

WOMEN LEADERSHIP IN **EMERGING MARKETS**

FEATURING 46 WOMEN LEADERS



SHIREEN CHENGADU
CAREN SCHEEPERS

"Chengadu and Scheepers have edited an important and innovative book, bringing to life the often unheard voices of female leaders in emerging markets and challenging the dominant narrative of Western and Eurocentric leadership paradigms. Through this framework, the editors skillfully illuminate the resilience of these pioneers and the trends they are setting."

Debora Spar, *President, Barnard College, USA*

"From this book, I learned that the notion 'glass ceiling' often has no relevance, particularly in environments where people are happy to have any 'ceiling' above them. The book confirms that gender balance is a success factor in business and society, particularly in emerging markets. It is full of examples of how visionary, entrepreneurial, and courageous women can be agents of change in their organisations and societies."

Danica Purg, *President of IEDC-Bled School of Management, President of CEEMAN, Slovenia*

This book focuses on the increase in female leadership over the last fifty years, and the concrete benefits and challenges this leads to in organizations. It moves beyond the typical focus on developed, Western contexts and answers the call for research on how women in emerging markets rise above the proverbial "glass ceiling"

The authors integrate two underdeveloped topics that are highly relevant to modern business: women in leadership roles, and women in emerging markets. They examine how women leaders in a range of professional services—including accounting, consulting, law, engineering and medicine—have managed to navigate their careers while considering the role emerging markets play in their work. Based on cutting-edge research, the topics are brought to life through examples and profiles of leading women across Africa, the Middle East, and the Far East. These narratives, told in the leaders' own words, are key to understanding women's achievements and the barriers they face.

Students of leadership, diversity, gender studies, and human resource management will learn much from this insightful book.

Shireen Chengadu is an adjunct faculty member at the Gordon Institute of Business Science, University of Pretoria, and Founding Director of Chengadu Advisory, both in South Africa. Her advisory business and lecturing expertise lie in unlocking full leadership value through the intersectionality of gender, race and class, and business, government, and society.

Caren Scheepers is Senior Lecturer on Contextual Leadership and Organizational Development and Change at the Gordon Institute of Business Science, University of Pretoria, South Africa. She holds a PhD in Psychology and is an accredited professional coach with the International Coaching Federation.

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Women Leadership in Emerging Markets

Featuring 46 Women Leaders

**Edited by
Shireen Chengadu and Caren Scheepers**

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Cecily Carmona is Associated Director with management consulting firm A.T. Kearney, in their Johannesburg office. Cecily is extremely active in promoting women in business and plays a significant role for A.T. Kearney globally in their Women's Network, including writing and contributing to thought leadership on the topic.

Shireen Chengadu is an Adjunct faculty member at University of Pretoria's Gordon Institute of Business Science (GIBS) and holds an acting director position at the University of Pretoria. She runs Chengadu Advisory, a Leadership and Advisory practice. Over the last decade Shireen has built extensive experience in the areas of business and management education and has gained board-level experience in the education, consulting and NGO sectors.

Desray Clark is employed by Anglo American, where she is a principal specialist at the state-of-the-art Centre for Experiential Learning. As a leadership development specialist, her analytical abilities and conceptual skills combined with her deep theoretical understanding of the issues surrounding leaders in the workplace enable her to design and deliver exceptional programs for developing leaders.

Kerry-Lee Durrant is a research assistant at Gordon Institute of Business Science. Her passion for education and learning and desire to be surrounded by excellence has had a huge influence on her career choice. Her work within GIBS over the last six years has been focused on ensuring excellence in program execution and logistics, working closely with business leaders, society leaders, government leaders and international professors from across the world on a variety of specialized programs.

Verity Hawarden has over twenty years' experience in both corporate and small businesses in South Africa. Verity is a director and partner in Abbellard Business Innovation, a gender balance consultancy. She is involved in client engagement and the design and delivery of both facilitated workshops centred on gender diversity and women's leadership development programs.

Maxine Jaffit consults widely in the field of organization development, specializing in the impact of corporate culture on individual, group and organizational performance. She started Maxine Jaffit & Associates in 1999 and works in South Africa and the USA, facilitating leadership development, strategy, corporate culture research and the implementation of various organizational change initiatives.

Jasmien Khattab is a PhD candidate in organizational behavior at the Rotterdam School of Management, Erasmus University Rotterdam. Other keywords that describe Jasmien's research interests are team diversity, diversity management and inclusion, leader group prototypicality and authentic leadership.

