



# Connected for Life

Winter 2016

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# Leaders seizing Opportunities, day-by-day!

KPMG's global purpose is to "Inspire Confidence and Empower Change". This philosophy continuously allows KPMG People to take pride in the quality of the KPMG network, the shared realm of expertise in the University Life, as well as taking pride in the vigour of our values and behaviours. This ideal is extended in our clients, in our former employees and also in our current employees and the communities in which KPMG People operate.

Central to these achievements is KPMG's People. We seek to recruit the best and the Firm is always looking to engage with extraordinary individuals and Connect for Life. We strongly believe that everyone with KPMG experience has talent, and we'll work hard to help KPMG People show just how much each can achieve. This approach creates a fantastic opportunity to increase employee engagement, employee wellness and also to establish KPMG's position as an Employer of Choice. I say this with great conviction because KPMG's Alumni flourish- both as professionals and as individuals.

It is against this backdrop that we decided to showcase several KPMG Alumni.

The shining stars profiled in this edition share at least one common experience – being part of an unforgettable experience of the KPMG family. These individuals have evolved and used the KPMG experience to equip each for what was to follow, giving each a basis to propel their careers beyond what each thought possible.

We sat down with them to get a glimpse into their professional progression as well as their outlook for the future. With the constant battle between work-life balance, these leaders tell us how they succeed including being active members in South Africa's development.

As we live life to the full, KPMG remains steadfast in the belief that we all should lift others as we rise. By contributing to what really matters and acting as agents for generations to come, we are, in our own distinct ways, inspiring confidence and empowering change.

Enjoy it all!

*John Saker*



The background of the image features a white wall with a white decorative molding at the bottom. Two tall, slender, silver candlesticks with a bulbous middle section and a flared top are positioned on the left. To their right is a large, round mirror with a thick, brown, textured frame that resembles crocodile or alligator skin. The mirror reflects a dimly lit interior space with dark curtains and a warm light source. The text 'Andronicca' is written in a large, purple, serif font, and 'Masemola' is written below it in a smaller, purple, sans-serif font.

# Andronicca

## Masemola



# Tackling challenges head-on





# Tackling challenges head-on



It's just gone a few minutes past three o'clock on a Friday afternoon, a not so ideal time to have a meeting. But she does, eventually, pitch-up. Before the interview starts, she makes a few apologies, of which one of them was had to squeeze in another urgent meeting – meaning that the meeting has to be short so that she can catch-up with the next. She goes to the corner of the boardroom and offers a hot beverage, we politely decline so that we can save some time. She turns around, holding a cup of coffee that we are still not sure how quick it took her to make.





"This is probably my 100<sup>th</sup> cup of coffee today." She is exaggerating, of course. But it is not difficult to conclude that she has had a tough day, but thanks to the coffee, she is still pressing on. As cliché as it may sound, Andronicca Masemola is a hard working Head of Internal Audit at Barloworld Limited. While she was working for KPMG as Director, and Leader of the Public Sector Practice, her former colleagues still sing praises of her commitment to both growing the Public Sector Practice and providing solutions to the government in order to improve governance and performance efficiency.

Born and bred in Bela Bela, a small town in the Limpopo Province, Masemola believes in the proverb that says 'it takes the whole village to raise a child.' She is convinced that she turned-out to be the person she is today because of the role her family and community played in her life.

"It is my turn to give back. I have decided to focus my energy on education because of its ripple effect and sustainability in eradicating poverty," she says. Annually, Masemola goes out in search of students who deserve to further their studies at a tertiary level, but are unable to do so due to lack of funding. She either provides funding herself or present their cases to bigger corporates who are able to assist on a more sustainable basis. The results are evident because some of these students are now qualified chartered

“ I have decided to focus my energy on education because of its ripple effect and sustainability in eradicating poverty. ”

accountants and others are taking part in the same programme to continue driving positive change. It is such achievements and strides that motivate her: seeing her actions and work translated into a positive impact on ordinary people.

While her mother's courage and hard work has been her first inspiration, Masemola is also inspired by people who are actively working to make South Africa a better place through championing economic, social and environmental challenges – not only for their benefit, but for others as well. "For me," she says, "that's the kind of leadership needed to bring a positive change. In her leadership journey she is guided by the notion that leadership is not about power and authority but is about serving and transforming others."

