

NATALIE

25 YEARS OF IMPACT

THE
PERFORM  ANCE
AGENCY

"Not on my
watch!" to
a boring
idea, career,
creation,
solution

"You brought the **spark** that
helped us break through old
ways of thinking"

Lessons in
excellence,
loyalty and
growth

2000 - 2025

Celebrating a legacy of **bold,**
values-driven
leadership

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Changing the world,
making it better, starts
with every one of us.

“
**WE ARE THE
CHANGE
WE HAVE BEEN WAITING FOR.**

- NATALIE MAROUN



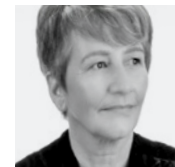
**Congratulations, Natalie, on 25 years of
bold, values-driven leadership.**

Your legacy of excellence, transformation,
and inclusion is a powerful example for all of
us who believe in building businesses that
matter. May the next chapter be even more
impactful than the last.

BUSISIWE MAVUSO

CEO: Business Leadership South Africa

EDITOR'S NOTE



TANYA JONKER-BRYCE

Chief Brand Architect

The idea for this magazine was seeded
in early 2025, when the TPA 25-in-25
project team began debating the various
elements that could constitute Natalie's
25-year celebration.

Natalie and I share a deep love of the written word
– and an enduring belief in its power to give form
to legacy, meaning, and memory. It felt natural,
therefore, to try to capture, in this format, her incred-
ible story, as told through the relationships, the part-
nerships, and, ultimately, the impact of the work.

By April, however, we had all but shelved the idea
of a tribute magazine. With multiple mega projects
launching or being delivered simultaneously, 2025
quickly shaped up to be one of TPA's busiest years yet.

Carving out the time and attention this magazine
would require – and which it deserved – suddenly
seemed quite daunting.

But then, by early May, the decision was made for us.

Once word got out that we were planning a 25-year
anniversary celebration for Natalie, my inbox
exploded.

**How can I be involved? What can I contribute?
Please can I say a few words?**

I was inundated with stories of how Natalie, and the
wider TPA team under her leadership, changed the
trajectories not just of careers, but of lives. Her gift
for listening to understand. Her unmatched ability
to cut through noise and complexity to arrive at
the heart of a challenge. And then, to get to work
solving for that challenge.

Such was the outpouring of love, respect and
gratitude, I knew the magazine was no longer a
nice-to-have. It was necessary, and important.

Most of the stories shared with me over the past
few months have made their way into the magazine,
either as guest essays or short-form contributions.
Some recall recent engagements.

Others speak of the impact still being felt years
or even decades later. Each one is reproduced as
they were received – unedited, bar a few linguistic
tweaks – to retain their authentic essence.

These voices, along with the 25 stories of impact
captured in this magazine, constitute the true
essence of Natalie's legacy. And they tell an
important part of the story.

Maya Angelou famously said:

“People will forget
what you said, people
will forget what you
did, but they will never
forget how you made
them feel.”

Each of the stories and contributions captured in this
magazine speaks to exactly that.

They are not just reflections on Natalie's work – they
are tributes to how she made people feel seen,
heard, challenged, empowered, and deeply valued.

**THIS, MORE THAN ANYTHING,
IS THE TRUE ESSENCE OF
NATALIE'S 25-YEAR LEGACY.**

TRANSFORMATIVE.
AUTHENTIC.
AN EXTRAORDINARY LISTENER.
COURAGEOUS. WISE.
VISIONARY. ROLE MODEL.
A TRUSTED PARTNER.
FORCE OF NATURE.
A LOYAL FRIEND.
ONE OF A KIND.



These are some of the words and phrases most commonly used – by friends, colleagues and CEOs alike – to describe the phenomenon that is **Natalie Maroun**.

They reveal not only the profound admiration she inspires, but the enduring impact she has made on the lives and organisations she has touched.

The stories and reflections gathered on these pages paint a powerful portrait of Natalie's leadership, her character, and her influence, expressed with genuine affection and admiration by those privileged to know and work alongside her.

They speak of a woman not only celebrated for the results she delivers, but revered for the way in which she delivers them: With infectious passion, unwavering conviction, clear purpose, and, most importantly, extraordinary care.

Because while Natalie leads fiercely – fearlessly – she is deeply conscious of the gifts and responsibilities that true leadership holds.

CELEBRATING 25 YEARS OF LEADERSHIP, LEGACY AND IMPACT

As the stories, tributes, and memories on these pages attest, Natalie's legacy lives not only in the work she has delivered, but in the partnerships she has built, the friendships that have formed along the way, and the deep loyalty and care she has inspired.

Yet, as she is firm in pointing out, it has always been – first and foremost – **about the work, the impact it delivers, the lives it changes, and the performance it unlocks.**

Because for Natalie, legacy is earned, over time, through results that matter.



That is why we have chosen to honour her career – thus far! – by showcasing **25 Stories of Impact**, a curated collection of client journeys that reflect the depth, breadth, and enduring value of the work she has led.

These stories of transformation span more than two decades, across sectors, organisations, continents, and contexts – from national institutions to global brands, from cultural shifts to strategy execution.

More than a retrospective, they are enduring examples of what happens when bold thinking meets brave leadership. And they offer a glimpse into the lasting value created by Natalie and her various teams over the past 25 years.

– The Performance Agency Team

**OUR HIGHEST CALLING,
IN WORK AND IN LIFE, IS
TO LEAVE OUR WORLD,
BUT ESPECIALLY OUR
PEOPLE, BETTER THAN
WE FOUND THEM.**
”



Lessons in

EXCELLENCE LOYALTY AND GROWTH

AMANDA MADGWICK

I joined Learning Resources in 2002, eager to start my career after a few roles in HR. The project I was seconded to was based at the AA in modest offices at the Kyalami Grand Prix Circuit. I had heard of Natalie, our leader – smart, glamorous, fierce, and a little intimidating. About a year in, I felt my career was stagnant and considered leaving. A colleague encouraged me to talk to Natalie first.

That conversation changed the course of my life and shaped the next 18 years I spent at TPA. There are three lessons I learnt from Natalie that I carry with me to this day:

LESSON 1:

EXCELLENCE IS A HABIT

The first project I led under Natalie's guidance was for the Courier & Freight Group. It wasn't just a routine launch of their culture and values; it was a full production reminiscent of Broadway. There were actors, storytelling inspired by *The Lion King*, glowsticks, drumming, choir performances, and a symbolic lighting of candles – an unforgettable experience. I was nervous but also thrilled to be part of something so creative and impactful.