Pravina Makan-Lakha is a development specialist with multifaceted experience in executive leadership and management in the development sector. Pravina is currently General Manager of Business Development and a member of the executive committee at ACCORD (African Center for the Constructive Resolution of Disputes).

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Yogavelli (Yogi) Nambiar is Director of the Enterprise Development Academy at the Gordon Institute of Business Science (GIBS), the business school of the University of Pretoria. She started the Academy in 2014 to offer scholarship-based education and support to entrepreneurs of start-up, micro- and small enterprises who were previously marginalised or underserved.

Mpho Nkeli is currently Director of Search Partners International (SPi). She trained as an environmental scientist and moved into marketing, communications, social investment and enterprise development.

Hema Parbhoo is founder and Director of independent consulting practice Umbo Human Potential Solutions. Hema Parbhoo's passion is in creating direction, alignment and commitment across organizations and individuals, thereby "Igniting their Potential".

Ashleigh Shelby Rosette is a tenured associate professor of Management and Organizations and a Center of Leadership and Ethics scholar at the

Fuqua School of Business at Duke University. She was ranked as one of the Fifty Most Influential Business Professors by mbarankings.net and one of the Forty Best Business School Professors Under Forty by Poets & Quants.

Caren Scheepers is a registered counseling psychologist with the Health Professions Council of South Africa and has Professional Coach certification with the International Coaching Federation (ICF). She is currently a senior lecturer at the Gordon Institute of Business Science (GIBS), University of Pretoria, lecturing on the Organisational Development and Transformation MBA program, an MBA elective titled Contextual Leadership Intelligence and various company-specific programs.

Sunny Stout-Rostron coaches at senior executive and board level and has a wide range of experience in leadership development and business strategy. Sunny has played a leading role in building the emerging profession of coaching and her passion is developing the knowledge base for coaching through research and the critical reflective practice of dedicated practitioners.

Sonja Swart has been an independent change consultant, running her own change-management practice, Sonja Swart Change Consulting, since 2000. She consults on a variety of areas, namely executive coaching, design and implementation of change processes, design and implementation of people performance and development strategies, team effectiveness workshops and conflict resolution workshops.

Shirley Zinn is currently Group Head of Human Resources at Woolworths Holdings Limited. She also registered her own company, Shirley Zinn Consulting, which provides consulting and advisory services in HR, transformation, leadership and education.

List of interviewees

Aneshree Naidoo is currently CFO at Deloitte Consulting Africa. Finance standardisation and automation are her primary focus. She prides herself on being a “millennial” and uses traditional practices like connecting with teams and strong work ethic to enhance results through systems “connectivity”.

Barbara Dale-Jones is the CEO of BRIDGE, an educational NPO. She has experience in organizational leadership and management, strategic planning and execution, project management, knowledge management, e-learning and publishing.

Barbara Creecy belongs to Gauteng Finance MEC. Ms Creecy was elected to the Gauteng Provincial Legislature in 1994. She has served the legislature for ten years in a number of capacities, including Deputy Chief Whip and Chairperson of the Social Development and Education committees.

Barçın Yinanç is currently opinion editor of the English-language *Hürriyet Daily News*, where her columns are also published. She also conducts the paper’s weekly interviews. She is invited to provide her comments to various international media outlets such as BBC Radio, Al Jazeera English and France 24.

Betty Bigombe, a Ugandan national, has played a key role in conflict resolution in Africa. Her career has included a development focus in previous positions at the African Development Bank and at the World Bank, where she was a senior social scientist focusing on gender and conflict, disarmament and child soldiers.

Brand Pretorius joined McCarthy Motor Holdings as Chairman and CEO and was promoted to CEO of the holding company, McCarthy Retail Limited, in October 1999. Brand has received numerous national marketing, motor industry and leadership awards, including Marketing Person of the Year, Automobile Man of the Year and Boss of the Year.

Cheryl de la Rey has been Vice-Chancellor and Principal of the University of Pretoria since November 2009. Her previous executive positions include Chief Executive Officer of the Council on Higher Education, Deputy Vice-Chancellor at the University of Cape Town and Executive Director at the National Research Foundation.

Daniela Chikova presently holds the position of Partner Financial Services at A.T. Kearney. With over fifteen years of consulting and industry experience, Daniela is a leading expert in banking, with a focus on topline growth strategies.

