

PROGRAM DATE: 2016-10-20

PROGRAM NAME: WOMANITY – WOMEN IN UNITY

GUEST NAME: DR. JUDY DLAMINI – CHAIRPERSON MBEKANI GROUP (PART II)

SPEAKER	TRANSCRIPTION
DR. MALKA	Hello, I'm Dr. Amaleya Goneos-Malka, welcome to 'Womanity – Women in Unity'. The show that celebrates prominent and ordinary African Women's milestone achievements in their struggles for liberation, self-emancipation, human rights, democracy, racism, socio-economic class division and gender based violence.
DR. MALKA	Welcome to the second part of our conversation with Dr. Judy Dlamini who is the founder and Executive Chairperson of the Mbekani Group and the former Chairperson of Aspen Pharmacare Limited. Her previous board engagements include Anglo American PLC Board, Discovery Holdings, a JSE listed financial services company where she chaired the remuneration and transformation committees; Woolworths Holdings, another JSE listed company, and others. Dr. Dlamini qualified as a medical doctor from the University of Natal and she obtained her Doctorate in Business Leadership from UNISA. She is the recipient of the African Economy Builder Lifetime Achievement Award for 2016 from the African Economy Builder Forum; the global CEO's 2016 Africa's Most Influential Woman in Business and Government; the SADC South Award for the Business and Professional Service Sector at regional and national level and the Fabulous Woman Award for 2016. Now continuing with our conversation....
DR. MALKA	You've spoken about various aspects in terms of your career, the elements that you've done whether it's being in the medical environment through to corporate finance some of the CSI elements and the work that you're doing, which leads me to my next question, what's next, what are the plans for the future?
DR. JUDY DLAMINI	Shew, God willing because we always live in borrowed life you don't know, but one of the things I decided through having conversations with women across the board and especially younger women is just how hungry they are for mentorship and so I'll be launching my first book which I hope to launch this year still which actually converts my thesis to being accessible to people of all ages and not necessarily academically inclined people, but it's more inspirational for the people that will read the book, listening to the different or reading the different life stories of people, I've gone beyond just the women that I've interviewed, I've brought in other women, I've brought in men because the role of men in the gender issue is key, I really believe that. They are in charge, they are in power they can deliver the change that we need, so that's one thing and going forward I think our experiences will be wasted unless we share them with those that come after us so that's one of the things that I would like to do. I'm considering a life in academia to just...to be able to share those stories, I'll continue in business but I don't see anything wrong in actually having academia and also business alongside each other, I think it's doable.
DR. MALKA	It goes back to the pyramid that you mentioned earlier where we were talking about the 10x10x10 you've got the academic space, the business space and the political
DR. JUDY DLAMINIbusiness and political....

