



2026

THE PEOPLE FACTOR MAGAZINE

September | 2026



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ANNUAL PEOPLE FACTOR CONFERENCE

**PEOPLE STRATEGY FOR COMPLEX AI-LED REALITIES:
FROM HYPE TO CO-CREATING IMPACT**

An invitation to

CPOS, HR EXECUTIVES, CHROS & SENIOR PROFESSIONALS



3 - 4

September 2026



ICC

Durban International
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ANNUAL PEOPLE FACTOR CONFERENCE 2026

PEOPLE STRATEGY FOR COMPLEX AI-LED REALITIES:
FROM HYPE TO CO-CREATING IMPACT

Giyaya eThekweni

PEOPLE STRATEGY FOR COMPLEX AI-LED REALITIES:
FROM HYPE TO CO-CREATING IMPACT

AN INVITATION TO AN INVITATION TO HR LEADERS, HR SPECIALISTS AND HR PRACTITIONERS

We are entering a decisive chapter in the evolution of work one that places unprecedented responsibility on those entrusted with people, culture, and organisational stewardship.

The defining question now is whether HR leaders and practitioners will translate AI into meaningful, responsible impact or allow it to outpace governance, ethics, and human value.

This shift demands intentional HR leaders, specialists and practitioners - leaders and practitioners who take ownership, deliberately design how AI integrates into the enterprise, and ensure that efficiency never comes at the expense of trust, fairness, and long-term sustainability.

This moment requires decisive action.

Organisations must redesign workforce models, enable continuous human-machine collaboration, and ensure that decision-making remains accountable, transparent, and grounded in human judgment. For HR, the expectation is unequivocal: to act as a strategic authority and custodian of organisational integrity, ensuring that transformation is not only innovative, but lawful, ethical, and sustainable.

Impact is not accidental. It is designed, governed, and led with clarity and discipline.

AN INVITATION TO HR LEADERS AND PRACTITIONERS

This event is an invitation to HR leaders, specialist and practitioners:

- To move beyond reactive compliance and incremental change
- To position HR as a co-author of enterprise strategy
- To intentionally design workplaces that are resilient, principled, and future-ready

The future of work is already being shaped—through today's governance choices, technology frameworks, workforce strategies, and leadership behaviours.

I invite you, as stewards of organisational integrity and performance, to join us in shaping that future with clarity, responsibility, and purpose.

Together, let us ensure that as our organisations become more intelligent, they also become more trustworthy, inclusive, and human.

 **3 - 4 September 2026**

 **Durban International
Convention Centre (ICC)**

 **11 CPD POINTS**

THE GATHERING

This gathering, taking place on **3-4 September 2026 at the Durban International Convention Centre (ICC)**, is convened with that responsibility at its core.

Over two days, HR leaders, HR specialists and HR practitioners across sectors will engage in focused dialogues on how to shape the future and co-create impact and the required capabilities and leadership. The dialogues will explore both strategy and execution to ensure delegates take away practical insights and tools from the conference.

On the evening of Day One, we will host our **Gala Dinner Awards**, recognising HR and business leaders who demonstrate measurable impact, ethical leadership, and courageous innovation - leaders shaping the future of work rather than merely managing its consequences.

FEES

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Xolani L Mawande

Chief Executive Officer
Clarity-Seeking Leadership



ANNUAL **PEOPLE FACTOR CONFERENCE 2026**

**PEOPLE STRATEGY FOR COMPLEX AI-LED REALITIES:
FROM HYPE TO CO-CREATING IMPACT**



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Thanks to our valued sponsors, delegates will have the opportunity to win exclusive courses and learning opportunities throughout the conference.

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PROGRAMME

Day 1 PEOPLE STRATEGY FOR COMPLEX AI LED REALITIES: FROM HYPE TO CO-CREATING IMPACT

TIME	TOPIC	SPEAKER	
08:00 – 09:00	REGISTRATION		
09:00 – 09:10	MC welcome + programme and venue outline	Luyanda Duma-Khumbuza	
09:10 – 09:30	Setting the scene	Mr Xolani Mawande CEO SABPP	Current AI and Human-Machine Realities + HR as strategic enabler
09:30 – 10:00	Humans with AI: Building a change-fit workforce for an AI world that is continuously evolving at a rapid pace	Grant Kemp Chief Information and Digital Officer PwC Africa	Current AI and Human-Machine Realities
10:00 – 10:35	KEYNOTE: NSG positioning the public service for the future	Ms Phindile Mkwana Principal NSG	Co-Creating Capability and Intentional Leadership
10:35 – 11:05	TEA AND COFFEE BREAK		
11:05 – 11:40	Strategic role of HR	Dr Mmabatho Mfikwe Chief Director of Human Resources Management and Development Department of Public Works and Roads	HR as strategic enabler
11:40 – 12:10	Africa's HR revolution 2030: Geopolitical shifts, technological disruption, and the strategic role of people practitioners in shaping the continent's future	Amb Prof Tal Edgars Group Executive Chairperson GBSH Consult	Current AI and Human-Machine Realities + Co-Creating Capability and Intentional Leadership
12:10 – 13:00	PANEL DISCUSSION HR as a strategic enabler: Realities, opportunities and challenges PANEL FACILITATOR Lerato Mahlasela SABPP Board member, Managing Executive Human Capital GIBS	Dr Sane Ngidi Executive Head of People Imagine Worldwide Boni Bonisiwe Masuku Group Human Capital Executive Royal eSwatini Sugar Corporation Leroy Moalusi Executive Head of Human Capital Momentum Insure Penny Milner-Smyth Director Ethicalways Dr Rica Viljoen Managing Director Dr Rica Viljoen and Partners	HR as strategic enabler
13:00 – 14:00	LUNCH		
14:00 – 14:35	Beyond collaboration: Co-creating the future of work through strategic partnerships between academia and industry	Prof Bongani Dlamini Head of Department of Applied Management Durban University of Technology	Co-Creating Capability and Intentional Leadership
14:35 – 15:25	PANEL DISCUSSION Developing the future professionals for our complex realities PANEL FACILITATOR Lerato Mahlasela SABPP Board member, Managing Executive Human Capital GIBS	Yvonne Tshepo Mosadi SABPP Board Chairperson Prof Nicola Taylor President SIOPSA Kershen Pillay CEO GIFS Pravashen Pillay Managing Executive – Corporate Education and Value Creation GIBS	Co-Creating Capability and Intentional Leadership
15:25 – 15:30	MC WRAP-UP OF DAY 1		

PROGRAMME

Day 1 GALA DINNER

TIME	TOPIC	SPEAKER
18:00 – 18:05	WELCOME BY MC	Siphiwe Moyo
18:05 – 18:20	Welcome by Board Chair	Yvonne Tshepo Mosadi
18:20 – 18:40	Meet the Legend behind the Story	Mark Williams Soccer Legend Bafana Bafana
18:40 – 19:40	DINNER	
19:40 – 20:15	AWARDS	

Day 2 PEOPLE STRATEGY FOR COMPLEX AI LED REALITIES: FROM HYPE TO CO-CREATING IMPACT

TIME	TOPIC	SPEAKER
08:45 – 09:15	REGISTRATION	
09:15 – 09:25	MC welcome	Siphiwe Moyo Organisational Behaviour Specialist, Global Keynote Motivational Speaker, Workplace & Team Culture Facilitator
09:25 – 10:00	KEYNOTE: Unlocking strategic value through HR Analytics and AI	Dr Mamello Masia Chief People Officer McDonalds Shemane Masia Agency Director of Headbrid Digital Marketing Agency
10:00 – 10:30	KEYNOTE: Powering Growth Sustainably: Eskom's Journey from Recovery to Reinvention	Dr Candice Hartley Chief People Officer Eskom
10:30 – 11:00	TEA AND COFFEE BREAK	
11:00 – 11:30	Making a lawful and strategic impact in complex AI-led realities	Judge Galaletsang Connie Phakedi Founder / Director Phakedi Attorneys Incorporated
11:30 – 12:00	Developing Leaders of the Future – uMngeni-uThukela Case Study	Moketenyane Moleko Chief Officer of Corporate Services uMngeni-uThukela Water
12:00 – 12:10	PANEL DISCUSSION Youth perspectives on our complex AI led realities	
12:10 – 12:30	AI Adoption Isn't AI Capability: Building a Workforce Ready for the Age of AI	Loraine Vorster VP Sub-Saharan Africa CompTIA
12:30 – 13:00	Closure and vote of thanks	
13:00 – 14:00	LUNCH	

MEET OUR SPEAKERS



SIPHIWE MOYO

Organisational Behaviour Specialist, Global Keynote Motivational Speaker, Workplace & Team Culture Facilitator

Siphiwe Moyo is a sought-after and highly-rated International Keynote Speaker, Author and Facilitator. A Southern African Speaker Hall of Fame and a Southern African Educator Hall of Fame Inductee, Siphiwe is a safe pair of hands for Executives trying to solve people-related issues in organisations. He is a seasoned HR practitioner and Organisational Behaviour specialist. He is the Executive Director at the Organisational Behaviour Institute and is currently pursuing a PhD degree in Organisational Behaviour & Leadership.

Siphiwe designed the initial postgraduate module in Organisational Behaviour offered at Stellenbosch University in South Africa. He has worked as an Adjunct Faculty member at GIBS, Henley Business School Africa, Wits Business School and the Johannesburg Business School. He is the author of four best-selling books.

He was vice president of the Professional Speakers Association of Southern Africa and was chairman of the South African Board for People Practices.



GRANT KEMP

PwC | Chief Information and Digital Officer | Africa

Grant Kemp is the Chief Information and Digital Officer for PwC Africa, with over 20 years of experience in technology, including more than a decade in leadership. He specialises in aligning technology strategies with business objectives, leveraging data, AI, and digital innovation to drive impactful outcomes. Grant is passionate about data-driven decision-making and leads ethical, secure, and people-centric digital and AI transformation. A values-driven leader, he champions ethics, empathy, and inclusion while creating high-performing teams. He is a strong advocate for digital and AI upskilling and collaboration, taking a pragmatic yet forward-looking approach to help PwC Africa thrive in an increasingly complex digital landscape.