Particularly significant to Masemola as well is the balance between work and life priorities. "In a male-dominated world, we (women) have to work extra hard to prove ourselves that we can do the same job, and then go home to take care of our families. There are times when things don't go as planned, but I just pick-up the pieces and try harder next time."

While the conversation is flowing, Masemola looks at her watch. But the way she does not indicate that

she wants to leave for the next meeting. Instead, her eyes tell a different

story: she has so much to share that she wishes we were only five minutes into the interview. But that's not the case. Guided by that gesture, we proceed to the last question: the biggest challenge for the generation behind her.

"When I look at the shocking statistics of the disengaged youth who are unemployed and not highly educated, I have no doubt that income equality and poverty will be a bigger issue for the next generation. To avoid that, it should be every leader's imperative to influence our organisations to actively tackle these challenges head-on," she says.

In her concluding remarks she says that since people spend most of their time at work, it is essential to find meaning in what they do.

She rises, sips whatever is left of her coffee and says: "I've come to realise that success does not come by chance. It is through a concerted effort to make a positive chance that you are successful. So, set goals, work hard and continuously reflect on the positive impact you are making."

She says her goodbyes and leaves. All along, the boardroom door has been open. Whoever walked by undoubtedly got a glimpse of the rise and rise of Andronicca Masemola...





# Brett Tromp



Defining your  
difference





# Defining your difference



Working with your spouse can be bliss or a nightmare, depending on how you approach the endeavor. But Brett Tromp, CFO at Discovery Health, says that working with his wife, Candice, at KPMG, was a wonderful experience. That, coupled with his involvement in his twin boys' lives, has given him the strength to lead successful teams.



After completing his studies, Tromp joined KPMG, where he did his articles and built the foundation for his career. After his articles, he was seconded as one of only two people that year to KPMG in the US for a period of six months, during which he had the opportunity to work on impressive accounts.

He only spent four years at KPMG and then joined Discovery Health in 2003 as a contractor in group finance. Owing to his hard work, by 2007 he was appointed as CFO.

His role in society varies from being a church leader and planting crèches in informal developments, which he facilitates with his wife. Apart from that, he is also involved with the South African Government in introducing corporate reporting around health metrics.

"I derive my motivation from the Christian faith, and through that, I have made it my mission to continuously help improve others. I love seeing people succeed," he says. "I also apply the same principles and rules at church and at work. I believe in putting people first while, at the same time, dealing with honesty and integrity."

Listening and reading about people who overcame obstacles helps him keep his eye on the ball. Brett says that he is inspired by people who came out of nowhere and those who endured hardships, especially sportsmen. "People who were not given a lot, but made something out of it, those people are resilient," says Brett.

**"I derive my motivation from the Christian faith, and through that, I have made it my mission to continuously help improve others."**

Everybody can lead; that's one of the misconceptions about leadership that should be dismissed, according to Brett. He also advises against relaxing once in a leadership position. "Leaders need to constantly work on honing their leadership skills. This is not only about them, but it also helps in running successful teams."

Brett candidly admits that the biggest challenge for the younger generation is being trapped in the computerised and robotised world. "People are likely to lose their jobs because in the coming years, they will be easily replaced by machines."

The future looks uncertain, but at the same time, it's going to be exciting for those who are able to convert negatives to positives and take advantage of the opportunities presented to them. That's why I advise people to get out from behind the desk and start building a solid network of people you could exchange ideas with, and learning to do things you were not good at. I

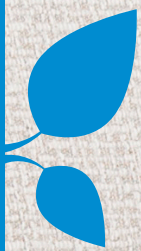
always encourage other CAs to take courses on topics outside their normal frame of reference. Importantly, building a strong personal brand also means that you can give back to your company by mentoring and helping others," says Brett.

When asked about the legacy he wants to leave behind, Brett says he wants to add value in people's lives. "For me it's not about making tons of money, but more about changing lives and assisting Government in running productive societies."

His advice to the youth: "Treat your job as if it's your own company."



# Boniswa Madikizela







JOY  
personified



# JOY personified



JOY is so much more than the logical meaning of the word, it also embraces the non-verbal experience that one gets when in the presence of another being. And Boniswa Madikizela, having pursued her purpose, discovered that she is JOY and has since celebrated every moment of her life.