DR. MALKA	...and I think there's absolutely nothing wrong in that in having that fusion because when you've got those core areas it helps make everything come through.
DR. JUDY DLAMINI	It does, it does.
DR. MALKA	It's interesting what you said that and from a male point of view that they have absolutely got to be on this journey, having that...the drive and being confident and comfortable with the change. Often in conversations that I've had with people there's almost this view that where if we let women in it means that they're going to take away from us and I think that I subscribe to the philosophy of abundance, rather than saying that this is the finite pie, if we bring in more people we can have more pie not less.
DR. JUDY DLAMINI	More pie that's better baked because you add diversity which is one of the issues that was raised by one of the women that I interviewed that even as women we tend to put ourselves....we have many lives, there are many dimensions to one human being, she was saying I have a rural background, I have an urban background, I have...there's a lot in me that I don't take to the boardroom with me, I actually try to emulate a certain expectation when I sit in that boardroom whereas you want to bring the whole of who you are. I don't have to sound like a man, I don't have to dress like a man I can be myself because that's what they're looking for. If you actually try to be a man you'll never be one so just be the best you can, be the woman that you were meant to be just bring the different dimension because we are different you know, hence the name of the book "Equal But Different".
DR. MALKA	That's lovely. On the issue of being like a man I think it probably stemmed from trying to emulate that behaviour because there were no female role models and that was aspiring to whoever was in charge to try to get the leadership struggle and it reminds me of a conversation that I had with Ria Phiyega she said "I don't want to be a second class man I want to be a first class woman".
DR. JUDY DLAMINI	Exactly. That's so true.
DR. MALKA	The same, yeah.....equal but different and we raise gender equality as an issue in this programme but it is becoming more and more a global focus. South Africa about two years ago had started working on the Women Empowerment and Gender Equality Bill which then lapsed but one of its principle aims was about promoting equality of women across the board, whether it was in the government space or the private space and when Minister Susan Shabangu was on the programme she said "we can't talk about equal society when we are treated unequally" and I'd just like it if you could share, given the research that you've done, some of your perspectives on gender equality and if you think, you did say you were going to offer us your position, that legislation can improve gender gaps to help achieve a 50/50 representation.
DR. JUDY DLAMINI	I don't see how else we can do it. If you look at the UK they introduced 30% for the boards, non-executive directors and they made progress after they introduced that. Now they've introduced 30% for executive leaders in terms of gender. I happened to sit on the same board with the Chairman of that initiative, Sir Phillip Hampton and I was interested to know why he took up that position because there are two, at least two thoughts. There's a guy who will say I support it because I believe in equality, like an Obama and there's a guy who will say I support it, and that's Sir Philip, I'll support it because it makes financial sense, we're investing so much money on the education of these women and yet we're

	<p>not seeing any return. They have to lead so that we get our money back you know, so I do believe that men are in charge, they are comfortable with...amongst themselves and its easy for them to promote people that look and talk like them and unless you destabilise that or actually what's even better you acknowledge those that push the equality story and also reward them because unless we recognise men that support women, unless we give them rewards for doing that, there is no incentive. Men love recognition, men are competitive and that is why the UN women executive director, Dr. Phumzile Mlambo-Ngcuka started the He For She initiative and then she went on to start the 10x10x10 impact which she announced in Davos where all the big decision makers congregate every year and why is that important? The 10x10x10 it's actually 10 political leaders so it's heads of state, the other 10 its academic leaders university professors that are heads of universities and the other 10 is business people, CEO's of companies, so when you actually say to them you will achieve equity by this time, choose three areas or two areas where you believe you can do it. You make them commit in front of everyone and guess what, they compete against each other, they don't want to lose face, what a better way to actually make sure people do what they are supposed to do because if you just say it's common sense they'll do it, they don't, they haven't. Just look at the first woman...the first country that allowed women to vote, right....New Zealand 1873, how long did it take before we had a woman president in the world that was not related to the predecessor and actually was elected – 1975. When did we start having just the first woman president in the continent – 1993, so you see things...you need...if we are to reach gender equity in leadership by what are they saying now 2030?</p>
DR. MALKA	Yes, well I read something by...we would achieve equality by 2133 and I don't...
DR. JUDY DLAMINI	...it's not acceptable....
DR. MALKA	...and I don't.... yeah well none of us are going to be around....
DR. JUDY DLAMINIexactly....
DR. MALKAand it's something I want achieved in my lifetime.
DR. JUDY DLAMINI	None of us, none of our kids....it can't be right you know, so we do need quotas and then some people say...that's what they would say to me but ah you know if you are a quota then you are perceived as less and my answer is always if I am and that's the price I have to pay for life for my daughter and her child to be better, it's a price I'm happy to pay.
DR. MALKA	And even on that note I had an interview with the Ambassador from Switzerland and she said exactly the same thing happened to her, total underestimation of her capability and she said I used it to my absolute advantage because once they realised who I was, what I could do, the quota meant absolutely nothing....
DR. JUDY DLAMINI	...exactly....
DR. MALKA	...but that was my ticket in.
DR. JUDY DLAMINI	Ja exactly and it's up to you, it's up to you because you want to change that stereotype and you can only change it if you deliver and women can deliver. This is the other thing, when a woman fails it's every woman that has failed, when a man fails it's just that man and it's all wrong and the other statistic that I've seen not just in this country but globally is that when a company is going through difficult times more often than not the