Working with Natalie is an adventure, where you aim for your best and then push beyond it. Whether it's a treasure hunt through an airport to illustrate the value chain or blocking off streets for a flash mob to bring a service culture to life, the effort is always extraordinary. Natalie taught me that excellence isn't just about doing great work, it's about reimagining what's possible, committing to it wholeheartedly and then doing it **#Better** than you ever thought you could. This essence shaped the TPA we know today.

LESSON 2:

LOYALTY MATTERS MOST

While Natalie pushes for execution excellence, she also prioritises loyalty to her team. I always knew she had my back, not just because of her words but her actions. Whether it was helping me recover from a mistake (like redoing a major client survey) or encouraging me to step into her shoes for a big workshop, Natalie showed up with support and tough love when needed.

Her loyalty extends beyond the team – to clients who often became more than professional relationships over time. She reminded me through actions that loyalty is the foundation of trust.

LESSON 3:

JOY AND STRUGGLE GO HAND IN HAND

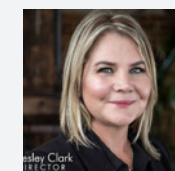
Over the years, my relationship with Natalie grew into a partnership and a friendship. We often joked about how different we were – not just our personalities but also the way we look – but somehow it worked.

We often reflected on the balance between joy and struggle. I sought joy, while Natalie encouraged me to learn from the struggle. I often draw on this lesson when faced with tough circumstances. Natalie motivated me to embrace discomfort and make the most of my abilities, even when I doubted myself.

I miss the magic, the laughter, and the impact we had on each other, our team, and our clients. Working with Natalie was a privilege. Her influence shaped how I lead, live, and view the world. For that, and for all the memories, I am deeply grateful.

HER INFLUENCE SHAPED HOW I LEAD, LIVE, AND VIEW THE WORLD.

25 PERSPECTIVES



Natalie and I began our careers side by side – two young, ambitious women with a shared determination to build something that mattered. Though our paths diverged for a time, life, in its poetic wisdom, brought us back together – not just as friends, but as business partners with a mutual vision for impact.

Natalie, you have been a foundational pillar in Whizants' journey. Your contribution has been nothing short of extraordinary – guiding, challenging, and walking beside me through some of our most defining moments. Often quietly, but always powerfully, you have helped steer Whizants through uncertainty and into growth.

Though we now stand at the helm of our businesses, your influence is etched into the DNA of who I am as a leader.

TPA has long been the mirror Whizants strives to reflect – excellence, integrity, and resilience. As a CEO, a consultant, and a partner, I continue to draw from the example you and your team set.

Natalie, you are – and will always be – so much more than one thing to me: a confidante, a collaborator, a mentor, and a friend I deeply admire. I look forward to witnessing all that your next chapter holds, and hope to remain a meaningful part of your extraordinary journey.

LESLEY CLARK

CEO: Whizants

Building tomorrow on a CENTURY OF EXCELLENCE

AECI has been shaping industry and innovation in South Africa, and further afield, for more than 100 years. But their next chapter called for something even bigger: A transformation designed not only to strengthen the business, but to uplift the 90 000 lives it touches.

FROM 7 000 DIRECT EMPLOYEES

TO 30 000 family members and dependents

TO 50 000+ community members who benefit from their operations

AECl's transformation would ripple far beyond its corporate boundaries.

To realise their ambition of becoming truly purpose-led, they knew they couldn't go it alone.

They needed to bring the whole of AECl with them on **One Journey**, building a high-performance culture of innovation and excellence, underpinned by engaged people committed to inclusive excellence that extends across countries and communities.

The ask was not just a business transformation. It was a **human** transformation; changing not just how people work, but how they connect and grow, while reimagining what it means to lead and to build something that will endure:

A future-facing business where culture is the ultimate competitive advantage.

WHAT WE BUILT

AECl partnered with TPA to design and embed a future-fit, fit-for-purpose cultural architecture that could carry the organisation into its next era.

At the centre was the **AECl Culture Code** – a unifying set of behaviours and beliefs to guide how people work, lead, and grow. These weren't merely statements on a wall. They were behavioural anchors, crafted to shape a culture of performance that feels real in every interaction.

To support this shift, a **Leadership Compact** was developed – a clear and deeply personal pact outlining the expectations and commitments that would shape every leader's behaviour in service of AECl's purpose. Four leadership promises defined the tone:

- 1** "If service is beneath you, leadership is beyond you" – Trust is earned through humility.
- 2** "Better people make better leaders" – Growth starts from within.
- 3** "Dirty hands, full heart" – Leaders lead alongside, not above.
- 4** "Unearthing potential" – Every environment must unlock human possibility.

AECl made it clear from the outset: They weren't interested in designing culture by committee. So we reimagined culture as something that is personally lived and felt – the authentic, everyday moments that define people's experience of an organisation: The rituals, the conversations, the decisions, the leadership tone.



WHAT CHANGED

AECl's **culture began to shift** from static principle to lived experience.

Teams began finding clarity in the Culture Code. Leaders embraced the Compact not as compliance, but as commitment.

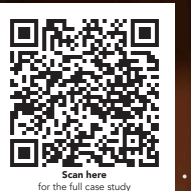
Across the Group, conversations deepened. **People spoke more openly, listened more actively, and took greater responsibility** for the environments they shaped.

Employees started showing up not only with skills, but with belief. Leaders grew more comfortable leading with vulnerability, consistency, and purpose. And a stronger sense of shared identity began to emerge across geographies, functions, and business units.

AECl's transformation is ongoing – but the shift is already taking hold: Performance is aligning with purpose. Leadership is grounded in service.

And a **new generation of culture stewards is rising**, ready to build the future. Because building tomorrow on a century of excellence isn't about celebrating the past.

Ultimately, it became about earning the right to lead: The privilege to help shape what comes next – for the 90 000 lives this organisation touches, and for millions more who are benefitting from the bold future they are daring to imagine.



TO THE MOON AND BACK

A LEADERSHIP MASTERCLASS

How do you unite 600 leaders across four continents behind a shared vision of growth, sustainability, and a bold commitment to create the next 100 years of excellence?

You dream big. You aim for the stars. You launch a moonshot mission that reimagines what leadership can be – and who we need to become to get there.

TO THE MOON AND BACK was not an ordinary Masterclass.

It was a call to action – designed to make every AECI leader feel the weight of the vision, the urgency of the mission, and the privilege of the call.

At its heart was a bold commercial ambition: double EBITDA by 2026, secure a top-three global position in mining by 2030, and build a stronger, more resilient AECI for the next century.

TPA delivered. In just 11 working days, we created an experience that transformed strategy into a powerful rallying cry. Framed around the Apollo 11 moon landing, the Masterclass drew leaders into one of history's greatest acts of collaboration to show **what becomes possible when people unite behind a mission that matters.**

By day's end, every leader had signed their name to a symbolic AECI star – a personal pledge to the **One AECI** mission – and hung it from a suspended constellation that lit up the room in a powerful moment of commitment and shared intent.