LUYANDA DUMA-KHUMBUZA

Career Strategist, HR Thought Leader, Moderator, and Podcast Host

Luyanda Duma-Khumbuza is a Career Strategist, HR Thought Leader, Moderator, and Podcast Host known as "The Voice of Transformation." She is the founder and host of The Enlightened Podcast — a platform focused on career growth, leadership, workplace transformation, and the future of work through meaningful and thought-provoking conversations.

With a background in Industrial Psychology, Human Resources, talent development, and leadership conversations, Luyanda has positioned herself as a trusted voice helping professionals and organisations navigate the evolving world of work with clarity and intention.

She is currently pursuing her Master's in Strategic Human Resource Management at the University of Johannesburg, further deepening her interest in the intersection between people, technology, innovation, and the future of work.

Luyanda is passionate about youth development, women empowerment, leadership, and creating impactful conversations that inspire growth, adaptability, and transformation.

MEET OUR SPEAKERS



PHINDILE MKWANAZI

Acting Principal and Deputy Director-General: Learning and Professional Development at the National School of Government

Ms Phindile Mkwanaazi is the Acting Principal and Deputy Director-General: Learning and Professional Development at the National School of Government. She is responsible for providing strategic leadership and management of the design, development and implementation of Education, Training & Development (ETD) interventions from Cadet to Executive levels across all spheres of government and organs of state. She has a Masters in Development Policy and Practice from the University of Cape Town: Nelson Mandela School of Public Governance. She has worked in senior management roles in public service and other state organs since 2005. Ms Mkwanaazi has worked as a Chief Finance Officer and has been credited with securing clean audits for her organisation. She has substantive strategic capability and experience in developing capabilities for client-focused delivery.



PROF. DR. AMBASSADOR TAL EDGARS

Group Executive Chairman | GBSH Consult Group

His Excellency Prof. Dr. Ambassador Tal Edgars is a globally recognised economist, strategist, futurist, and senior diplomat. One of Africa's most authoritative voices on governance, strategic foresight, adaptive leadership, and the future of work. Holder of three doctorates (Strategic Foresight, Diplomacy & Security Intelligence, Psychology of Law), plus advanced degrees in International Law and double Masters in Actuarial Science and Economics, he is a Yale Fellow bringing exceptional depth to continental challenges.

With experience spanning 51 countries, he has advised Heads of State, Governments, Fortune 100 companies, and international organisations on competitiveness, human capital strategy, board transformation, and sustainable development. Notable roles include Envoy to the UN Security Council, Advisor to Former State Secretary Hillary Clinton, Advisor to Cherie Blair, Taskforce Member to B20 (Brazil), B20 (SA), B20 (USA) G20 Presidencies. As Group Executive Chairman of the Financial Times-ranked GBSH Consult Group, Prof. Edgars is a visionary keynote speaker bridging geopolitics, technology disruption, and people-centric leadership and is uniquely positioned to guide Africa's HR Revolution 2030 and the evolving role of People Practitioners.



DR. MAMELLO PATRICIA MASIA

Chief People Officer of McDonald's South Africa

Dr. Mamello Patricia Masia is the Chief People Officer of McDonald's South Africa, an accomplished HR executive, researcher, and governance leader with nearly two decades of experience across the retail, financial services, manufacturing, chemicals, technology, and property sectors. She has held leadership roles at Pareto Group, Protea Chemicals, Evonik Africa, Emerson Network Power, Nedbank, and Toyota South Africa, driving talent, culture, leadership, and organisational transformation initiatives. Mamello holds a PhD in Human Resources Management from the University of the Witwatersrand, where her research explored Human Resource Analytics as a strategic HR competency. Her Master's research examined the benefits and challenges of Human Resource Information Systems implementation and their contribution to strategic decision-making. A passionate advocate for talent development, inclusive leadership, and lifelong learning, she is also committed to promoting the concept of antifragility, helping leaders and organisations thrive through change, disruption, and uncertainty.

MEET OUR SPEAKERS

PROF NICOLA TAYLOR

President | SIOPSA



Nicola Taylor is an Associate Professor and Head of the Centre for Work Performance at the University of Johannesburg in South Africa. She is the current President of the Society for Industrial and Organisational Psychology of SA (SIOPSA). She holds a PhD in Psychology and is registered as a psychometrist with the Health Professions Council of South Africa. She has over 20 years' experience developing and evaluating psychological assessments for the South African context. She is passionate about reducing bias in assessments and exploring modern methods of test development.

Nicola serves on a number of national executive committees, where she volunteers her time in the service of the psychology profession:

- Association of Test Publishers of South Africa
- Assessment Standards South Africa
- International Test Commission

Nicola's research area is cross-cultural psychological assessment, particularly within the field of personality assessment, test construction, and the validation of psychometric assessments in the South African context.

PROFESSOR BONGANI I. DLAMINI

HOD | Applied Management | Durban University of Technology



Philosophy (PhD) degree from the University of Zululand, with a specialization in Industrial Psychology. He currently serves as the Head of Department (HOD) in the Department of Applied Management at the Durban University of Technology (DUT). Professor Dlamini has extensive experience in higher education, having served at several reputable institutions, including the University of the Free State, Mangosuthu University of Technology (MUT), the University of Zululand, and the Durban University of Technology. An active scholar and academic leader, Professor

Dlamini has represented South African academia on numerous international platforms through conference presentations and academic collaborations. His international engagements have taken him to countries such as Germany, Turkey, Ghana, China, Japan, and Nigeria, among others. He is actively involved in postgraduate education and research, supervising Master's and Doctoral students at DUT. His research contributions are substantial, with more than 40 publications in accredited academic journals, conference proceedings, and book chapters. His scholarly work continues to make a significant contribution to the fields of management, leadership, human resource management, and industrial psychology. Professor Dlamini remains committed to academic excellence, research development, postgraduate supervision, and the advancement of knowledge both nationally and internationally.

DR MMABATHO MFIKWE

Chief Director of Human Resources Management and Development | Department of Public Works and Roads



Dr Mmabatho Mfikwe is a highly accomplished professional with extensive experience in the public sector within the North West Provincial Government of South Africa. She holds a PhD in Economics and Management Sciences with a specialization in Business Administration, from NWU Business School, where her research focused on the career progression factors experienced by black women executives in the public sector. She also has an MBA specializing in Human Resource Management, with her dissertation exploring the significance of emotional intelligence and leadership styles among senior leaders in the North West Provincial Government.

In her career, Dr Mfikwe has held several executive positions within the North West Provincial Government. She is currently serving as the Chief Director of Human Resources Management and Development at the Department of Public Works and Roads. She has consistently led corporate services and championed change management initiatives.

Dr Mfikwe is also a published scholar, having co-authored articles on emotional intelligence and leadership in government, contributing to journals like the Journal of Contemporary Management issues and recently featured in a book: Confessions of PhD (2) which provides support and resilience for upcoming PhD students. She is proficient in multiple South African languages, including English, Setswana, Southern Sotho, Xhosa, Zulu and Afrikaans, enhancing her ability to communicate effectively across diverse cultural contexts.

MEET OUR SPEAKERS



PENNY MILNER-SMYTH

Director | Ethicalways

Penny is a Master HR Practitioner who was awarded the SABPP CEOs award for extraordinary service and outstanding contribution to the HR profession in South Africa, 2021. With a Masters in Research Psychology (UKZN), Penny spent over 25 years applying her organisation development skills as an in-house HR leader.

With an abiding passion for creating organisational contexts in which people become their best selves, Penny has spent the past ten years as the Director at Ethicalways, providing advisory and training services aimed at fostering workplaces of integrity. With clients throughout sub-Saharan Africa as well as in the UK and beyond, Penny today shares her insights with audiences around the world, having reached delegates in some 96 countries.



LERATO MAHLASELA

SABPP Board member, Managing Executive Human Capital | GIBS

Lerato is a human capital executive with expertise in leadership and organisational development, recognised for leading complex institutional change and embedding people strategy. She brings over 25 years of cross-sector experience spanning Financial Services, Engineering and Construction, Consulting, and Higher Education.

Most recently, she led the globally ranked Corporate Education division at the Gordon Institute of Business Science, where she championed the development of high-impact learning and leadership development solutions.

As Executive Director: Human Capital & Development, Lerato now leads a dynamic team in designing and delivering forward-thinking people and organisation solutions. Her focus is on cultivating 'Magicians', the passionate and skilled professionals who bring transformative learning experiences to life for clients and students.

Her academic credentials include a Mastère Spécialisé® in Consulting and Coaching for Change from HEC Paris, an Honours degree in Industrial Psychology from Rand Afrikaans University, and a BCom in Human Resources Management from the University of Pretoria. She is a registered Chartered HR Practitioner, a board member of the South African Board of People Practices (SABPP), and a member of the Professional Speakers Association of Southern Africa (PSASA).

As an executive, coach, speaker, and mentor, Lerato is committed to empowering individuals to claim their agency in shaping the futures they envision. Her purpose is to act as a catalyst for change, mobilising people of all ages to build thriving, sustainable organisations and communities.



JUDGE GALALETsang CONNIE PHAKEDI

Founder / Director | Phakedi Attorneys Incorporated

Ms Galaletsang Phakedi is the founder and Director of Phakedi Attorneys Incorporated. She is an admitted attorney and Notary Public. She was appointed as an Acting Judge of the Labour Court of South Africa in December 2023 and to date she has presided over complex labour disputes with distinction.

She possesses a Bachelor of Laws (LLB) degree and a National Diploma in Language Practice from the University of South Africa (UNISA), and currently finalizing her dissertation for a Master's degree (LLM) with specialization in Corporate Law. She completed the CCMA Commissioner's course with Stellenbosch University in March 2023 and completed the mediation training with Mediation in Motion accredited by University of the Western Cape in 2024.

Ms Phakedi completed her articles of clerkship at the Office of the State Attorneys in Johannesburg, where she gained extensive experience in legal services. She has been in the legal fraternity since 2007, having previously worked for the Department of Justice and Constitutional Development in various roles as a Court clerk, Admin Officer, Labour Relations Officer and Judge's Secretary at the Labour court.