	<p>few times that you have women leaders elected to positions it's during those times, so are they setting us up to fail, are we too desperate to actually say hell no, this is not right because it's like this is the only chance I'm ever going to get so there are also those issues that we need to look into.</p>
DR.MALKA	Today we are talking to Dr. Judy Dlamini, Chairperson of the Mbekani Group.
	ADD BREAK
DR. MALKA	You are listening to 'Womanity – Women in Unity' on Channel Africa, the voice of the African Renaissance, on frequency 9625 KHz, on the 31 meter band, also available on DSTV channel 802. Today we are talking to Dr. Judy Dlamini who is the Chairperson of the Mbekani Group. We would love to receive your comments on Twitter@WomanityTalk.
DR. MALKA	In the previous segment Dr. Dlamini shared a glimpse of what we can expect from her in the near future with a firm focus on education and mentoring women. Shortly she will be launching her debut publication based on her doctoral thesis called "Equal But Different" to inspire women to succeed and to encourage women to bring their whole selves into the boardroom.
DR. MALKA	Dr. Dlamini during your journey if I can ask from a practical point of view one of the common problems find that affect them in corporate South Africa, and we're going back from a legislation point of view, it's not really a lack of legislation and programmes which have been created to assist women but it also stems towards educating the rest of society on equality in the workplace. We've spoken about having that view of having men to be more informed whether they believe that equality is the right thing to do or that it's about it makes economic sense because we've invested into women to bring them into the workplace, so based on your experience how do you think women can achieve progress regarding issues that affect them whether it's gender equality in the workplace or being more aware and acting on their rights?
DR. JUDY DLAMINI	<p>You know I think empowering yourself is very important. I spoke to quite a few women and they said if a man prepares for an hour or goes through something once or twice you have to do it three to four times because you find around that boardroom that women are in the minority so you become conscious of yourself, so if you are to raise a point you have to be 100% sure that you know what you're talking about and obviously also how you raise that point you know, so that they listen to you. There is...it's actually very interesting it's always very hard to be a woman you know because when you affirm yourself and actually speak with conviction it's frowned upon because you're supposed to be a softie, but when you speak as a softie then you're ignored so it's just tweaking that balance until you get it right, one...two, do yourself a favour as a woman, when you join those boards, when you join whatever space where you are in the minority the first thing you need to do is to get more women in because there's strength in numbers. That's what I've tried to do wherever I've been. I'll be the first woman and I'll be like when can I get the next one as soon as possible and once...it's so important, the dynamic changes once there's about three out of ten or twelve as opposed to one or two because all of a sudden you have sisters who get you, you know, they get where you're coming from when you say something, they might not necessarily agree but they get you, which is so important you know and one of the things that's important is that we try and support each other rather than poking holes in what the woman, the other woman has to say. Sometimes you won't agree but the way you bring a different dimension to what she's said, the better for everyone because it just broadens the</p>

