravel, construct and deconstruct stuffs. We had all round discussions from work and life balance. I hope she attends our tea meeting. This was the best thing that happened to me on the programme. She came every time well prepared and drove the conversation to different directions with my permission. The last session we had with my boss upon my request and we had almost 65 minutes of discussion. Very fruitful indeed. I am very thankful. ■