She participates in mentoring law students through the South African Chapter of the International Association of Women Judges (SACIAWJ) and Black Lawyers Association Student Chapters.

MEET OUR SPEAKERS



LORAIN VORSTER

VP Sub-Saharan Africa | CompTIA

Loraine Vorster is Vice President for Sub-Saharan Africa at CompTIA, the leading vendor-neutral IT industry association, where she works with organisations, education providers and industry stakeholders to strengthen technology skills and workforce capability across the continent.

With extensive experience in technology skills development, Loraine has a particular interest in helping organisations understand the capabilities their people need as technology continues to reshape the workplace.

Her work focuses on connecting industry needs with practical skills development, helping organisations identify capability gaps and build workforces that are better equipped to use emerging technologies, including AI, effectively.



DR RICA VILJOEN

Managing Director | Dr Rica Viljoen and Partners

Dr Rica Viljoen is an organisational development scholar-practitioner, systems-psychodynamic consultant and executive adviser with more than 25 years' experience across Africa and internationally. She holds a Doctorate in Business Leadership from UNISA, where her research on sustainable organisational transformation through inclusivity received international recognition. Rica has held senior corporate, consulting and academic roles and has worked extensively with executives, boards and leadership teams navigating complexity, culture, transformation and organisational renewal. Her work integrates Inclusivity Theory, systems thinking, Spiral Dynamics, adult development, emotional intelligence and the psychodynamics of organisations. She is the author and co-author of several books, including *Spiral Dynamics in Action*, *Organisational Growth and Sustainability*, and *African Leadership: The Time Is Now*. Rica serves on the Board of ISPSO and is committed to developing organisational capability that is contextually intelligent, humane and sustainable in rapidly changing organisational environments today.



DR SANE NGIDI

Executive Head of People | Imagine Worldwide

Dr Sane Ngidi is an internationally recognised HR leader and Industrial and Organisational Psychologist, registered with the Health Professions Council of South Africa (HPCSA), with over 20 years' experience across philanthropy, management consulting, financial services and broadcasting. Her career includes global HR leadership at Imagine Worldwide and the Gates Foundation, Rand Merchant Bank, Nedbank and MultiChoice, and also leadership advisory experience with Heidrick & Struggles. She has advised organisations across Sub-Saharan Africa, the Middle East and Europe, bringing a global perspective to people, leadership and organisational transformation. A passionate agent of change, Dr Sane served as President of the Society for Industrial and Organisational Psychology of South Africa (SIOPSA) for 2025/2026. She is committed to creating humane workplaces fit for the future, enabling leadership, empowering individuals and advancing inclusive growth. She is the founder of NGISAMILAa platform for authentic leadership, an ICF-certified coach and part-time lecturer. Dr Sane is deeply passionate about helping people and organisations unlock their potential and create meaningful impact.

THE PEOPLE FACTOR MAGAZINE

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The official communication for all HR Professionals

AI FLUENCY THE NEW FINANCIAL ADVANTAGE

By: Tamela



Artificial intelligence (AI) is rapidly becoming a core capability within the finance profession. What started off as a useful tool for answering questions and generating content has evolved into an integrated workplace assistant capable of accelerating research, analysing large volumes of information, automating routine tasks and enhancing decision-making.

The implications are significant for finance professionals. Only a few years ago, most people viewed AI as little more than an advanced chatbot. It could provide information, offer guidance on a topic and assist with basic content generation.

Today, this has changed dramatically, and modern AI tools can analyse hundreds of sources in minutes, assist with complex financial research, automate data extraction, support modelling work and integrate directly into workplace applications such as Excel, PowerPoint and enterprise productivity platforms.

This shift resulted in AI becoming a strategic priority for financial institutions and professionals alike.

More than efficiency

Much of the discussion around AI focuses on its efficiency advantages. Tasks that once required hours of manual effort can now be completed in a fraction of the time. Financial statement data extraction, for example, can be reduced from a laborious process to a task that takes minutes.

Efficiency is, however, just one aspect of what AI can do. It supports personal growth by allowing professionals to increase their capacity and productivity. If an individual can evaluate twice as many opportunities, analyse more deals and process information faster, they inevitably accelerate their own learning and development.

AI also contributes to risk management. By reducing manual data handling and improving access to information, it can help minimise errors and strengthen analytical processes. Most importantly, it enables professionals to spend less time gathering information and more time interpreting it.

The result is a better customer experience. Clients benefit from deeper insights, faster turnaround times and more informed recommendations. The value does not come from AI thinking on behalf of professionals, but from professionals using AI to bolster their thinking.

The rise of the AI-enabled professional

One of the greatest misconceptions about AI is the belief that it replaces expertise while, in reality, it enhances it.

The quality of the output is, of course, highly dependent on the competence of the user. Strong prompts, clear objectives and thoughtful inputs produce valuable results. Poor instructions produce poor outcomes.



This means the competitive advantage lies not in access to AI, but in the ability to use it effectively. The most successful professionals are those who understand how to guide AI, challenge its outputs, validate its conclusions and integrate its capabilities into their workflows.

Human skills matter

Critical thinking, judgment, discretion and contextual understanding remain essential. AI can generate ideas, identify patterns and process information at remarkable speed, but it cannot independently determine strategic priorities or assess nuanced business realities with the same depth as an experienced professional.

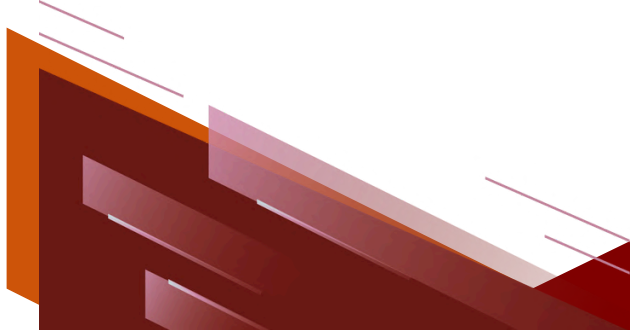
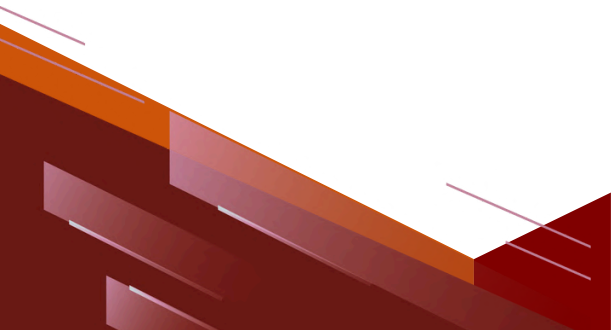
AI can be viewed as a highly capable assistant. It can provide information, generate alternatives and insights that an individual may not have considered. However, it still requires human direction. The ability to ask the right questions, evaluate the answers and make informed decisions remains firmly in human hands.

Why AI fluency is essential

Finance has always been a profession built on continuous learning and adaptation. AI fluency is rapidly becoming the next critical competency.

As organisations increasingly adopt AI tools, expectations around productivity and turnaround times are changing. Tasks that once justified significant amounts of time are now expected to be completed far more efficiently.

Professionals who lack AI skills may find themselves at a disadvantage, not because they are less capable, but because they are operating without tools that have become standard across the industry.



Trust remains non-negotiable

In finance, trust is everything. The adoption of AI does not remove the need for accountability. If anything, it increases the importance of verification and oversight.

The key principles remain straightforward: provide high-quality inputs, use clear instructions and rigorously review outputs. Professionals must understand where information comes from, validate sources and ensure conclusions are supported by evidence.

What the future holds

Looking ahead, AI is likely to reshape finance by dramatically reducing the challenges associated with analysis and decision-making.

Ideas that may have required extensive effort to evaluate can now be assessed in minutes. Deal screening can occur faster. Research cycles can be shortened. New opportunities can be explored with far less upfront investment of time and resources.

As a result, finance professionals may find themselves handling greater volumes of work, evaluating more opportunities and generating insights at a scale that would have been difficult to imagine only a few years ago.

The future of finance is unlikely to be defined by AI replacing people. Rather, it will be defined by people who know how to use AI and outperform those who do not.

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When the key person leaves: What financial services businesses need to know about restraints of trade

By: Dhevarsha Ramjettan, Partner & Thobile Ndaba, Associate at Webber Wentzel



When a senior advisor or executive walks out the door, especially to join a competitor, your restraint of trade clause is often the only thing standing between you and serious commercial damage. Here is what recent South African case law tells us about what works, what does not and what you need to do now.

The starting point in South African law is that a restraint of trade clause in an employment contract is valid and binding. It is not automatically contrary to public policy simply because it restricts competition. Restraints of trade are treated as enforceable agreements, and it is the employee seeking to escape the restraint who bears the onus of proving that enforcement would be unreasonable.

The test for reasonableness, as developed by case law, asks whether there is a protectable interest, whether that interest is genuinely threatened, whether the employer's interest outweighs the employee's right to earn a living and whether there is a broader public policy consideration. Courts also frequently ask whether the restraint goes further than is strictly necessary to protect that interest. This requires consideration of the duration, geographic scope and breadth of prohibited activities.

In financial services, there are generally two protectable interests: your relationships, the client connections, internal talent management and goodwill built up over years, and your confidential information, client data, pricing, business strategies and anything else that would give a competitor an unfair advantage if disclosed.

Where an employee has built close, personal relationships with the employer's clients, using the employer's time, resources and opportunities, to the point where those clients are likely to follow the employee to a competitor, those trade connections constitute a protectable interest. Evidence that clients have actually moved is powerful, but the employer need not wait for harm to materialise: a well-grounded apprehension that connections will be exploited is sufficient. *Adviceworx (Pty) Ltd v Roux and Others*^[1] provides a vivid illustration. The court found that 820 clients had already migrated to the competitor within weeks of the employees' departure, with a further 433 having partially terminated their mandates. This concrete evidence of actual harm, combined with evidence of data copying and deletion of records, was central to the court's decision to grant final enforcement of the restraint.