*I don't need joy  
because I AM JOY*

**N**OW a lecturer in the professional accounting stream at the University of Johannesburg (UJ), Boniswa joined KPMG in 1995, having signed a bursary and training contract. On completion of her traineeship and after secondment to the Texas office, she then joined the Tax department before moving to Standard Bank. During the four and a half years she spent at the Bank, she felt something was missing and later to realise that this was because she was not operating under her purpose.

Poised by the necessary determination, drive, and work ethic – she decided to get fulfilment and give meaning to her life and that meant leaving the corporate world. It was at UJ where she felt a fit and nothing was missing anymore. Above that, she also realised that this was the environment where she could plant a seed and make an impact, since the youth is impressionable and she needed to be that positive impression.

Through her bookkeeping business, Bonicebo, she decided to live up to its name by “making a plan” for the students who needed an opportunity that would allow them to continue with their studies. Thanks to her involvement with the youth, she pays registration fees for deserving students who are financially challenged. In return, the students assist her with her bookkeeping business and also get a stipend.

“Bonicebo has become a springboard and a training ground for these students to get first-work-experience and something to include in their CVs. Once they have completed their studies, I use my network to help them find sustainable jobs,” says Boniswa.

Boniswa’s relationship with the Firm started in Matric, back in 1995, when she had her first interview, coming from a daunting hockey match. Her marks were nothing to write home about, but her joyful personality won their hearts and she obtained a bursary and a training contract.

“My work ethic blueprint came from KPMG. Even when I decided to leave, I was supported. I was told to keep on flying high and never allow anyone to put the lid on my jar, and those are words I’ve remembered ever since,” she says. “I’m a messenger, bringing JOY to those who need it. I don’t need joy because I AM JOY. My mission has been to create an environment that nurtures love, support, and power – resulting in the provision of comfort and safety. Affording opportunities to the youth so that they can transform their lives and eventually those of their families is the manifestation of my mission.

“I don’t think that I ever balanced my responsibilities, instead, I was

juggling them day in, day out. This act only resulted in being stuck on survival mode. We are meant to thrive not just survive. Remove all the activities that don’t bear fruit, that are

getting you stuck on survival mode and only then can you thrive. Focus on your well-being (mind, body and soul) and stop keeping up with impressions,” she says.

Insofar as today’s youth is concerned, she is not particularly concerned as the youth are quite vocal and articulate when it comes to their needs. She says that the biggest challenge is the generation gap, the lack of understanding by each generation of each other. Reference to “the good old days or back in our days” immediately creates the impression that there is less good in the current days. The older generation should try to understand the context and the urgent needs of today’s youth and the youth apply context too in order to achieve harmony.

“My advice to the youth,” she concludes, “is that they need to learn self-mastery and be yourself. Invest in personal transformation so that you thrive and not just survive. Eliminate activities that don’t serve you, those that steal your time. Live for each day and not only for the weekend.”



A portrait of Sandile Hlophe, a Black man with a shaved head and glasses, wearing an orange polo shirt with white stripes on the collar and sleeves. He is smiling and has his arms crossed. The background is a blurred indoor setting with wooden beams. An orange vertical bar is on the left side of the image, featuring a white splatter graphic near the top.

Sandile  
Hlophe



Attacking  
life from  
the wing






# Attacking life from the wing

On the soccer pitch, Sandile Hlophe was a formidable central midfielder. He marshalled the field with purpose and vigour. This earned him the captain's armband during his football career. He realised that he possessed a talent for spotting talent and deploying it in the best position for the team's benefit.







*“What motivates me is turning a poor performer into a star just by finding out what their strengths are and helping them get to a place where they are delivering”*

“I learned that my job was to support the coach in selecting the 11 best players to field in a game, while keeping the guys on the bench motivated and reminding them that they are still part of the team even though they weren’t on the field,” says Sandile.

It’s these very skills that Sandile puts to use in his team at Liberty where he is the Chief Executive of the Liberty Group Arrangements customer facing unit, a position he took up in March 2015.

“Whichever company I join, I approach the team like a football team. I look at the strengths of each team member and find ways to place them in the best position. What motivates me is turning a poor performer into a star just by finding out what their strengths are and helping them get to a place where they are delivering,” says Sandile. “My basic premise is that everybody wants to do well. I believe that no one goes into an organisation saying I want to be a bad employee.”