Deepa Vallabh is a director at Cliffe Dekker Hofmeyr within the Corporate and Commercial practice and is Head of Cross-Border M&A for Africa & Asia. Deepa specialises in a number of legal areas, including mergers and acquisitions (both domestic and cross-border), corporate reorganizations and restructurings.

Deirdre Venter is an equity partner in the Employment and Employee Benefits Practice of Webber Wentzel. Deirdre, in addition to practising law, is an accomplished conciliator and arbitrator of disputes in her role as a part-time commissioner of the CCMA.

Dion Shango was appointed as Southern Africa CEO of PWC on 1 July 2015, the first black African to be appointed to the role. In addition to his experience in the mining industry, Dion has also enjoyed exposure to other sectors and industries throughout his career, by virtue of being involved in the audits of companies and organizations such as the South African Reserve Bank, Vodacom and MonteCasino.

Dolly Mokgatle is an executive director at Peotona Group Holdings. Prior to serving as CEO of Spoornet, she was MD of the Transmission Group in Eskom where she was the first woman, first black person and first non-technical person to be appointed to that position.

Edith Kikonyogo is an engineering professional with solid managerial experience in both business development and operational roles. She currently holds a general management role, heading up the Power Generation Service business of a global power and automation technology company in Africa.

Edward Kieswetter retired recently from Alexander Forbes, as Group Chief Executive 2010–2016. Edward is a life-long scholar with a keen interest in leadership, as well as a committed servant leader actively involved in community and social projects.

Ekaterina Sheremet presently holds the position of Principal at A.T. Kearney, the leading global management consulting firm. She joined A.T. Kearney in 2008 and held various positions at the company (Manager, Associate and Senior Business Analyst).

Elena Escagedo is presently Senior Advisor to Executive Education at IE Business School. As an executive coach Elena has participated in more than eighty different coaching processes. Prior to being Director of Open Enrolment Programs at the IE Business School, Elena was a controller for three business units (Management College, IT College and College of Law).

Francie Shonhiwa's professional experience spans more than forty years in agro-industry, engineering and diversified manufacturing, with extensive experience in social entrepreneurial development. Francie retired from the corporate world and in March 2016 set up the Francie Shonhiwa

Foundation, which focuses on the empowerment of women and the youth of Zimbabwe.

Geraldine Joslyn Fraser-Molekti is a special envoy on Gender at the African Development Bank, where she leads a strategy to mainstream gender in the bank's policies and operations, making the bank a reference institution on gender equality in Africa.

Gert Schoonbee was appointed Managing Director of T-Systems in South Africa in 2012. Gert has more than twenty years' experience in the ICT industry, spanning all the key sectors and playing different roles in areas such as Solution Crafting, Business Development and Sales.

GG Alcock, fluent in Zulu and conversant in most South African ethnic languages, is founder, CEO and creative and strategy guru of Minanawe Marketing. Minanawe Marketing develops and runs marketing campaigns built on strong consumer insights and understanding.

Gil Oved is an astute businessman and serial entrepreneur. Gil is co-CEO of The Creative Counsel (TCC), which he co-founded with Ran Neu-Ner in 2001. Carefree yet serious, Gil pays more than mere lip service to being innovative and bold; he injects creativity and fun into his daily working environment.

Gill Marcus was appointed Governor of the South African Reserve Bank 2009–2014, the first woman to hold such a position, and in this capacity represented South Africa at meetings of various international bodies such as the Bank for International Settlements and the G20.

Isabel Neiva is a principal with A.T. Kearney, focusing on the Communications, Media and Technology practice for the Middle East and Africa. Isabel has built solid expertise in the communications industry, with a special focus on strategy and cost optimization.

Johan Aurik is A.T. Kearney's managing partner and Chairman of the Board, a position he assumed in January 2013. Johan has been a partner with A.T. Kearney since 1997 and has more than 25 years of consulting experience with the firm in the consumer and retail, transportation and chemicals industries.

Joyce Banda, former President of the Republic of Malawi, is an entrepreneur and activist, a politician and philanthropist. Her Excellency was voted Africa's most powerful woman by Forbes Magazine for two years running and also voted one of the most powerful women in the world.

Lerato Mosiah is a founding director of Lerato Group (Pty) Ltd, a woman-owned black economic empowerment (BEE) company formed in 2015. Its main aim is to harness and build business partnerships with strategic partners in the healthcare and energy sectors in order to participate in BEE opportunities.

Marianne Roux is a partner in Silverstone Edge Consulting, a leading strategy, transformation, executive leadership development, coaching and organizational development consulting firm operating across Australia, New Zealand and Asia.