THE IMPACT

was tangible, and transformative.



25 PERSPECTIVES



It is truly a privilege to share a few words about someone who has made an indelible mark on AECI and on me, personally.

As we celebrate Natalie's 25 years of bold leadership, extraordinary vision and lasting impact, I find myself reflecting on the work she has done with us, and how it has helped shape who we are as an organisation are today.

At AECI we work with explosives. We understand their power not just in their force but in their precision, their ability to break through barriers and shift what seemed immovable. And that to me is the perfect metaphor for Natalie's contribution.

Natalie, through The Performance Agency, you helped us to ignite a transformation.

You brought the spark that helped us break through old ways of thinking.

You challenged us with courage, you guided us with wisdom, and you helped us shape a new culture. One built on trust, accountability and servant leadership.

Just as in blasting, where timing and alignment are everything, you taught us that leadership is about aligning purpose and people at exactly the right moment.

That the real power comes not from force, but from clarity of vision and from courage to change.

Your impact on AECI is lasting. **Your impact on me is forever.**

You have helped set the charge for a future where we are one AECI for a better world. And personally, I want to thank you for your guidance, your partnership and your unwavering commitment to helping us become better leaders, better colleagues and better people.

But naturally, your impact hasn't stopped at AECI. Like a precisely set blast at the tip of Africa, change you have ignited has sent ripples across continents, shifting mindsets, unlocking potential and inspiring new possibilities wherever it reaches.

From our operations here at home to teams working in the most remote corners of the globe, your influence has travelled far beyond what any of us could have imagined, creating a better world, one leader, one team at a time.

On behalf of the AECI Group, more than 5 000 people on six continents at over 30 operations:

Thank you, Natalie, for everything you have done and everything you stand for.

Congratulations on this remarkable milestone. We are proud to be part of your journey.

HOLGER RIEMENSPERGER

Group CEO: AECI

A CENTURY IGNITED

AECI is a proud, 100-year-old legacy organisation whose remarkable history closely mirrors the industrial progress of South Africa as a whole.

As they prepared to mark their centenary year, TPA was invited by AECI CEO Holger Riemensperger to help commemorate a century of excellence – and, equally importantly, to celebrate AECI's bold, unflinching vision for its next 100 years of meaningful and sustained impact.

WHAT WE BUILT

TPA designed a compelling, visually spectacular cinematic celebration rooted in storytelling. A Century Ignited became the centrepiece of a multisensory experience that combined:

- 1 A tactile, walkable **exhibition**
- 2 Three original **short films** brought to life through animated line drawing
- 3 **Live orchestration** and custom musical scoring
- 4 **Storytelling** by South African living legend Gcina Mhlophe
- 5 **Ancestral tributes, gumboot dancers, archival materials, and staged monologues** that paid tribute to the deeply human spirit of this industrial giant

Each moment was choreographed not just to look beautiful, but to be meaningful – evoking awe, pride, and deep emotional connection across every tier of AECI's past and present.

**THIS WORK MATTERS.
THIS WORK MUST CONTINUE.**

Centre stage was a beautiful and thoughtfully curated anthology, *A Century Ignited* – lovingly conceptualised by project manager Craig Maritz, and authored by Jeremy Maggs and Cheryl Hunter – which honoured the diverse voices, stories, and legacies that make up the vibrant AECI tapestry.

But this was always going to be more than just a book launch.

WHAT CHANGED

AECI's legacy became a living conversation, and a shared identity – not rooted in where we've come from, but in where we're headed.

Stakeholders, in reflecting on the past, recommitted to the future.

The idea of excellence was no longer framed as a reputation to protect, but as a responsibility to carry forward.

And everywhere you looked – from dignitaries and board members to employees and partners – the message had landed: This work matters. And this work must continue.

As AECI incoming chair Philisiwe Sibiya aptly reflected:

"The legacy I am inheriting – the one that I commit to honouring and building on with the same energy and conviction as those who came before – lies in the firm conviction:

Our best days are ahead of us."



AECI'S STORY IS THE STORY OF SOUTH AFRICA.

But it is no longer just the story of a single industrial nation navigating its path through change and growth.

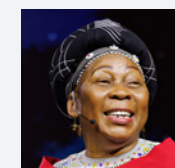
It is the story of a global, future-facing organisation building across borders, innovating across sectors, and carrying forward a legacy not of what was, but of what is waiting.



Scan here for the full case study

AECI®

25 PERSPECTIVES



I am so excited to congratulate a beautiful, fantastic woman. A daughter of South Africa, and a patriot like you won't believe!

Natalie, 25 years in the industry – this is something to be proud of. It is humbling to know you and to watch you in action. Every single time I've seen you, I've thought, "Wow! This woman has got a way with words. She is a storyteller of note."

I salute you. May you continue shining.

DR GCINA MHLOPHE

Building the Auditors of the Future, FROM THE INSIDE OUT

You can't audit the public sector into transformation. You can't mandate or demand it. You have to live it first. That was AGSA's challenge – but also, ultimately, its breakthrough.

By the time it had launched its **Strategy 2030**, the Auditor-General of South Africa stood at a clear crossroads. The vision of Strategy 2030 demanded sharper enforcement, deeper public value, and a culture that could carry the weight of both.

But inside the organisation, something needed to shift.

- 1 HR was operating with heart, but not always with influence
- 2 Finance had depth, but needed tighter alignment with strategic delivery
- 3 Strategic projects were running – but without shared rhythm or accountability
- 4 Culture was inspiring in principle, but not always lived in daily experience
- 5 People were deeply committed – but weighed down by complexity and fragmentation

THE ORGANISATION WAS
READY FOR GREATER CLARITY,
COHESION, AND AGENCY. AND IT
NEEDED A RESET. NOT OF ROLES
– BUT OF RHYTHM.

WHAT WE BUILT

TPA was brought in to rewire AGSA's internal architecture for coherence and performance – to build the Auditor of the Future, from the inside out.

We began with people, by reimagining the People Function – not just in structure, but in spirit. A long-term people strategy was crafted to grow leadership from within, foster talent fluidity, and shape a culture that could earn public trust.

An HR Operating Model was developed through deep listening, co-sensing, and shared design. HR stepped forward as a strategic activator – connecting purpose, capability, and lived experience.

Next came finance. We clarified purpose, repurposed teams, embedded business partners, and established a Resource Management Unit – aligning workforce decisions to strategic impact, not just compliance.



Then we built the Strategic Projects Office, positioning it not as an engine room, but rather a pulse point for execution: A single governance model, a unified rhythm, and a shared language for value delivery. This brought flow rather than control.