Turning to confidential information, the second protectable interest, bare assertions that information is "confidential" will not suffice. The courts require specific evidence of what the particular information is, why it is confidential and how the employee had access to it. In both *Merchant West Specialised Finance (Pty) Ltd v Le Grange and Another*^[2] and *Cut-N-Weld Supplies (Pty) Limited v Britz and Another*,^[3] employers lost their enforcement applications because they could not provide this level of factual detail. Equally, in *Fidelity Services Group (Pty) Ltd and Another v Goveia and Another*,^[4] the court found that the employee's general

^[1] *Adviceworx (Pty) Ltd and Another v Roux and Others* (J1402-23) [2024] ZALCJHB 52 (23 February 2024).

^[2] *Merchant West Specialised Finance (Pty) Ltd v Le Grange and Another* (Reasons) (2023/063944) [2024] ZAGPJHC 1067 (22 October 2024).

^[3] *Cut-N-Weld Supplies (Pty) Limited v Britz and Another* (2026/036213) [2026] ZAGPJHC 292 (23 March 2026).

^[4] *Fidelity Services Group (Pty) Ltd and Another v Goveia and Another* (2026/082046) [2026] ZAWCHC 192 (28 April 2026).

knowledge of profit margins and client relationships constituted "life skills" rather than protectable proprietary interests.

Across these cases, the critical distinction is between information that genuinely belongs to the employer's business and general skills, experience and industry know-how that the employee has accumulated and is entitled to use. Courts will not enforce a restraint designed to prevent an employee from using the latter.



A common misunderstanding is that an employee who joins a competitor automatically breaches their restraint. What matters is what the employee will do in the new role. Courts look carefully at whether the employee's new responsibilities genuinely threaten the employer's protectable interests or whether they will be working in an entirely different area of the competitor's business that poses no real risk.

In *FX Group (Pty) Ltd v Steyn*,^[1] enforcement was refused even though the new employer was a direct competitor in some product lines, because the employee's new role related to a product division in which the former employer had no involvement at all.

Employers often argue that a restraint should not be enforced because the employee was dismissed or resigned in response to an intolerable working environment. However, the circumstances surrounding termination are ordinarily irrelevant to whether a restraint should be enforced. The only recognised exception is where the employer hired and dismissed the employee fraudulently and solely for the purpose of triggering and imposing the restraint. The restraint exists to protect business interests after employment ends, not to punish the employee, as confirmed in *Backsports (Pty) Ltd v Motlhanke and Another*.^[2]

South African law does not require separate compensation for a restraint of trade as the employee's overall remuneration is sufficient consideration. Nevertheless, dedicated restraint payments are common in senior and financial services roles and offer practical advantages.

In *Adviceworx*, specific "non-compete and performance incentive" payments linked to client book value reinforced the protectable interest claimed. As confirmed in *Nu Angle Aesthetics (Pty) Ltd v Taylor and another*,^[1] such payments make it difficult for employees to argue financial hardship. However, compensation alone does not guarantee enforcement where the employer's interests were not genuinely threatened.



One of the most practically important lessons from the recent case law is the risk that a broadly worded settlement agreement can inadvertently extinguish an employer's restraint rights. The Labour Appeal Court addressed this directly in *Wheelwright v CP De Leeuw Johannesburg (Pty) Ltd*,^[1] holding that a settlement agreement using "full and final settlement" language covering "all claims ... whether from contract, delict, operation of law, equity, fairness or otherwise" had the effect of extinguishing the employer's right to enforce the restraint. Accordingly, where an employer settles a CCMA or Labour Court dispute but wishes to preserve its restraint rights, the settlement agreement must contain an explicit carve-out to that effect. The failure to include such a carve-out can mean the permanent loss of the employer's most important post-employment protection.

A further drafting risk concerns severability. Where a restraint goes further than is reasonably necessary, a court may read down the restraint and sever the objectionable portion to enforce what remains, but only where the offending words are clearly separable. Accordingly, employers who draft deliberately broad restraints on the assumption that a court will read them down are taking a significant risk.

^[1] *FX Group (Pty) Ltd v Steyn* (2025/023243) [2025] ZALCJHB 164 (5 May 2025).

^[1] *Backsports (Pty) Ltd v Motlhanke and Another* (2026) 47 ILJ 529 (LAC).

^[1] *Nu Angle Aesthetics (Pty) Ltd v Taylor and another* [2026] ZAWCHC 173 (15 April 2026).

^[1] *Wheelwright v CP De Leeuw Johannesburg (Pty) Ltd* (JA 81/2022) [2023] ZALAC 6; (2023) 44 ILJ 767 (LAC); [2023] 5 BLLR 393 (LAC) (21 February 2023).

A restraint of trade clause is only as effective as the thinking that went into drafting it and the quality of the evidence available to support it. South African courts have demonstrated, across a range of recent decisions spanning the Labour Court, Labour Appeal Court and High Court, that they will enforce well-constructed restraints against genuine competitive threats, but they will not rescue poorly drafted clauses or bare evidentiary assertions. The time to invest in getting this right is before the key person resigns, not after.

Ends...

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Rethinking HR, Work and the Future of Organisations

By: By Prajay Jutta - Forming part of the work of the SABPP Change Management Committeeed by Vice Chair Dirusha Ganapathy Jutta

Series Overview

The role of HR is changing because the nature of business itself is changing. Organisations are operating in an environment defined by constant disruption, shifting expectations, rapidly evolving technology and growing pressure to adapt faster than traditional structures and management practices allow. In this context, the people agenda can no longer be treated as something that follows business strategy. Increasingly, it is one of the conditions that determines whether strategy succeeds at all.

This eight-part thought leadership series forms part of the work of the SABPP Change Management Committee, led by Vice Chair Dirusha Ganapathy Jutta. Written from a cross-functional business perspective, it examines HR within the broader context of organisational performance, leadership, work design, technology adoption, culture and the future of business.



Each article builds on the previous one. The series begins by asking why HR is at a genuine crossroads, then moves through influence, the changing nature of jobs, artificial intelligence adoption, leadership, culture, employee belief and, finally, the organisational capabilities required for the future. The aim is not to offer a single blueprint, but to stimulate debate and encourage HR professionals and business leaders to reconsider assumptions that continue to shape how organisations are designed and managed.

The central question running through the series is simple: If business is changing fundamentally, can the role of HR remain the same?

This article series forms part of the work of the SABPP Change Management Committee, led by Vice Chair Dirusha Ganapathy Jutta.

About the Author

Prajay Jutta is an award-winning business leader with more than 25 years of experience across procurement, supply chain, manufacturing, commercial leadership, operations and enterprise transformation. He is currently the Chief Operating Officer of Beyond Transform. His career has included senior executive leadership roles within leading South African organisations, together with international business exposure across Africa, New York, London, Dubai and Hong Kong. Prajay has been recognised among South Africa's Top 50 Manufacturing Leaders to Watch and received the Transformational Leader in Procurement, Supply Chain and Operations award. As a speaker, moderator and published author, he shares perspectives on leadership, organisational transformation, artificial intelligence, operational performance and the future of work.

Editorial Positioning and Publishing Guidance

This series should be positioned as a connected body of thought leadership rather than eight unrelated articles. Each article introduces a distinct argument while carrying forward the central question established in the previous instalment.

The articles should be published monthly and in the sequence provided. Article 1 should be published together with the full series introduction. Articles 2 to 8 should include the shorter editorial introductions and next-month previews provided in this pack.

Each publication should include the series title, article number, committee attribution, editorial introduction, full article, next-month preview where applicable, author biography and disclaimer.

Suggested identification line: Article [number] of 8 in the Rethinking HR, Work and the Future of Organisations series, forming part of the work of the SABPP Change Management Committee led by Vice Chair Dirusha Ganapathy Jutta.

Internal subheadings should not be introduced unless agreed with the author and committee, as the articles have been written as continuous magazine features.

For digital publication, each article should link to the previous and next instalment once available. A dedicated series page is recommended to host all eight articles in sequence.

Publication Sequence

Month	Article	Title
1	Article 1 of 8	HR at the Crossroads: The Profession's Role in Business
2	Article 2 of 8	Beyond the Seat at the Table
3	Article 3 of 8	The End of the Job Description: Why Organisations Must Stop Recruiting for Yesterday's Work
4	Article 4 of 8	AI Doesn't Fail. Adoption Does.
5	Article 5 of 8	The Leadership Crisis Nobody Is Talking About: Why Experience Alone Is No Longer Enough
6	Article 6 of 8	Culture Isn't What You Say. It's What You Reward.
7	Article 7 of 8	Stop Trying to Engage Employees: Why Organisations Should Focus on Creating Belief Instead
8	Article 8 of 8	The Organisation We Haven't Built Yet: Why the Next Competitive Advantage Will Be Organisational Intelligence

HR at the Crossroads: The Profession's Role in Business

Editorial Introduction

The role of HR is changing because the nature of business itself is changing. This opening article argues that the people agenda and the business agenda are becoming increasingly inseparable, and asks whether HR is simply expected to support organisations through change or whether it now has an opportunity to help shape the conditions through which organisations adapt, perform and remain competitive.

This article series forms part of the work of the SABPP Change Management Committee, led by Vice Chair Dirusha Ganapathy Juta.

When Dirusha asked me to contribute to this series for The People Factor, I found myself reflecting on a question that has quietly followed me throughout my career. Having spent more than twenty-five years working across procurement, manufacturing, commercial leadership, operations and enterprise transformation, I've had the privilege of seeing organisations from many different perspectives. I've sat around executive tables discussing strategy, led businesses through periods of growth and uncertainty, negotiated complex commercial agreements and worked alongside leaders trying to transform organisations in increasingly demanding environments. Every one of those experiences has taught me something different. Yet one lesson has remained remarkably consistent.

Organisations don't change as quickly as the world around them does.