	debate and it also builds the confidence amongst the table of the women to actually say at least you've got my back because I've seen it so many times, men work as a club, if you know what I mean.
DR. MALKA	And it's a club which goes back to when they were in primary school.
DR. JUDY DLAMINI	Exactly, they actually get out of the meeting; they continue their conversation which started before the meeting. At the meeting it's a continuation of a discussion over a glass of wine and when you get into this meeting it's called information, you're getting the information for the first time so we just need to understand those dynamics sometimes you also need to have your own caucus to say am I reading this correctly, what are you getting out of this because then there's context you know, it's not just a pack that has no context we need to bring that and you need to help each other to understand that, it's very important.
DR. MALKA	This is a really refreshing perspective it's one that I haven't heard before in terms of when you're on the board bring more women into the board.
DR. JUDY DLAMINI	Oh yes, you have to you owe it to yourself to because it's so old fashioned to say I'm the first, I'm the only one, I mean really?
DR. MALKA	You're an island and you don't want to be an island on your own.
DR. JUDY DLAMINI	You don't want that, you exposed all the winds are coming at you, just try and buffer the winds you know.
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DR. MALKA	In the previous segment we spoke about some of the challenges women encounter in the corporate world and Dr. Dlamini offered a few practical points to address these issues. Firstly to empower yourself and be prepared; secondly to structure the delivery of your messages effectively; thirdly and perhaps most importantly get more women on board and fourthly establishing caucuses.
DR. MALKA	Staying with the workplace environment one of the most difficult components that you unpack on any literature on gender equality is the work life balance and career development and as a successful woman who is not only married but has had children, you've worked incredibly hard throughout your life to build your career, raise your family, what's your perspective of the work life balance and is there a winning formula which we can offer as a practical solution?
DR. JUDY DLAMINI	There is no balance in my view, not for men and definitely not for women because sometimes men have wives and we don't have a wife so.... so it's just in my view you prioritise - one and don't be shy to outsource those things that you can. It doesn't cost a lot of money if you work hard to have a chef, right, comes in two hours cooks for the family and leaves, what it does for you is that your husband is happy, he's got delicious food when he comes back from work, you haven't worked hard in terms of preparing the food, you've worked hard to be able to pay the chef so it's those small things that you sit and say what does my partner like, can I do it, can I outsource that so that's important in my view and just make sure what you prioritise matters, right, because if you are going to prioritise friends and you're married and you have kids when you have a problem in the marriage because you've prioritised friends at least be accountable you know what I'm saying. If friends mean more to you than anything

	else that's great but just know what the repercussions are going to be. For me its family, my family means everything. Obviously I've dropped the ball in terms of friends but I can live with that, that's a choice I've made so I think it's really about choices and what you prioritise and what you prioritise just be sure that that is what matters for you, if you lost it you might lose part of who you are.
DR. MALKA	Choices are incredibly important and as we're structured, that's part of life, having that ability to make choices and living with the consequences unfortunately, or not.
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DR. MALKA	In the last segment we spoke about work life balance and came to the conclusion that there is no balance. It is a case of prioritising and managing your time, even outsourcing if you have to. Now going into the last part of our conversation....
DR. MALKA	Dr. Dlamini throughout the different radio programmes we've had one of the questions that I ask all my guests who've made tremendous achievements in their respective fields of expertise is about some of the factors that have contributed to their success. Some people talk about their parents, talk about perseverance and it all depends on what resonates with them, what would you say have been some of the key drivers to your success?
DR. JUDY DLAMINI	My parents definitely. My parents...my mother had a dad who didn't believe in the education of the girl child, she ran away from home, she went to a Catholic Mission that's how she got educated and became a primary school teacher so education to her was everything. She worked her butt off, she worked hard. She would supplement her income, she would sell snacks at school, she would come home and knit she had a knitting machine to sell, she had a sewing machine...she just...my mother just worked, that's all she did that's all she knew so that work ethic, I got it from her. My dad he had to leave school early because his parents died early he had to support his siblings and nieces and nephews so he started his own company, small painting contracting company and in spite of how small it was he was able to buy property in the few areas that blacks were allowed to buy property, build flats on those properties and rent out, so my parents supplemented their income, they were hustlers I learned that from them. What made me successful...hard work; ambition. I was born in Westville and during our time it was just after, a couple of years after the Group Areas Act was actually promulgated and people that looked like me were domestic workers but I didn't see myself as one of them. I saw myself as a doctor, that's ambition and just having the grit because I failed but each time I failed I am more determined to prove to myself that I can be what I want to be so...and forgiving yourself. One of the things I've learned you know when you change careers you actually are not sure of yourself, you mess up, we mess up all the time 'till death, what's important is to forgive yourself. It's fine you've made a mistake, you will make a mistake but you learn from those mistakes, forgive yourself and I find that the more you invest in yourself the better it is and easier to forgive yourself because I'm not a confident person by nature so...but each time I mess up and I want to beat myself up I'm like I did that, I did