Even the AG's Office was reimagined, as an strategic platform for influence and insight.

Across People, Finance, Strategic Projects, and the AG's Office, the redesign was never about structure for its own sake. It was about building the **capacity to lead change, rather than respond to it.**

WHAT CHANGED

AGSA's internal operating model began to reflect the values it expected of others – clarity, coherence, integrity, and delivery. Teams became more connected, roles more purposeful, and leaders more aligned in thought and action.

The People Function emerged as a driver of performance and culture.

Finance found its voice in the language of strategy.

Strategic Projects moved from intent to execution with discipline and rhythm.

And the Office of the AG began to lead with sharper visibility, influence, and trust.

Most importantly, the organisation started showing up not only as an enforcer of public sector performance, but as a model of what it looks like to perform with purpose, from within.

Because the future of auditing won't be built by structure alone, it will be built by institutions willing to hold themselves to the same standard they ask of others.

“FINANCE FOUND ITS VOICE IN
THE LANGUAGE OF STRATEGY.”

25 PERSPECTIVES



It's no exaggeration to say that TPA has been one of my secret weapons. Natalie and her team are that good. It's often very challenging, when you're in the public sector, to find a service provider that is respectful of the work being done, and who is willing to really listen in order to give you what you want, and what you need.

TPA is this kind of listening organisation. They were able to come in and see that, despite the challenges, there was something exciting happening in the Auditor-General's Office. That we had our hearts in the right place, and that we were serious about public service that makes a difference.

That respect, and the credibility and authenticity with which TPA approached our work together, cemented the relationship. And it's been the foundation of a partnership that has spanned almost two decades.

TPA is, quite simply, one of the most credible partners I have ever worked with. They are the ideal co-creators.

JAN VAN SCHALKWYK

Executive in the Auditor-General's Office

“

They arrived as bankers.
They left as architects of an
African Bank Renaissance.



President Thabo Mbeki

LEADERSHIP MASTERCLASS

Former President Thabo Mbeki does not lend his name lightly. But when he was invited to be the face of TPA's third African Bank leadership Masterclass, he readily agreed – understanding that this was no ordinary bank, with no ordinary mandate.

But how do you tell President Mbeki's compelling life story in a way that not only honours his legacy, but inspires and galvanises over 1 000 African Bank leaders to live into his example – by leading with integrity, humility, discipline, and in service of others?

BORN TO SERVE

has been TPA's biggest and most ambitious Masterclass to date – the one that has carried the greatest responsibility.

Structured in four chapters, each drawing on a defining moment in President Mbeki's life, the experience brought African Bank's Leadership Compact to life: Lead self, lead with others, lead through others, and lead in service of others.

Ultimately, though, this was a Masterclass in impact. When President Mbeki finished speaking, the room was enthralled – not only by the man, but by the weight of our shared responsibility to, as he reminded us, leave our world better than we found it.

Something profound had shifted. They had arrived as bankers. They left as **custodians of hope** – and architects of an African Bank Renaissance.



25 PERSPECTIVES



There is something about Natalie that reminds me of Scarlett O'Hara from *Gone with the Wind* – a woman of fierce will, tenacity, and unshakeable resilience.

Natalie carries herself with the attitude and mindset that doesn't just weather storms – she meets them head-on.

Over the years, we've formed a bond rooted in mutual respect – a sisterhood forged through solidarity, shared experiences, and an unwavering commitment to excellence. Ours has never been a surface-level connection. It is one where the depth is felt in the small things – the laughter, the candour, the belief in something bigger.

As Kahlil Gibran writes: "In the dew of little things does the heart find its morning and is refreshed." It is in that spirit that I dedicate to Natalie one of my most cherished poems – *Do Not Love Half Lovers* – because she is someone who shows up with her whole self, never halfway.

*"Do not love half lovers
Do not accept half a solution
Do not believe half-truths
Do not dream half a dream
Half an idea will bear you no results
Your other half is not the one you love
It is you when you are not."*

To know Natalie is to witness someone who lives this truth. With her, there is no half-heartedness. Only conviction. Only fire. Only full presence.

GCOBISA NTSHONA

Group Chief People Officer: African Bank





#OURVOICES MATTER

At a critical moment on its journey of transformation, African Bank made a bold call: Before declaring who they were becoming, they would create space for their people to celebrate who they are.

In any business – but especially in banking – trust is built on connection, and deepened through a sense of belonging. Because when people feel seen, heard, and valued, they don't just perform better – they lead better, they serve better, and they contribute to fostering lasting loyalty, from the inside out.

To bring this culture to life, African Bank partnered with TPA to launch **#OurVoices** – a people-centric initiative designed to anchor identity, build connection, and remind every colleague: You matter here.

The premise was simple: Hand the mic to the people. No scripts. No polish. Just authentic stories from African Bankers across the country – stories of struggle, growth, hope, and leadership. A self-taught coder. A reflective branch manager. A leader making time to truly listen.

And one powerful, repeating message:
"Your voice matters."

The impact was immediate – and profound.

-  **Internal engagement** soared, doubling industry benchmarks.
-  **External reach** exploded, with Instagram engagement rising from 9% to 34%.
-  **Radio listenership** climbed steadily as people tuned in to hear their own stories reflected back.

BUT THE BIGGEST SHIFTS HAPPENED BENEATH THE SURFACE:

Employee sentiment improved from
51.5% to 59%

Values alignment rose from
91% to 94%

Internal brand promise climbed from
91% TO 94%

WHAT CHANGED

People felt seen. They felt proud. They felt like they belonged. And when your people truly feel this, your customers will too.

#OurVoices became a powerful act of belonging in action, one that deepened internal pride and, equally critically, amplified external trust.

Because the strongest organisations aren't built on policy or process. They're built on people who know they matter – and who are proud to say:

**"THIS IS MY VOICE.
THIS IS MY BANK.
THIS IS MY FUTURE."**



Scan here
for the full case study



SHIFT HAPPENS!



By 2021, African Bank was well on its way to successfully reinventing itself as a modern, digital, omni-channel institution. But with a bold new ambition to reach 3.5 million customers by 2025, the bank faced a fresh challenge: Scaling with speed, without losing the purpose and the soul that defined its authentic original story.

THIS REQUIRED A FAST, EFFECTIVE AND SUSTAINABLE SHIFT IN OVERALL SALES PERFORMANCE.

But it wasn't just about the numbers. It was about confidence, competence and consistency, made possible by a skilled, competent and motivated sales force.

TPA was invited to partner on what would become one of the most ambitious sales effectiveness journeys in African Bank's history – a full-spectrum performance activation that challenged African Bankers to:

#ShowMeYourShift.