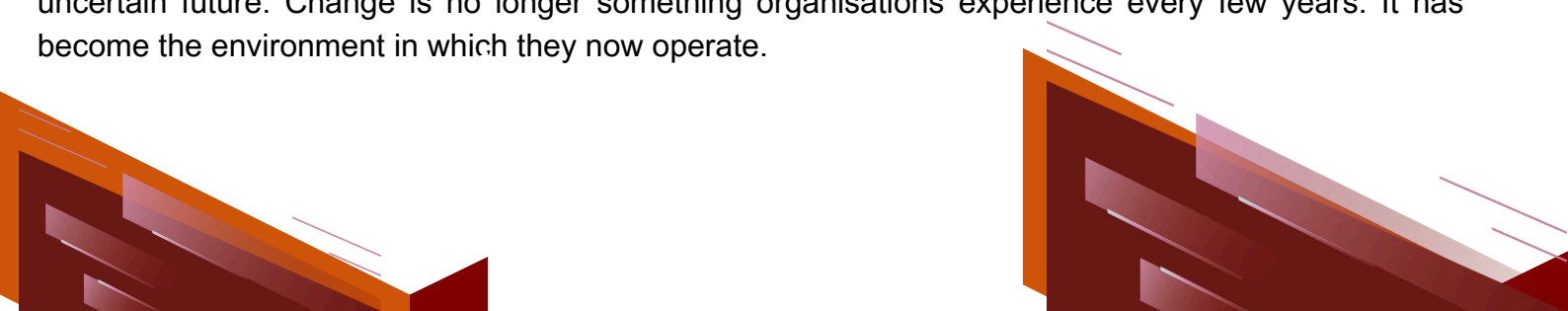
It sounds like a simple observation, but the longer I've worked in business, the more convinced I've become that it explains many of the frustrations organisations are experiencing today. We often measure change by what we can see. A new organisational structure. A new technology platform. A transformation programme. A refreshed strategy. A different operating model. Those initiatives are important, and many create genuine value. But they don't necessarily change the way an organisation thinks. They don't automatically change how leaders make decisions, how functions work together or how people respond when the pressure starts building. Those deeper organisational habits are far more resilient than we often realise, and they usually determine whether transformation succeeds or quietly loses momentum over time.

One of the things my career has taught me is that business challenges rarely stay inside functional boundaries for very long. Early in my career, I probably viewed procurement, operations, finance and HR as distinct disciplines, each with its own priorities and responsibilities. Over time, that perspective changed. I noticed that almost every significant business challenge eventually became a people challenge. Commercial negotiations depended on relationships. Operational performance depended on leadership. Transformation depended on trust. Strategy depended on an organisation's ability to execute collectively rather than simply produce a well-written plan. The longer I worked with executive teams, the clearer that connection became.

Looking back, I don't think organisations struggle because they lack intelligent people. Quite the opposite. I've worked with exceptional leaders throughout my career, and most organisations are filled with capable, committed people who genuinely want to make a difference. The challenge is rarely a lack of talent or intent. More often, organisations continue approaching today's challenges using assumptions that were developed for a business environment that no longer exists. Those assumptions served us incredibly well for decades, which is precisely why they are so difficult to recognise, let alone challenge.

For much of the last century, organisations were designed to deliver consistency, predictability and control. Markets evolved more gradually, competitive advantage lasted longer and leaders could reasonably expect that the experience which had served them well yesterday would continue serving them well tomorrow. Hierarchies created clarity. Functional expertise improved efficiency. Governance reduced unnecessary risk. None of those ideas were wrong. In fact, many remain essential today. The problem is that the environment around them has changed far more quickly than many organisations have.

Today, every executive I speak to describes some version of the same reality. Customer expectations shift constantly. Technology is changing industries at a pace few organisations anticipated. Skills become outdated more quickly than they once did. Decisions must be made with less certainty and in shorter timeframes. Organisations are expected to innovate while improving efficiency, move faster while strengthening governance and deliver immediate results while preparing for an increasingly uncertain future. Change is no longer something organisations experience every few years. It has become the environment in which they now operate.



When I reflect on those conversations, I don't conclude that organisations have become less capable. If anything, they have become more sophisticated. They have better information, better technology, stronger governance and access to more knowledge than at any other time in history. Yet many leaders still describe feeling as though they are constantly responding rather than leading. That has led me to a conclusion which may be uncomfortable, but I believe deserves serious consideration. Perhaps the challenge isn't that organisations have become bad at change. Perhaps we've become exceptionally good at improving organisational models that were designed for a world that has fundamentally changed.

The more I've reflected on this over the past few years, the more I've realised that the conversation isn't about change at all. Organisations have always changed. Markets have always evolved. New competitors have always emerged. Every generation of leaders has had to navigate uncertainty in one form or another.

What feels different today is that the assumptions we've relied on for decades are all being challenged at the same time.

Technology is changing how work gets done. Customers expect organisations to move faster than ever before. Employees want something fundamentally different from work than previous generations did. Information has become democratised, meaning competitive advantage is harder to sustain. Even the pace at which new ideas emerge and become obsolete has accelerated dramatically. Individually, none of these shifts are entirely new. Together, however, they are reshaping the environment in which organisations operate.

As I've watched organisations respond to these pressures, one observation has become increasingly difficult to ignore. Very few of the conversations remain purely operational, financial or technological for very long. I've sat in executive meetings that began with discussions about growth strategy, procurement, digital investment or customer experience, only to discover that before long the conversation had shifted towards leadership, organisational capability, collaboration or decision-making. What initially appeared to be a commercial challenge almost always revealed itself to be an organisational one.

That was probably one of the biggest shifts in my own thinking.

Earlier in my career, I tended to view functions through the lens of the value they created individually. Procurement had its role. Operations had its role. Finance had its role. HR had its role. While those distinctions remain important, experience has taught me that organisations don't succeed because individual functions perform well in isolation. They succeed when those functions operate as one connected system. The quality of that system ultimately determines how quickly an organisation learns, how effectively it executes and how confidently it responds when circumstances change.

This is one of the reasons I believe the relationship between business strategy and the people agenda has fundamentally changed.

For many years, it was perfectly reasonable to think of people as one of the enablers of strategy. Leaders developed the strategy, and HR helped build the capability, structures and change programmes required to implement it. There was a logical sequence to that way of thinking, and for many years it served organisations well.

I'm no longer convinced that sequence reflects how successful organisations operate today. Increasingly, strategy and people capability are developing together because one cannot succeed without the other. An organisation cannot pursue ambitious growth if it lacks the capability to deliver it. It cannot transform through technology if its people lack the confidence or willingness to adopt new ways of working. It cannot improve customer experience if leadership behaviours remain unchanged. Nor can it become more agile if its structures, incentives and decision-making processes continue rewarding the very behaviours it is trying to leave behind.

I've come to believe that one of the biggest mistakes organisations still make is treating people because of strategy instead of recognising that people are increasingly one of the conditions that determine whether strategy succeeds in the first place.

That observation has changed the way I think about HR.

For much of the profession's history, HR has worked incredibly hard to earn credibility as a strategic partner. That journey has been important, and the profession deserves enormous credit for how far it has come. Today's HR leaders contribute in ways that would have been difficult to imagine a generation ago. They influence organisational design, leadership development, workforce planning, transformation and organisational effectiveness. Those are significant achievements.

Yet I wonder whether the conversation has now moved on.

Perhaps the question is no longer whether HR has earned a seat at the executive table.

Perhaps the more important question is whether the table itself has become something entirely different.

If all of this is true, then I don't believe HR is facing an identity crisis. I think it is facing an opportunity unlike any it has seen before.

Throughout my career, I've always admired HR leaders who understood that their role extended far beyond policies, processes or compliance. The ones who made the greatest impact were those who understood the business just as deeply as they understood people. They recognised that commercial success and organisational capability were never separate conversations. They challenged leadership when difficult questions needed to be asked, helped organisations navigate complexity and quietly created the conditions in which people could perform at their best. Looking back, I don't think those leaders were simply practising good HR. They were helping organisations become better businesses.

That distinction has never been more important than it is today.

If organisations are operating in an environment where change has become continuous, then the ability to learn, adapt and execute collectively is no longer a "people initiative". It is a business capability. Every executive team I have worked with has understood the importance of strategy. What often separated the organisations that succeeded from those that struggled was not the quality of the strategy itself, but whether the organisation had the leadership, culture, alignment and confidence to bring that strategy to life. Strategies rarely fail because they are intellectually weak. More often, they lose momentum because the organisation underneath them is unable to move together.

This is where I believe HR has a unique contribution to make.

Few functions have the visibility that HR has across an organisation. HR sees how leadership decisions influence culture. It sees where capability is growing and where it is falling behind. It understands the impact of structure on collaboration, the effect of uncertainty on people and the difference between announcing change and embedding it. That perspective is incredibly valuable because it allows HR to see patterns that individual business functions often cannot see on their own. The opportunity, therefore, is not for HR to become the most important function in the organisation. No function should aspire to that. The opportunity is to become one of the functions that helps the organisation understand itself better.

One lesson I've learned over the years is that organisations rarely transform because of one brilliant initiative. They transform when lots of seemingly ordinary decisions begin pointing in the same direction. Leaders communicate differently. Teams collaborate differently. Incentives reinforce the right behaviours. Decisions become faster. Trust grows. People begin believing that the organisation is genuinely changing rather than simply talking about change. Real transformation is usually less dramatic than we imagine. It is built through consistency, not announcements.

Perhaps that is why I accepted Dirusha's invitation to contribute to this series. I believe the HR profession is uniquely positioned to help organisations navigate one of the most significant periods of change in modern business. Not because HR has all the answers, but because it sits at the intersection of people, leadership, strategy and organisational performance. Very few professions have the privilege of seeing organisations as completely as HR does. My hope is that this series encourages conversations that extend beyond the HR function and into the broader leadership agenda, because that is where I believe the profession's greatest contribution now lies.

Over the coming months, I'd like to explore some of the questions that have challenged my own thinking throughout my career. If the relationship between business strategy and the people agenda has fundamentally changed, what does that mean for influence? What does it mean for leadership? How should organisations think about work, culture, technology and capability in a world that refuses to stand still? I don't pretend to have all the answers, but I do believe these are some of the most important conversations business leaders and HR professionals can have together.