These are lessons garnered over a 19 year career that began as an articled clerk at KPMG. But Sandile’s journey began well before he joined the Firm. His approach has been deliberate since the moment he decided to become

a chartered accountant before he finished high school.

“When I was doing vacation jobs in Swaziland, I spent time speaking to the CFO of a company at which I was placed. His name is Leo Schadder and he helped to shape my field of study and career choice. I chose the university where I completed my accounting degree based on his recommendation.

“He explained to me what the accounting profession was about and the key areas I needed to learn,” explains Sandile. “I used him to determine what it took to be a good accountant. As a result, when I entered my career I had a clear game plan about how to shape it.”

It was with this deliberate determination that Sandile approached his career at KPMG. During his articles, he ensured that he had mastered the fundamentals of an audit file by the time he had reached his third year, which allowed him to pursue his interest in Advisory work.

In the same way when he joined Standard Bank, he spent time speaking to various informal mentors within the bank, such as Craig Bond, Darrel Orsmond and Peter Schlebusch. They gave him the insights about looking at

customer experiences to improve service, which enabled him to be innovative in his approach to the single loan application process project he led at Standard Bank.

“I would not be where I am without the various mentors; I have sought out during my career. If you’re on a career journey, how do you know what to expect if you don’t know what skills you need to succeed in that role. Mentors (formal and informal) are crucial to helping you navigate a successful career. I’ve always lent on people who are in similar roles to what I wanted to achieve. There are a number of people out there who are open and willing to share their knowledge. You only need to ask,” he says.

Sandile is inspired by a challenge to build for the future, by integrating strategy to harness human behaviour. “How do you get people to perform at their best, to coach and guide people to deliver their best performance? The answer is that to be a successful leader, you need to surround yourself with good people and allow them to coach you as a leader on the best way to execute on the business strategy. You need to identify the best way to use their skills. Saying “your abilities best position you to be a winger in the team. Let’s get you there,” says Sandile.





# Jo-Ann Poh



# Balancing work-life priorities





# Balancing work-life priorities

Jo was recently appointed Executive Director and Group Chief Financial Officer (CFO) for Telesure Investment Holdings in October 2015 leading the Group Finance, Treasury and Risk teams. She plays a pivotal role by enabling and driving the execution of the Group Strategy that will provide optimal Shareholder returns.





“*I get excited  
when I see people realising  
their potential.*”

Previously she worked at Standard Chartered Bank (SCB) as CFO for Africa for just over two years where she was looking after a team of just over 300 in multiple geographies as an executive member of Global Finance team and Africa Management Team.

With her job already demanding so much from her, one of the biggest issue she faces is balancing work and life priorities. “What has helped me progress in my career has been finding the right roles and role models that have allowed me to do what I like to do, where I like to do it. This has helped my marry my aptitude with my passion making work less like work and more like life,” says Jo, whose first stint in Africa was part of the KPMG training team as part of the Andersen merger.

“I thoroughly enjoyed working on the continent and from a work perspective Africa is my continent of choice. KPMG is an excellent training ground too. You learn a lot about yourself, your own resilience and the organisation. The environment is intense, so much so that the connections you make during your articles forge friendships that last a life time. As trainee clerks, what you learn and how much you grow and experience together are invaluable,” says Jo.

Balancing work-life priorities, means that my career choice needs to be a compelling proposition,

she says. “I have four children. My twins are 15 and we had two ‘laet lammetjies’, who are five and four years old and they have asked at various intervals ‘what do you do Mom and why?’. They have kept me true to myself and confirm often that doing something I love to do makes me better in business and at home.”

In terms of relationships, Jo says she has two families: the family at work and the one at home. She asserts that what matters is how you make people feel valued and needed. How you lead them through the good and tough times and actively engage them; makes them feel a part of the family unit. “I’ve had some of the best ideas and learned some of the most interesting things from some of my youngest or newest or most junior talent. I have also had the privilege of learning from some of the best minds in the industry. It’s been a top down, bottom up and sideways process of learning about leadership.”

Jo mentions that she’s able to find balance whilst juggling many balls as she is clear about which ones are glass and which ones are rubber balls. Experience and the art of knowing which ones will bounce and which ones will crack when you drop them have been life lessons and rules to live by.