WHAT SHIFTED

Cycle 1 of the programme laid the foundation: A six-month journey of immersive coaching, team rituals, eLearning, and live Masterclasses focused on core competencies like adaptability and listening. It re-energised culture, built belief, and raised the bar on daily execution.

THE RESULTS WERE IMMEDIATE:

123 Sales Superheroes activated across 8 regions

252 leaders sharpened through 10 Masterclasses

Sales performance surged by 123% across six product categories

BUT THE STORY DIDN'T STOP THERE.

SALES PERFORMANCE

In Cycles 2 and 3, the bank went further – and faster. The programme expanded to 243 leaders and 126 consultants, with a sharper focus on sales cycle discipline, real-world application, and leadership mindset.

Stretch targets were introduced, and new financial year baselines were set. As a result, performance didn't just hold, it actually accelerated:



Cycle 2 delivered a 27% sales lift, with consultants exceeding their targets at 105%.



Cycle 3 launched with a 29% stretch goal – and the team met it head-on.

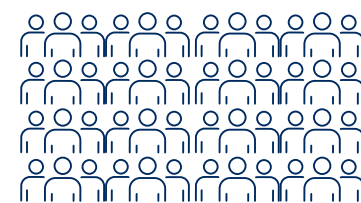


The **average cumulative shift** across all cycles landed at an audacious **27%**.

WHAT CHANGED

Did we say the target was

3.5 MILLION



customers by 2025?

As of July 2025, African Bankers serve 6.1 million customers across its various platforms and offerings – a testament to the purposeful shift that took root in the frontline, and echoed all the way through the culture.

Transformation doesn't happen in a single moment. And it is never the work of a small group of people alone.

True transformation – the kind that allows organisations to meet even the most ambitious growth targets – happens when every person steps forward with belief, acts with discipline, and buys into **shift** they can own.

AT AFRICAN BANK, THEY DID EXACTLY THAT.



25 PERSPECTIVES



From when I first saw her fierce burgundy hair and elegant leather look, I had a feeling I was in for an exciting adventure as we conjured up African Bank's first Performance Masterclass.

I'm not one to be able to sit with my life story and express it in words, but Natalie and her team created a soft landing for me to not only feel seen, but to also feel like I mattered in a space that had always asked: "Who do you think you are?"

As women, we constantly have to be excellent in order for our work to stand a fighting chance. Natalie is not only the embodiment of excellence, she is the extension of it.

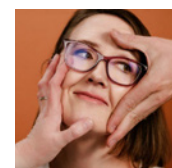
It was an honour to bend the waters with you, Nats. You gave me and my ancestors a voice, a platform, a chance; and a Masterclass on the importance of human-centred performance.

My lady, your grace ...

OFENTSE PITSE

EVERYTHING GETS BETTER WHEN LEADERSHIP GETS BETTER - NATALIE MAROUN

ON **MEDIOCRITY** AND PARTNERING WITH NATALIE MAROUN



AMY VAN VUUREN

Life in 2025 is stuffed. Full of convenience. Packed with pretty things. Positively overflowing with streams and feeds. The crafty backhand of this beautiful, stuffed pepper of a modern world is that the larger, more convenient and more automated it gets – the more rapid and distracted and distractible – the more homogenised and *meh* and "okay, fine" it gets too. The more mediocre.

Enter Natalie Maroun, centre stage.

Natalie Maroun is decidedly not mediocre. From the moment you see her you know that she is A Character. A Force. A Woman You Will Tell Other People About. Then you work with her, and she brings it hard, and she brings it home. Her promise of difference is backed up with honest-to-goodness impact.

The secret to Natalie's excellence, I suspect, is that she creates a world she wants to live in. She refuses outright to play along with the rampant, insidious conspiracy of mediocrity. She baulks when a product, service, idea or person reverts to the mean, be it intentional or accidental. She does this (again, I suspect) for two reasons:

First, she knows that any creation that tends to the mean, the uniform, the commonplace – to mediocrity – is not benign, no matter how benevolent yet boring it may seem.

Natalie knows that a mediocre creation sucks the humanity out of all the people who work with and encounter it. It slowly deflates any energy there may be in the room. It disentangles us from each other, because it never really took us into account in the first place. It untethers us, slow and sinister, from all that we could be.

This brings us to reason number two: Natalie believes in us. She understands the visions, desires,

dreams and love that we harbour and tend to, secretly, inside our fluttering, fearful hearts. She knows that more – than sometimes – most people, aching, shush and forget their own true beauty and ability. She also knows that this is a tragedy.

And so, Natalie Maroun says, "Not on my watch!" to a boring idea, career, creation, solution. She says, "No f***ing way!" to that one so-so sentence on a PowerPoint deck you thought you could get away with.

And this! This is why you partner with Natalie. Because her focus is an ice-water-face-splash in a world of preoccupation.

REFRESHING!

Because her commitment to creating value, not simply worky work, is generative, grounding and gratifying.

RELIEF!

Because she goes in search of energy, and energy is created, and you are part of that energy.

You partner with Natalie Maroun because she cracks you open and reminds you that culture is created by all of us, so we had better stand up and fight.

She tells you in no uncertain terms that you are infinitely more capable than you know, and you better not let yourself down by acting otherwise.

Crucially, she wakes you up and reminds you never – ever – to censor your dreams.

Because she sure as hell isn't.

COURAGE AND COMPLICITY

Trust is the foundational value that underpins all others. It matters disproportionately, across every industry. But nowhere more so than at the South African Reserve Bank, where ethics and ethical leadership are the invisible infrastructure that keep the country's financial system stable, credible, and intact.

In 2023, SARB made the conscious decision to put ethics centre stage at its annual leadership conference, not as a value statement, but to underscore its strategic imperative.

THE BRIEF WAS CLEAR: NO LECTURES OR SOFT-BALL PLATITUDES.

Give us something that provokes deep reflection and authentic conversation.

With 180 of SARB's most senior leaders in the room, TPA Managing Director Natalie Maroun delivered a high-stakes LeaderShift session designed to provoke, embed, and elevate what it means to be an ethical leader.

And how easily silence can become complicity.

We chose for this session the fascinating story of Tour de France legend Lance Armstrong – a cautionary tale of ambition, deception, complicity, and, ultimately, self-betrayal.

This wasn't a story about cycling. It was a story about character. About ambition, greed, a conspiracy of silence, and the slippery slope of turning a blind eye. The Armstrong lie – one of the biggest scandals in professional sport – endured for a decade not because people didn't know, but because too many chose to look the other way.

“

As Natalie pointed out:

There are countless Lance Armstrongs in our country, in our organisations, in our teams. And every time we choose silence over accountability –

WE ENABLE THEM.”