For many years, the HR profession has worked hard to earn a seat at the executive table, and rightly so. It has demonstrated its commercial value, broadened its influence and become an increasingly important contributor to organisational success. But as I reflect on the changes I've witnessed over the course of my career, I find myself asking a different question altogether.

Perhaps the future of HR doesn't depend on earning a bigger seat at the table.

Perhaps the future depends on recognising that the table itself has changed.

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Rassie Erasmus' Strategic Approach to Transforming the Springboks: Lessons for Human Resource Management

By: Elroy Gelant: BCom Honours in Human Resource Management

Rassie Erasmus' leadership of the Springboks provides a useful example of how strategic planning, talent management, organisational culture, and performance management can transform an underperforming team into a winning organisation. When Erasmus became Springbok head coach in 2018, the team was recovering from poor results and declining confidence; by 2019, the Springboks had won the Rugby World Cup, and the system he helped build contributed to the 2023 Rugby World Cup victory as well.

This article examines Erasmus' approach through a Human Resource Management (HRM) lens. It argues that his success was not only based on rugby tactics, but also on people management practices such as recruitment and selection, employee engagement, leadership development, psychological safety, diversity, clear role definition, and performance alignment. The Springbok example demonstrates how HR principles can contribute to high performance when people are placed in the right roles, motivated by a shared purpose, and supported by a strong organisational culture.



Introduction

One of the most successful turnarounds in modern rugby has been the makeover of the South African Springboks under the guidance of Rassie Erasmus. Erasmus was appointed Springbok head coach in 2018, while simultaneously serving as Director of Rugby, at a time when the national side was struggling on the pitch and confidence among the public was falling. World Rugby said Springbok coach, Erasmus, took over 18 months before the 2019 Rugby World Cup when the Springboks were regarded as being at a low point. But the Springboks won the 2019 Rugby World Cup and then created a performance system that saw them claim back-to-back World Cup titles in 2023. SA Rugby later confirmed his retention as head coach through to 2031, calling Erasmus the “mastermind” behind the Springboks’ 2019 and 2023 Rugby World Cup triumphs.

Whilst the success of Erasmus is generally addressed in terms of sport, his approach also mirrors many of the ideas that are found in Human Resource Management. HR is concerned with the recruitment, development, motivation and alignment of people to corporate goals. Erasmus had to rebuild confidence, find the proper players, construct a strong team culture and make sure every player knew their position in the bigger picture in the Springbok context.

Strategic Leadership and Clear Vision

One of Erasmus' greatest achievements was developing a clear and common vision for the Springboks. A successful strategy is not only technical planning, but also people understanding why they are doing what they are doing. Erasmus connected the Springbok jersey with national pride, duty and communal identity. This built emotional involvement in participants and made them feel that they were playing for something bigger than individual achievement.

HR perspective, this points out the value of strategic alignment. Employees work best when they see how their specific roles fit into the larger aims of the organisation. Erasmus' approach was therefore affiliated to an HR-led organisational transformation process whereby leadership conveys a clear mission, fosters trust and unites employees around common goals. Performance was fundamental to Springbok culture, but it was also about identity and belonging. An academic perspective on the "Erasmus effect" claimed that Erasmus introduced a conscious and internally driven approach to the construction of team identity and performance, and culture became a strategy.

Talent Management and Selection

A further key element of Erasmus' plan was his way of managing talent. He didn't pick players on reputation, he picked players that fitted the team's tactical approach, culture, and needed roles. This is strongly related to HR recruiting and selection in which the aim is not just to hire the most qualified people, but to pick people whose talents, attitudes and values fit organisational needs.

Erasmus also demonstrated consistency in his choice. He discussed the importance of continuity in selection and the need for experienced leaders in the group before the Springboks' 2019 Rugby World Cup opener against New Zealand. In HR language this is referred to as workforce planning and succession planning. Erasmus knew great performance requires the perfect mix of experience, leadership, technical expertise and team balance. He also built depth by cultivating players that could fill key positions when needed. It parallels HR strategies such as talent pipelines, skills development and succession planning.

Organisational Culture and Team Identity

Erasmus' Springbok strategy integrated culture. To him, optimal Springbok representation meant fortifying the principles of resilience, unity, discipline, and sacrifice. Creating a winning culture is the result of a mentally and physically prepared team. High-pressure environments can be overcome through a winning culture and a prepared team.

support, reinforce, and reward positive behaviours that employees have in common and that are desirable in the workplace. Positive workplace culture shifts the “I” mentality to “we.” Cultural change in an organisation obviously is a strategy to create commitment and engagement. Employees feel a sense of ownership and connection to the organisation’s goals and purpose when the goals and purpose of the organisation are aligned with employee purpose.

Role Clarity and Performance Management

Erasmus underscored the necessity of having a defined role in his strategy. Like each of the starters, the substitutes also had a role in the plan. The Springbok bench, known as the “Bomb Squad,” demonstrated that everyone on the bench was just as important as those on the field.

Erasmus had also indicated that the bench players had an important purpose to serve. This plan also had an impact on the performance management. Role clarity coupled with expectation clarity impacted the performance levels of players. With reference to performance management, Erasmus’ plan ensured the players were made aware of their purpose and were provided with measurable indicators on the performance of the team. This is quite similar to having a job that is well defined, having measurable indicators on the performance expected and an evaluation of one’s performance within an organisation.

Training, Development, and Continuous Improvement

Success is a function of development and training and the Springboks are no different. Physically, technically, mentally, and tactically, Erasmus and his coaching staff expanded Springbok talent and their realms beyond. This reflects the principle of investment in talent development and training in practice. Organisations in the training industries improve and prepare employees for the inevitable and emerging challenges.

Springbok Rugby demonstrates development even between tournaments. Experiencing development between tournaments is not by chance, rather, it is a product of planning by the coaching staff. In a recent report by World Rugby, they reported that Schalk Erasmus and Jacques Nienaber targeted the 2023 Rugby World Cup as an objective, even before the start of the 2019 Rugby World Cup. Of course, this was a clear indication of development, as opposed to the short-term planning that characterises many rugby coaching staff strategies of that time. Erasmus’ efforts as a coach evidenced the rationale that organisations and teams that achieve success do not rest on their laurels of past triumphs. Rather success comes from relentless review, improvement, and preparation for the challenges ahead.



Diversity, Inclusion, and Transformation

Erasmus' Springboks became a representation of South African Unity and Progression. Managing diversity is a large aspect of Human Resources management. Especially in a country like South Africa, where companies need to consider the ramifications of apartheid and create a safe and inclusive atmosphere to provide an equitable and respectable employment opportunity and experience to all. Under the leadership of Erasmus, South African Rugby was able to create a unified culture, allowing players of all differences to combine and focus their efforts on a unified South African ethos.

In the Human Resources community, diversity and inclusion are a compliance concern. They also represent a concern of strategic performance. Varied teams foster the expansion of new aspects and comprise new strengths and experiences. This variance is significant only when it encompasses inclusion, consideration, and ultimately a unified vision. The success of Erasmus' Springboks implies that the transformation and performance of a community are most successfully accomplished when culturally integrated, as opposed to a conditional or external demand.

Employee Motivation and Psychological Commitment

Erasmus implemented another key strategy by understanding how to inspire athletes. Performance derives significant driving factors psychologically and emotionally, and Erasmus appreciated this. Playing for their families and communities, as well as for their teammates and their country, fostered emotionally psychological constructs, thus strengthening and motivating South African rugby players' performance.

Motivational theories in human resource management explain that individuals, such as employees, are not solely motivated by financial remuneration and the typical pay checks. Various forms of recognition, a sense of belonging, and opportunities for personal and professional growth and development, reinforced by meaningful work, are some key motivating factors. Likewise, this approach was evident in his (Erasmus') operational context. He fostered an environment in which players were emotionally and psychologically bound to the team mission through the instillation of a sense of trust. This fortified the team's commitment and psychological stamina and helped the players to cope and perform under exceedingly strenuous conditions such as tough matches and high-stakes tournaments.

Communication and Leadership Trust

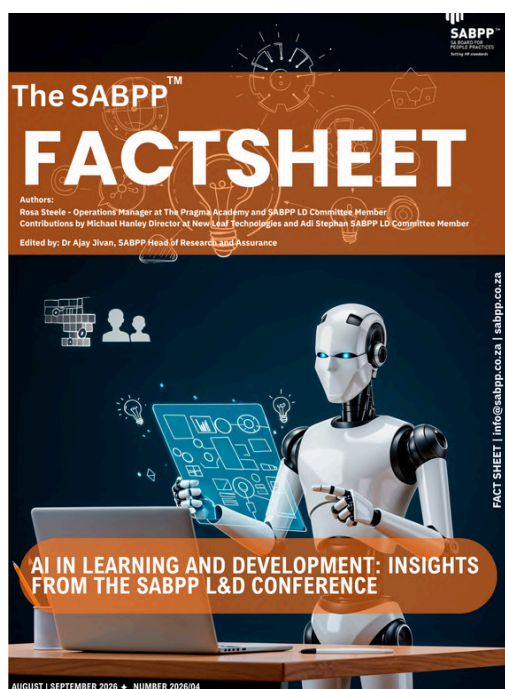
The key to Erasmus' success was his ability to communicate. His leadership style seemed to be strategic, honest and direct. Players appeared to have an understanding of what and why things needed to be done. In HR, one of the major components is communication. With communication, the organisation can manage change, engage employees, and build trust. With the improper communication channels, the employees will be confused and will resist against the changes. With proper communication channels, the employees will be assured and will have a greater commitment towards the organisation.

IErasmus was also able to cultivate leadership beyond himself. The Springboks had an established as well as a highly regarded captaincy structure, especially with Siya Kolisi. This illustrates the HR principle of dispersed leadership, with shared leadership, and, for an organisation to have a strong foundation, it should not rely on one leader. Instead, it should develop the leadership capacity at the various levels of the organisation.