Jo has also been involved in assisting many young people. As you go higher up in an organisation, one needs to give others a hand up, to put them forward for projects

and be their champion. It can take one person to break or make you and I think we should all aspire to be “makers” of great people.

“I make a distinction between mentorship and sponsorship. Mentorship is one-on-one sound boarding, counselling, being that confidant in difficult spaces and being able to provide guidance and pushing you to get to the next level. On the other hand, sponsorship happens when someone has proven that they can do the job and you believe they have the potential to step-up and stand out. A sponsor helps them to take the right risks to get them to the next level, advocating for them in public,” says Jo.

She’s a sponsor of women in leadership programmes, helping women drive and thrive in the middle and senior tiers as they own their careers and avoid becoming their own glass ceilings. She also has mentored talent in London, China, Dubai and across Africa.

Her inspiration comes from untapped potential. “I get excited when I see people realising their potential. My mom is a teacher and my father is a great mentor and sponsor. When I was teenager, I already lived by the belief that everyone is good at something. I believe that you should celebrate all wins so that you build versus limit yourself, view failures as learning events and get up, dust yourself, look up and move forward. This is what shaped me as a person and nurtured the values and principles I operate within today,” she says.







# Chantyl Mulder







# Responding to the calling



# Responding to the calling



Ask Chantyl Mulder to describe her day job and you immediately see the spark. Mulder is the Executive Director: Nation Building, at SAICA (South African Institute of Chartered Accountants).





When she joined KPMG, which was still known as Alex Aiken & Carter in 1981, women representation was unheard of – it was just her and four other women from the then Rand Afrikaans University, now called the University of Johannesburg. She fell in love with the Firm because, unlike other organisations she was job hunting at, they were not concerned about her gender.

“My sister, who was also one of the first CAs, did her training contract with KPMG. That’s why I’ve always had an allegiance with KPMG because it was one of the Firms that were prepared to take women into the profession,” says Chantyl.

Chantyl was head hunted by the then Public Accountants and Auditors Board (PAAB) now known as the Independent Regulatory Board for Auditors (IRBA). They needed an examinations officer and they approached her with an enticing offer. Because of her commitment to the Firm, it took her three months to decide. She eventually joined the PAAB in 1985. That’s where her passion for professional education started. When the Education and training functions migrated to SAICA, she brought her team along.

A year later when SAICA got its first African CEO, Chantyl was tasked with the responsibility of coming up with relevant programmes that would transform the profession’s new members to be reflective both in terms of race and gender.

In 2002 she helped establish the Thuthuka Education Upliftment Fund, which is a flagship programme that’s revered not only by government, even the Americans are coming to South Africa to learn from Thuthuka. “Through Thuthuka, we can showcase what we’ve done in our profession to achieve diversity and transformation without dropping standards,” she says.

Nation building, that’s where Chantyl’s energy and focus is directed. “I love my job. I can’t wait to go to work because it is one of the most thrilling experiences because it’s such a privilege and an honour to enact change into the lives of many young South Africans,” says Chantyl.

She advises that leaders should forget about their titles and get their hands dirty and get involved. “If I were to be asked to mop the floor, I would say ‘give me the mop’ and I’ll mop the floor flawlessly,” she says.

In total, Chantyl looks after four entities under SAICA i.e. Thuthuka Bursary Fund, Thuthuka Education Upliftment Fund, Hope Factory, and Accounting Technicians. The President of South Africa has elected her to serve for another term on the Presidential Broad-Based Black Economic Empowerment Council.

In addition to the loads of work she is currently involved in, Chantyl and her team are compiling a Life Orientation textbook. Since the Life Orientation syllabus does not have a textbook, they have decided to partner with parents with the hope of assisting them understand the fundamentals of life among teenagers.

“  
*What I do is not a job.  
What I do is a calling.*  
”

“What I do is not a job. What I do is a calling. It’s not just hot air. It’s a reality,” says Chantyl. “The support I’ve been receiving from my family,” she continues, “has been amazing. I’ve been married for 34 years and I believe that family support plays a pivotal role in your success.”

In her conclusion she advises youth to remain focused on their goals and to work hard. If you want to be exceptional, be prepared to go the extra mile and you will see the results.