WHAT CHANGED

This **LeadersShift** agitated for discomfort by asking the **hard questions – about accountability, courage, and compliance.**

Ultimately, leaders were invited to **reframe ethics** not as an abstraction, but as the sum of **our daily behaviours, choices and conversations.**

WHAT LANDED WAS OWNERSHIP:

Leaders left with a sharper sense of what it means to lead ethically in a system where public trust is non-negotiable – and a deeper understanding that ethical leadership is not just what we say and do. It is equally that which we walk past, and what we choose to ignore.



Scan here
for the full case study



SOUTH AFRICAN RESERVE BANK

Levelling up, **PURPOSEFULLY**

Institutional learning used to be a sprint. A short-term, finite objective to achieve a narrowly defined goal. Today, in a hybrid, disrupted and always-on digital world, learning is no longer something we do to tick a box.

IT IS WHO WE ARE.

More importantly, it is who we are becoming, through the conscious, levelling-up choices we make every day.

This was the challenge and the opportunity that faced the South African Reserve Bank.

Despite robust platforms and a wealth of content, engagement was low. Learning was treated as an obligation, not a differentiator. Employees were busy, overstretched, and unsure how online modules or isolated courses connected to their day-to-day work, or to the future SARB was building.

The Performance Agency had previously partnered with SARB's Learning Manager to embed a learning culture at one of South Africa's largest financial institutions – a complex, high-performance environment where the shift from transactional training to self-directed growth had transformed mindsets.

That journey had made one thing clear: to change how people learn, you have to first change what they believe learning is for.

Together, we set out to reframe the relationship between people and their own growth. Not by introducing a new system, but by starting a new story. A story that positioned learning not as something delivered by the organisation, but as something owned by the individual.

That story came to life in SARB's first nationwide Learning Week.

SARB Learning Week was a dare: To take ownership of purposeful levelling up.

WHAT DID THIS SOUND LIKE?

"I am the CEO of my own potential."

"I take responsibility for my growth, and for accelerating my career."

"I create my own opportunities by setting and achieving personal and professional goals."

"I pursue mastery in my field through continuous practical and in-the-flow-of-work learning."

"I embrace learning, unlearning and relearning, striving to be and to do better every day."

This radical ownership is the cornerstone of lifelong learning.

Because in the new race for excellence and relevance, we are all self-starters – responsible for building our own muscle and setting our own pace.

SARB Learning Week wasn't about acquiring new skills. It was a hands-on, heart-on experience designed to spark curiosity, ignite self-belief, and reawaken the simple but powerful truth that growth is something we choose.

AT SARB, THE NATION'S CENTRAL BANKERS CHOSE TO LEVEL UP.



SOUTH AFRICAN RESERVE BANK

re:Learning

An Invitation to Level Up

“
I OWN MY SUCCESS,
and I am deliberate about learning
from my failures.”





In you, I found not just a mentor but a mirror,
REFLECTING POSSIBILITIES
I hadn't yet fully embraced."

- BRANDON LAWRENCE

They say it takes a village to raise a child. What they don't tell you is that sometimes, the village comes in chapters – arriving precisely when you need its wisdom most.

Natalie, when you first welcomed me into your world, 15 years ago, neither of us could have known we'd forge a bond that would far transcend just a business partnership. But that's exactly what we've done.

Today, this bond is stronger than I could ever have imagined.

You took a chance on me, because you saw me. You saw potential. And you saw – more clearly than I saw myself – who and what I could become.

Like my father, you came from difficult beginnings. Maybe that's why we connected so deeply. You understood what it meant to defy circumstance.

To refuse limitation. To turn hardship into fire.

"We will hide bodies for each other!" we'd joke. But underpinning this was a fierce loyalty, and a firm commitment to stand together through anything life throws our way.

**THIS IS RARE IN BUSINESS,
AND PRECIOUS IN LIFE.**

The affinity and love I have for you go beyond colleague, beyond partner, beyond friend. You've become family in the truest sense of the word.

The lessons continued through the years:

Human-centred leadership, purposeful action, the relentless pursuit of "better." Along the way, something remarkable happened: I found my voice – not

the prosecutor's voice or the policy expert's voice, but my authentic voice as a leader.

The moment my lawyer's mind merged with my consultant's heart was when I truly understood what you had been cultivating in me: Integrated leadership, where intelligence meets empathy, where technical skill serves human needs.

Together, we've built something that transcends business. We've cried together. We've celebrated together. We've faced challenges that would have broken lesser partnerships.

You've shaped me not just professionally, but personally too. When you welcomed my husband of 15 years with open arms, embracing him as part of our extended family, it showed the depth of your commitment to those in your circle.

When we went through a horrendous armed robbery, you were there, caring for us, showing up in that crisis with the same steadfast support you've shown in business challenges.

Your love language is giving – trust, opportunities, second chances, support in the darkest moments.

Through your example, I've learnt that true leadership extends beyond office walls and strategic plans to the human moments that really matter.

From lawyer to consultant to leader. From colleague to family. The journey has been so much richer because of your willingness to refine rather than remake, to polish rather than reshape, to see the leader I could become and patiently work with me through all the iterations it took to get there.

**Thank you, Natalie, for holding
the mirror up until I saw what
you saw.**

I HONOUR YOU.

25 PERSPECTIVES



My journey with Natalie has been nothing short of transformative. From our early days at Absa, to leading Culture Transformation at African Bank, Nats has been a constant source of strength, wisdom, and authenticity. Few people touch your life so profoundly – holding you accountable while lifting you higher. She leads with purpose, grace, and an unmistakable flair, always showing up with the perfect blend of elegance and humility.

Working alongside her has been a masterclass in growth, resilience, and leadership. Our bond has grown beyond professional collaboration into a cherished friendship, and I am deeply grateful for the impact she's had on my life. Celebrating Nats is not just about honouring her achievements, it's about acknowledging the powerful woman, friend, and leader she is.

May you continue to rise and inspire everyone around you.

DEVAKSHA CHRISTOPHER

Devaksha Christopher Consulting

25 PERSPECTIVES



TPA is the industry leader in what they do. Their service to their clients goes beyond just delivering an amazing piece of work.

Natalie helps her clients achieve their highest purpose and intention. Her secret sauce is that she doesn't just do everything with talent. She does it with love. And that's what makes the difference.

She and her team dig deep to wow me, and who wouldn't want to work with someone like that?

DR THOKOZILE LEWANIKA

Founder: DML45 Consulting

MAKING SCALE WORK

When Saudi mining giant Ma'aden acquired Meridian, the goal wasn't just global expansion – it was operational coherence across continents.

At the time, Meridian was made up of 21 independently run entities across six countries. Each had its own leadership, structure, rhythm, maturity, and mindset.