Rassie Erasmus's strategy with the Springboks showcases how the knowledge and understanding of the game's technical aspects is only a small part of having a truly successful winning team. Managing people, purpose, culture, and defining roles and performance were all equally important to Erasmus. With a vision in place combined with the right people in the right roles, and with the right communication, right diversity, and right development, Erasmus was able to create a winning team and a high-performance culture. These dimensions are the same practices of effective Human Resource Management.

The Springboks take us a step beyond the traditional view of Human Resource Management as merely administrative functions involving hiring, paying and firing. Human Resources have a strategic role in developing people, cultivating culture, managing performance and enabling the success of the enterprise. Thus, Erasmus' leadership illustrates the power of a people-centred strategy in transforming any business from a culture of low performance to high performance and excellence.

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FACT SHEET AUGUST/SEPTEMBER 2026

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Rosa Steele - Operations Manager at The Pragma Academy and SABPP LD Committee Member
Contributions by Michael Hanley Director at New Leaf Technologies and Adi Stephan SABPP LD Committee Member

Edited by: Dr. Ajay Jivan SABPP Head of Research and Assurance

This Fact Sheet shares insights from the L&D conference and translates these into practical guidance. It provides a comprehensive reference guide on L&D roles, the AI tools most relevant to those roles, and the terminology practitioners need to be conversant in to make informed, ethical and business- aligned decisions. The aim is not to promote technology for its own sake, but to help HR professionals understand where AI can potentially improve learning impact, where human judgement remains essential, and what governance is required before AI is embedded into learning processes and the HR value chain.

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Beyond Representation: The Ethical Responsibility of HR to Create Belonging

By: Marsha Pieterse Ethics Committee Member, SABPP | HR Professional and Director, Duende Consulting



1. Abstract

A diverse workforce can look like progress. But representation alone does not tell us whether people experience their workplace as fair, inclusive or a place where they belong. Diversity, Equity, Inclusion, and Belonging (DEIB) is therefore not simply an organisational or compliance issue — it is an ethical one. Drawing on organisational justice theory (Colquitt, 2001), inclusion research (Shore et al., 2011) and psychological safety (Edmondson, 1999), this article explores why ethical DEIB requires more than representation, examines a practical scenario, and considers what HR professionals can do to create workplaces where people experience fairness, participation, and belonging.

2. Definition of Ethics

Ethics has been defined in various ways. Kidder (2003) describes it as the discipline of systematising, defending, and recommending ideas of right and wrong conduct. Greenwood (2007) broadens this to how people live well and what behaviours are acceptable within a given cultural environment. Legge (2005) takes a more applied view: ethics as the practice of resolving moral challenges by determining what is right, just and virtuous. The common thread is that ethics is not a policy document but a practice — reflected in the decisions HR professionals make and the consequences those decisions create for people in the workplace.

Why DEIB is an ethical responsibility

DEIB is ethical because organisational decisions distribute opportunities, resources, recognition, voice and status, raising questions of justice, dignity, autonomy and harm. Four ethical principles are particularly relevant:

- Justice and fairness – people should not be disadvantaged by irrelevant characteristics or structurally unfair processes.
- Respect for human dignity – people should be treated as persons of equal worth.
- Respect for autonomy and voice – people should have meaningful opportunities to participate and express their views.
- Avoiding harm and promoting well-being – organisational practices should prevent avoidable harm and support conditions in which employees can contribute without being diminished or excluded.

3. Introduction

DEIB is often discussed in terms of representation, policy and measurable progress. These matter, but they do not reveal how people experience difference within an organisation: representation is measurable, experience is not always visible. Employees encounter DEIB through recruitment, promotion, development, everyday interactions and decisions about whose contribution is heard and valued (Joubert, 2017; Shore et al., 2011).

At its core, DEIB raises four questions: who is present, who has fair access, who participates, and who feels that they matter. Diversity is who is present. Equity concerns whether people have fair access to opportunities, resources, participation and progression, taking account of barriers that may produce unequal experiences or outcomes. Inclusion is who participates. Belonging is who feels that they matter. These experiences are influenced by organisational systems and everyday behaviour, including perceptions of fairness, opportunities to exercise voice and the ability to participate without having to conform (Colquitt, 2001; Shore et al., 2011; Edmondson, 1999).

In the South African context, these questions carry weight given our history of exclusion, constitutional commitments to equality and dignity, and the Employment Equity framework. An organisation can change who is in the room without changing whose voice carries weight once they are there. That is the ethical challenge DEIB places before HR.

Levels of Ethical Responsibility

Ethical responsibility operates at several interconnected levels. Personal ethics concerns an individual's values and judgement about right and wrong. Professional ethics applies these values within the standards of a profession, guiding HR practitioners' judgement. Organisational ethics concerns the values, policies, and decisions through which an organisation shapes how people are treated. Institutional or systemic ethics extends this to the broader structures and norms that may reproduce advantage or disadvantage, even without deliberate intent.

An ethical HR practitioner must therefore consider not only whether an individual decision is fair, but whether professional practice, organisational systems and wider structures enable or undermine dignity, participation and equality.

4. A Working Scenario and its Ethical Dimensions

Consider an organisation that has made a deliberate effort to create a more diverse workforce. Recruitment practices have changed, representation has improved and managers have participated in initiatives intended to create a more inclusive workplace.

An employee engagement process nevertheless reveals that some employees from different cultural and social backgrounds become more cautious in senior forums. Some report changing how they communicate because they do not want to be perceived as difficult or overly sensitive. Others feel that they are invited to contribute, but established views tend to prevail when important decisions are made.

Management is surprised: there is no policy requiring conformity, employees are treated respectfully, and there have been no formal concerns raised about unfair treatment. Managers genuinely believe they provide equal opportunities.

The organisation is therefore faced with an uncomfortable question: can a workplace be genuinely inclusive when people have learned that belonging comes with conditions?

Several ethical dilemmas emerge.

Equality versus difference: Treating everyone identically may appear fair, but identical treatment can overlook different experiences, barriers, and needs. Formal equality asks whether the same rule is applied to everyone; substantive equality asks whether the rule produces equitable opportunities and outcomes in context.

Inclusion versus assimilation: Organisations have legitimate cultures and standards, but the ethical difficulty arises when meeting those standards is confused with conforming to established ways of communicating, behaving or thinking. Feldman (1986) reminds us that accepted organisational norms are not always neutral or experienced equally by all employees. Ely and Thomas (2001) show that organisations differ in how they understand diversity — some seek to assimilate difference, others treat it as a source of learning and value. Shore et al. (2011) describe inclusion as requiring both belonging and the freedom to retain one's uniqueness.

DEIB initiatives aim to address disadvantage, yet the change process itself can create vulnerability for the employees it seeks to support. Minoritised employees may face increased visibility, pressure to represent their group, concerns about being seen as beneficiaries of preferential treatment or uncertainty about whether speaking openly will affect their relationships or career prospects. This is the DEIB paradox (Motley et al., 2025): initiatives intended to promote inclusion can unintentionally expose employees to risk if their experiences are made visible without adequate psychological safety, confidentiality or support. HR must therefore ask not only whether an intervention is well intentioned, but who may become more vulnerable through how it is designed and implemented.

Identity regulation and normative conformity: Inclusion can be constrained not only by explicit exclusion, but by organisational expectations about what counts as “normal”, “professional”, “credible” or “competent”. Employees may adapt their accent, language, communication style, dress, cultural practices, or emotional and gender expression to align with dominant norms. The ethical concern is not whether employees are formally permitted to be different, but whether difference carries an implicit cost to credibility, career progression or belonging — a form of conformity that can occur without deliberate discrimination and so remains largely invisible to formal compliance systems. HR has a responsibility to examine whether organisational standards are genuinely necessary for performance, or whether they unintentionally privilege particular identities and ways of working. The critical question is therefore not only “Are employees allowed to be different?” but “What does the organisation implicitly define as normal, professional, credible or competent?”

Intersectionality and employee experience: DEIB experiences are rarely shaped by a single characteristic. Employees may experience overlapping advantages or disadvantages across multiple aspects of identity and organisational position — gender, race, disability, age, language, nationality, socioeconomic background — which shape how they experience opportunity, credibility, voice and belonging. HR should be cautious about relying on aggregate demographic categories, since overall workforce representation can conceal differences in experience within and across groups. An ethical approach to DEIB requires attention to these intersecting experiences and to the conditions that amplify or reduce disadvantage.

Power, Voice and Belonging: An employee may be given an opportunity to speak without having meaningful influence. If perspectives are repeatedly acknowledged but do not affect decisions, participation can become symbolic. Psychological safety is relevant because employees are more likely to speak up and take interpersonal risks when they feel it is safe to do so (Edmondson, 1999).

Inclusion is not simply about being invited into the room or given an opportunity to speak — it concerns who has the power and legitimacy to shape decisions and define what is credible, professional or appropriate. Organisational power influences whose knowledge is valued and whose perspectives shape outcomes, so employees may have a formal voice while having limited real influence. This raises an important question for HR: **Who has the power to define what counts as legitimate behaviour, knowledge, professionalism and organisational fit?** An ethical approach requires examining not only whether people are present and able to participate, but how power is distributed and whose contributions are consistently granted legitimacy. Belonging is strengthened when employees can participate without adopting the norms of those who hold greater organisational power.

Intention versus impact: Managers may genuinely believe they are acting fairly and inclusively. Good intentions, however, do not necessarily produce equitable experiences. HR therefore needs to consider not only what an organisation intended, but what employees experienced.

These dilemmas demonstrate why DEIB is an ethical issue rather than simply a compliance or culture initiative. The challenge is to create conditions in which legitimate organisational standards can coexist with fairness, voice, dignity and difference.

5. What does this mean for HR's professional responsibility?

If representation does not necessarily produce equitable participation or belonging, HR's responsibility extends beyond monitoring demographic outcomes to the organisational systems through which employees gain access to opportunity, participate in decisions, and experience recognition and progress. This is not only a management responsibility but a professional one: the SABPP People Practice Governance Standards position ethics, professionalism, objectivity, accountability and a duty to society as foundations of HR practice, and the SABPP Code of Conduct requires HR professionals to uphold human rights, treat people with dignity, fairness and respect, and work towards equality and diversity.

Three dimensions are particularly important.