	that so there's something right about me so the more you invest in yourself the more confidence you build and the more resilient you become because you just say hang on, I've achieved something I can beat this one too, the challenge whatever it is so ja that's how I would unpack how I see what the characteristics have been that made me where I am today.
DR. MALKA	I think resilience is such a special trait.....
DR. JUDY DLAMINIah, it is....
DR. MALKAand looking at it almost as the internal infrastructure that you've built to fall back upon and then launch yourself into the next phase.
DR. JUDY DLAMINI	Exactly.
DR. MALKA	Could you share with us some of the pivotal moments in your life growing up?
DR. JUDY DLAMINI	Well seeing the doctor who came to my home when my dad wasn't well at four that's one of the reasons why I became a doctor because he was in charge of his destiny and I wanted to be that person who's in charge of her destiny. Matric used to mean everything, the symbols that I got allowed me to get to medical school so that was life changing so I always say to people that matric certificate will unlock doors for you. Whatever you want to be if you haven't got the points that the university needs for that degree that's it, so you have to pay attention. My husband qualifying as a CA was one of those, the birth of my kids, there is nothing like it, nothing. Of all the things that have happened in my life there is nothing better than when my first child was born and my second child was born...priceless, top there, nothing else is more important. The thing that follows after that is when they got their degrees. When my son got his BCom and his BCom honours and our daughter got her...all the degrees and the CA exam it's priceless.
DR. MALKA	To see the next generation evolve....
DR. JUDY DLAMINI	Oh, I tell you....
DR. MALKAand not make the same mistakes that you did.
DR. JUDY DLAMINI	I know, it's priceless...it's priceless, so ja my daughter is pregnant now. When she got married I always said...
DR. MALKA	...congratulations...
DR. JUDY DLAMINIthanks...when she got married that week-end for the white wedding it's the best week-end I've ever had in my life. Maybe it will change life continues and there'll be other you know but ja. So now I'm looking forward to being a grandmother from my...I am a grandmother from my step-daughter but being a grandmother from my biological daughter is, I cannot wait.
DR. MALKA	Wonderful. Now reflecting back on your career, what would you say has been the best lesson that you've learned, if there is one, I'm sure there's many?
DR. JUDY DLAMINI	Humility...humility. Humility is so important because when you're humble it's easier to learn, it's easier to learn from everyone. The lady that cleans your office, you learn from her. I think being humble you..it's easier to access you, I really think humility is so important ja and the other thing that I've learned is that each one of us has something special about us so when...and the change of careers has assisted me to actually live that so when one of my employees messes up or I realise that they just have this big gap in their knowledge, in their skill, whatever, I then say I have to find the good in this person because there is and I've...it's amazing because I've actually allowed people to change what they were employed for, allowed them to study, support them and because you've given them a

	chance, because you've believed in them when they had messed up you build that confidence, you build that loyalty that they know when you actually sanctioned them it comes from a good heart, when you sanction them you want them to be better because you know they can so that I've learned and it's special, it really is.
DR. MALKA	Thank you for sharing, I think it's an important learning for everyone to be aware of. Now lastly in closing our conversation today could I please ask you to share a few words of inspiration which you would like to pass onto the young girls and women that are listening to us on the continent today?
DR. JUDY DLAMINI	You know what I've found to be very important is the partner you choose, the life partner you choose. If you're.... in a very odd way they influence the journey, your lifelong journey. If you are an ambitious woman and you actually go for someone who's not ambitious who will pull you down, that's why you have so much abuse and not only because of the mismatch in the ambition between couples but obviously because women are undervalued in the whole world which has to change but please find someone who will support your ambition, please don't lose who you are no-one is worth that, don't sell your soul. There's so many things we're chasing things, we're chasing money, you're chasing...just make sure your soul is nurtured and never ever sell it, that's so important you know and work hard and just don't give up on yourself whatever you do.
DR. MALKA	Thank you so much, it's been wonderful having you on our show today we really appreciate the life lessons that you've shared with us as well as all of your experiences and words of wisdom to impart on our future generations.
DR. JUDY DLAMINI	Thank you, thank you it was such a privilege to have the time to have a chat to you and your listeners, thank you.
	PROGRAMME END