As a result, TPA stepped into extreme complexity.

This was an organisation built on entrepreneurial agility. But the same energy that had enabled Meridian's rapid rise across Africa now risked becoming a constraint.

**GROWTH, THEREFORE, DEMANDED
MORE THAN AMBITION. IT REQUIRED
REINVENTION.**

WHAT WE BUILT

Over six months, TPA partnered with Meridian to deliver a complete organisational reset – structured for scale and built for sustained performance.

WE TRAVELLED MORE THAN 150 000 KM TO CO-CREATE:



A unified business model.



A single value chain and operating rhythm.



424 roles and 271 core processes, standardised and optimised.



Aligned performance goals across business units.

To embed these shifts, we launched a full-spectrum change programme – focused on collaboration, clarity, and coherence – designed to embed new ways of working into daily practice.



Scan here
for the full case study



WHAT CHANGED

- 1 Teams began to move differently.
- 2 Production began optimising plans and resource flows.
- 3 Logistics teams developed real-time dashboards.
- 4 Finance halved the budget cycle and delivered sharper reports.
- 5 Marketing pivoted to inventory-led campaigns.
- 6 EHSS gained foresight in master planning.
- 7 Treasury shifted to local ownership under central guidance.
- 8 And, daily rituals like stand-ups, retros, sprint planning, and decision forums became the new norm, as natural parts of how performance gets delivered.

The most visible shifts were structural. The most powerful ones were human. People started showing up with purpose. They understood where they fitted, how they contributed, and why their work mattered.

They asked better questions. Spotted blockers earlier. Solved problems faster. And they did it without waiting for permission.

Ultimately, a new kind of confidence began to emerge – grounded in alignment, and shaped by shared accountability. A mindset that signals something bigger: Africa is ready to lead, ready to grow, and ready to scale.

A safety culture

THAT SAVED LIVES

You don't fix safety with posters and protocols. You fix it when people on the ground start seeing it as their responsibility – not someone else's job.

A Pan-African agri-business with thousands of employees in high-risk environments, the Meridian Group were heading into peak season with one clear ask: Help us go beyond compliance, and build a culture where safety lives in every decision, every conversation, every day.

OUR STEPPING UP SAFETY CAMPAIGN

hardwired ownership, changed critical on-the-ground behaviours and started new conversations about what "safe" really looks and feels like.

The results were instant, and profound:

93% increase in reports of unsafe acts and conditions.

73% drop in workplace incidents.

56% reduction in near misses.

AND MOST IMPORTANTLY:
every single employee went home safely.

These numbers didn't come from better reporting. They came from better judgment: Stepping up, speaking out, and looking out for each other – even when no one was watching.

25 PERSPECTIVES



Amid a period of crisis, Natalie and the TPA team mobilised thousands of people across sites, countries, and cultures – supporting large-scale transformation at a pace few could have imagined. Their support evolved into enablement, execution sharpened, cultural awareness deepened, and performance improved in ways that truly endured. Each organisation was left **#Better** – not just operationally, but also culturally.

Natalie is a pillar of strength in vulnerable moments – a mentor, a mirror, and an unwavering ally. Her team provided honest feedback when it mattered, brought best practices without ego, and listened when leadership felt isolated. They made me a better leader.

She reshaped how I think about performance: not just as output, but as values in motion – sustainable, ethical, and aligned with purpose. Performance is about behaviour under pressure, leadership through change, and results that are so meaningful that others want to follow.

That's the legacy that Natalie leaves!

ADRIAAN DE LANGE

Former Group CEO: The Meridian Group

"We used to talk about safety at the end of the day.

NOW, IT'S HOW WE START EVERY MORNING."



 meridian



STRATEGY @ PLAY

How do you align a team of sharp, focused, analytically wired leaders around a bold new strategy – without falling into the data dump or Death-by-PowerPoint trap?

STOP TALKING, AND START BUILDING.

Strategy @ Play was a LEGO® SERIOUS PLAY® Masterclass designed to shift how leaders think, engage, and align – using their hands to surface insights their heads struggled to reach.

What began with quiet hesitation soon built into creative momentum, as leaders moved from abstract concepts to tangible models that made strategy real. Through three structured builds, the team externalised complexity, surfaced unspoken assumptions, and uncovered alignment in unexpected places.

THE RESULTS

spoke for themselves.

Hesitant builders became confident storytellers. Strategy moved off the page and into the space of shared meaning. And a team that arrived debating direction left with clarity, cohesion, and a clear plan on how to build forward, together.

That's the power of LEGO® SERIOUS PLAY® in the right hands: Not just better ideas, but deeper alignment, faster insight, and a new understanding of how to lead through complexity.



Schneider
Electric

“
We stopped trying to solve the problem in theory.
WE STARTED BUILDING
what it could look like in practice.”

25 PERSPECTIVES



Having known Natalie Maroun for over a decade, I can confidently say she is one of the most remarkable human beings I've ever encountered. What makes Natalie truly unique is her extraordinary ability to listen – not just to what's said, but to what remains unspoken. She has a rare gift for getting to the root of any challenge, cutting through noise and complexity with clarity and empathy. Natalie leads by example, with her own business embodying the very principles and commitments she makes to the organisations she supports. Her company truly reflects the values of empowerment, integrity, and performance excellence that she champions.

Her personality is a beautiful blend of courage, warmth, and unwavering integrity. With Natalie, what you see is what you get. She inspires those around her to bring their best selves forward, fostering a culture of co-ownership and growth. More than a business leader, Natalie is a trusted friend who has consistently shown me that, with the right mindset, no challenge is insurmountable. Her passion, insight, and authenticity make her truly one of a kind.

TANYA RAMLAGAN

Human Resources Vice President: Schneider Electric

Modern Luxury

RETAIL IMMERSION

How do you prepare people to step into a world they themselves have never occupied? To both design and create luxury experiences they have never personally lived?

YOU CAN'T.

That's why, when we were approached by JLR (Jaguar Land Rover South Africa) to support the rollout of their **Modern Luxury in Retail** programme, we knew an ordinary training intervention would never suffice.

We needed to create something deeply tangible – and deeply personal.

An experience that shifted not just how our delegates would approach retail, but how they would see themselves within it.

Over 20 sessions, involving 975 retail professionals – from general managers and sales executives to frontline teams – we helped JLR's people move from delivering transactions to curating experiences.

THERE WAS A PROFOUND SHIFT.

Leaders started speaking about energy, elegance, and tone. Teams became more intentional, more intuitive and more aligned.

They began to connect emotionally with what luxury truly demands – precision, presence, and pride – not as abstract values, but as regular, daily disciplines embedded into how they greeted, guided, and engaged their clients.