5.1 Fairness and Justice

HR should examine whether organisational decisions provide fair access to opportunity and whether differences in treatment can be justified on legitimate grounds. This includes recruitment, promotion, remuneration, performance management, development and succession. Fairness does not always mean treating everyone identically; it requires consideration of whether processes and outcomes are equitable (Colquitt, 2001).

5.2 Voice and Participation

Inclusion requires more than giving people an opportunity to speak. HR should consider whose views are heard, whose perspectives influence decisions and whether employees can challenge established thinking without being labelled difficult or disloyal. Psychological safety is important because people are more likely to speak up and take interpersonal risks when they believe it is safe to do so (Edmondson, 1999).

5.3 Dignity and Belonging

Employees should not have to minimise their identity or suppress legitimate differences to be accepted. Shore et al. (2011) describe inclusion as involving both belonging and the opportunity to retain one's uniqueness. HR therefore has a responsibility to recognise practices and behaviours that communicate whose identity, perspective or way of working is considered more legitimate. Together, these dimensions move HR's responsibility beyond compliance. Fairness asks whether people are treated justly. Voice asks whether they can meaningfully participate. Dignity asks whether they can do so without having to diminish who they are.

6. Preventive Measures and Best Practices

Ethical DEIB is strengthened less by the number of initiatives an organisation introduces than by how consistently fairness and inclusion are built into everyday practice. Recruitment, promotion, performance management, remuneration, development and succession decisions should rest on clear, relevant and consistently applied criteria, alongside credible mechanisms for employees to raise concerns and contribute different perspectives. HR should examine whether concepts such as "cultural fit" reflect genuine performance requirements or simply established norms, and hold leaders accountable for respectful behaviour, openness to challenge and equitable access to opportunity.

Measuring ethical DEIB in practice

These practices also need to be evaluated through evidence of employee experience. Ethical DEIB requires organisations to move beyond measuring representation and ask, using a combination of workforce data and employee experience measures: Who has access? Who progresses? Who is heard? Who has influence? Who feels safe? Who belongs? Who experiences disadvantage? Who receives appropriate accommodation? These translate into practical indicators — recruitment and development opportunities, promotion and succession patterns, employee voice measures, representation in decision-making forums, psychological safety and belonging measures, disaggregated workforce data, and accommodation outcomes — that together help HR identify gaps between what the organisation says it values and what employees actually experience. Measurement is therefore not a compliance exercise but an ethical feedback mechanism for identifying unintended disadvantage and taking corrective action.

Where evidence reveals disparities or patterns of exclusion, HR should investigate the underlying causes, assess whether they are ethically and organisationally justifiable, and support corrective action. Prevention ultimately means asking difficult questions before a problem becomes a formal complaint: Who has access? Who is heard? Who progresses? Who feels safe to challenge? And who may be adapting themselves simply to belong?

7. Lessons for HR Professionals

7.1 Representation is a starting point, not an outcome

Representation provides evidence of who is present, but it does not by itself demonstrate whether employees have equitable access to opportunity, meaningful participation, influence or belonging. HR should therefore resist treating demographic representation as a proxy for an inclusive workplace.

7.2 Examine impact not only intent

Ethical DEIB requires HR to examine the consequences of organisational practices, not only the intentions behind them. A decision can be made without discriminatory intent and still produce patterns of disadvantage or exclusion — so HR must remain willing to question why particular groups experience different outcomes.

7.3 Use professional courage to challenge organisational norms

HR professionals have a responsibility to challenge organisational practices when evidence suggests that apparently neutral norms or decisions may undermine fairness, dignity, participation or belonging. This requires professional courage, but also objectivity: HR should challenge assumptions using evidence, ethical reasoning and professional standards rather than advocacy alone.



8. Conclusion

Ethical DEIB requires organisations to look beyond whether difference is represented and examine what happens to people once they are present. The ethical question is not simply whether employees have access to the organisation, but whether organisational systems enable them to participate, exercise voice, influence decisions and progress without having to suppress legitimate aspects of their identity.

For HR professionals, this requires more than compliance or monitoring demographic outcomes — it requires ongoing attention to fairness, dignity, power and the unintended consequences of organisational practice, and the professional courage to question norms that appear neutral but create unequal experiences or limit whose knowledge and contribution are regarded as legitimate. Ultimately, ethical DEIB is reflected in the gap between what an organisation says it values and what employees actually experience. HR's responsibility is not to declare DEIB achieved, but to continually examine whether organisational practices allow difference to exist without becoming a disadvantage.

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My name is Elroy Gelant and I am based at the North West University. I invite you to participate in a research study exploring employer and student expectations and perceptions of work readiness and employability within the Human Resource (HR) profession in South Africa. The study seeks to examine how HR professionals assess graduate readiness and employability, and to compare these perspectives with how final-year and Honours HR students perceive their own preparedness for the workplace.

Your participation would be greatly valued if you meet the following criteria:

- You are permanently employed in a role such as HR Manager or HR Professional with direct responsibility for hiring or managing HR students or graduates.
- You are directly involved in graduate recruitment processes or in managing HR graduates.
- You have at least five years' work experience in human resource management or in managing HR students within South African organisations.

If you are interested in participating, please follow the following link:

https://docs.google.com/forms/d/e/1FAIpQLSffa-PiVnBEm5kpi67EnX7OmN507LXiTnjS_hhJ6xB06rJdTQ/viewform

For any additional information, please feel free to contact me at Elroy.Gelant@nwu.ac.za.

Research Invitation: SABPP Members Needed for PhD Study on Graduate Employability Skills in Banking



My name is Sakhile Phiri, a PhD candidate in the Faculty of Business and Economic Sciences at Nelson Mandela University, supervised by Prof. Syden Mishi and Prof. Willie Chinyamurindi. I am conducting a study titled "The Evolving Graduate Employability Skills in the South African Banking Sector: Identifying Future Employability Skills Requirements" (Ethics Clearance Reference: 2108). The study explores how graduate employability skills are evolving in the South African banking sector, particularly in response to technological advancement and rapid digitisation.

If you are a SABPP member involved in recruiting graduates for the South African banking sector, I would like to invite you to take part in a 40-minute online interview sharing your insights on the employability skills graduates need to enter the sector. Participation is voluntary and confidential, with no compensation offered, and your input will help inform policy, curriculum development, and recruitment practice. If you would like to take part, please complete your contact details via the link below:

[Contact details for participation in PhD study – Fill out form](#)

For queries, contact Mr Sakhile Phiri at s207094058@mandela.ac.za or 0792985075

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MISUSE OF ARTIFICIAL INTELLIGENCE SPELLS BUSINESS SUICIDE

By: Ivan Israelstam, Chief Executive of Labour Law Management Consulting.



Just 3 decades ago South Africa, the Rainbow Nation was the toast of the world. Now our people and our businesses are struggling to survive, and our African Dream has become a nightmare of poverty, crime, disunity and disintegration.

THE STATE OF OUR ECONOMY

- Businesses are shrinking and closing on a regular basis. Our unemployment rate has risen to over 43%. The recent 128 000 job losses to AI in the fintech sector internationally destroys the myth that AI creates jobs.
- In addition to ongoing worker strikes in South Africa, companies are going on strike by replacing people with technology and by moving their businesses to other countries, thereby exporting South African jobs.
- Foreign direct investment is deterred by SA's political risks, increased trade tariffs, fuel shortages, high corruption levels, the collapse of JHB, the control by mafias of core industries and low economic productivity.
- The IMF's 1.8% prediction for SA's 2030 economic growth rate is way below the 5% level needed for economic recovery per South Africa's National Development Plan.
- The IMD World Competitiveness Yearbook, whose rating is a key productivity indicator, ranks South Africa 64th out of 69 countries.
- Muzi Dladla, Executive Manager at Sasria warns about social unrest. He said that "South Africa is entering what risk experts have described as a 'polycrisis'—a scenario where multiple crises unfold and compound one another." (February 2026 BusinessTech article "South Africa heading for social unrest"). This reveals South Africa's vicious spiral of severe economic insecurity and absence of social cohesion.

THE ROOT CAUSE OF SA's ECONOMIC DECLINE

The biggest and most central cause of our economic polycrisis is the festering conflict between capitalist business and socialist labour.

At unionised workplaces the norm is that management acts in the interests of the shareholders, and the unions act in the interests of the workers. **It is also the norm that employees, instead of earning better pay by working more productively, earn their pay increases by withholding their labour and impeding productivity through strikes.**

Even in non-unionised workplaces employees and managers, most often, feel indifferently towards each other; and apathetic employees pitch up for work just to get their pay.

Where business and labour, **the two key actors in the productive process, are pulling in opposite directions, the economy within which they battle each other will continue to weaken.**

Businesses are responding to low productivity levels by using Artificial Intelligence (AI) to replace 'troublesome labour'. **However, this apparent 'quick fix' will in fact hasten the crash of our economy. This is simply because AI-spurred retrenchments cause already massive unemployment to grow, which shrinks the consumer buying power needed for business sustainability.**

URGENT NEED FOR A COMPLETELY NEW ECONOMIC CULTURE AND MINDSET

The base from which we must grow our economy is the relationship between business and labour. At macro level we need to replace the destructively competing ideologies of capitalism and socialism with Shareism, a common ideology that fosters a workplace partnership between business and labour. At micro level we need to replace the we-them mindset that is so common at workplaces with a Co-Productivity mindset.

Only then will AI become an implement of business development rather than its inadvertent saboteur.

THE 5TH INDUSTRIAL REVOLUTION

If we want to avoid a violent socio-economic revolution, if we want incrementally to increase the consumer spending power needed for our businesses, we need quickly to implement a 5th industrial revolution. That is, we should now be focussing on getting our 10.8 million unemployed people into the workplace through Shareism and Co-Productivity.

WHO WILL SOLVE OUR POLYCRISIS?

Our socio-economic polycrisis is not going to be solved by our government, by Father Christmas or by artificial intelligence. It is the South African people and businesses who can and must solve our polycrisis using our human intelligence and hard work.

Jesse Ventura, a former US governor, said that "Government is at its worst when you have apathy from its citizens."

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