Most importantly, retail staff walked away with a deeper understanding of what it means to truly **live** the brand, not just sell it.

"This isn't about cars.
This is about connection."

"We're no longer selling products.
We're holding space for people to feel something."

This was not about messaging. It was about meaning. And it moved JLR's sales teams from representing modern luxury – to embodying it.

25 PERSPECTIVES



Natalie, I am so grateful that we got to meet each other back in 2017 and got to work on so many phenomenal projects together. I've never met anyone with listening skills and strategic thinking like yours.

There were times when I came to you with huge projects that I didn't think were possible to deliver successfully. You shaped the content, you guided us to not only deliver a successful event but to make an impact on me, my team, and all of the people who were fortunate enough to attend those events. And the experiences will forever remain close to my heart.

I wish you all the best for this milestone, and here's to the next 25 years.

KATE DAVENPORT

Technical Training Manager:
Jaguar Land Rover North America

“

I FINALLY UNDERSTAND

what it means to deliver luxury, and I know I can.”



JLR

DRIVE THE STORY

**YOU DON'T HONOUR A LEGEND
WITHOUT KICKING UP SOME DIRT.
TPA WAS DOWN FOR IT!**

The Land Rover Defender is an international symbol of off-road adventure, urban status and pure, unadulterated fun. And an undisputed badge of honour for drivers who choose to live out loud.

But even status symbols don't sell themselves.

When JLR (Jaguar Land Rover South Africa) set out to reimagine the Defender for a new generation, they knew this wasn't just about launching a vehicle. It was about honouring an icon – and doing it in a way that felt fresh, relevant, and ready for today's driver.

The ask was clear: Equip each and every member of #TeamDefender – remotely, and in record time – with the necessary skill, confidence, clarity, and conviction to sell an icon.

**DID WE SAY RECORD
TIME? HOW ABOUT
JUST EIGHT WEEKS?
NO PROBLEM.**

Team TPA got to work building **Drive the Story** – an eight-week digital adventure that transformed traditional sales training into something immersive, energising, and unforgettable.

Hosted on a custom-built web app, *Drive the Story* blended storytelling, product mastery, and gamified learning into a sleek, always-on experience.

Sales teams across six countries were guided through weekly pit stops, personal journeys, team challenges, and leaderboard competitions – all designed to mimic the thrill of real Defender ownership. Every challenge was crafted not only to inform, but to inspire – bringing the Defender's spirit to life in ways that spoke to both head and heart.

WHAT SHIFTED?

Sales training became social. Learning became fun. And product knowledge became something deeper: True brand advocacy.

**228 dealership and HO salespeople
6 countries
7 648 actions on the #TeamDefender app**

The result was a fully remote, fully digital experience that turned scepticism into swagger – and gave #TeamDefender everything they needed to take a reimagined classic to market with confidence. And it rewrote the JLR manual on how to launch products.

"TPA delivered a virtual experience we never thought possible. They set the bar for the future of product training by making information accessible, riveting and changing the way people engage with our products."

**– Kate Davenport, Training and Manager
Jaguar Land Rover South Africa and
Sub-Saharan Africa**

"TPA catapulted us into the digital age." –
**Heidi Galetti, Non-Technical Trainer, Jaguar
Land Rover South Africa and Sub-Saharan
Africa**

“
TPA HAS FOREVER TRANSFORMED
the way in which we launch
new products and training
at Jaguar Land Rover. When
compared to other markets,
you can see that we are
streets ahead of anything
anyone else is even thinking
about, let alone already
delivered.

– TANYA RAMLAGAN



JLR



GRAHAM GOULD

Nats, we met more than 20 years ago, and I can honestly say it was one of the most life-changing moments of my life. You saw something in me before I even saw it myself, and from that day, you've never stopped believing in me.

YOU'VE BEEN SO MUCH MORE THAN A LEADER. YOU'VE BEEN MY PARTNER, MY FIERCEST SUPPORTER, MY TEACHER, AND ONE OF THE MOST TREASURED FRIENDS I'LL EVER HAVE.

You are, without question, the most courageous person I've ever known. Brave in the way you lead, bold in how you move, and completely unafraid to face what others might avoid.

You have this extraordinary ability to cut through the noise and see with clarity exactly what our clients need.

Your mind is truly something rare and beautiful. You see things others simply can't, and you think and move at a pace that boggles the mind.

But beyond the brilliance and the speed, what makes you truly special is how deeply you care for your people, for our clients, and for the work.

You move mountains to protect those you love, and you shatter comfort zones in ways that allow others to grow, stretch, and keep becoming better versions of themselves.

Because of the impact you've created time and time again, our clients don't just respect you, they rely on you.

They trust your instincts, your clarity, and your unwavering commitment to doing what's right. Many of them won't take a step without first checking in with you, not because they have to, but because they know that you'll see what they can't.



That's the kind of influence you have. That's the kind of trust you've earned, through brilliance, honesty, and a deep, consistent care for the people we serve.

NATS, YOU'VE SHAPED MY LIFE IN WAYS I'LL NEVER BE ABLE TO FULLY EXPRESS.

The lessons you've taught me are part of who I am. I truly cherish you, and I'm endlessly thankful for the love, strength, and magic you've brought into my life.



25 PERSPECTIVES



There are some people who walk into your life and leave a mark. And then there are those rare few who completely change its direction.

For me, that person is Natalie. Natalie has been the single biggest influence on my career.

She didn't hand me a path or tell me exactly what to do. Instead, she gave me something far more powerful: The space to become who I was meant to be. She trusted me before I fully trusted myself. She gave me room to grow, to make mistakes, to find my voice, and to step into my full potential.

She has always given me more than what was necessary. More time. More belief. More opportunity. More guidance. More care. She has challenged me to reach higher, while also making sure I never lose myself in the process. Her standards are high because she believes in excellence, but her heart is even bigger. She pushes those around her, not out of pressure, but out of love and belief in what we're capable of.

Thanks to Natalie, I've not only grown in my work, I've grown as a person. I lead differently, I think differently, and I carry myself with more purpose and confidence. She has shaped my journey in ways I could never have imagined when we first met.

To say I'm grateful doesn't begin to cover it. Natalie has changed my life. And I'll carry that impact with me, always.

ROBIN COX

25 PERSPECTIVES



Working with The Performance Agency is like stepping into a world where luxury meets intuition.

From the moment I first engaged with them, I felt like a VIP boarding a first-class flight – think warm towel at reception, a

WhatsApp message asking what drink you'd like before you even arrive, and a team that greets you like you're the only person on their radar. It's not just service – it's an experience.

What truly sets TPA apart is the intentionality. Every detail, every interaction, feels like it's been designed just for you. It's not performative – it's personal. And at the heart of it all is Natalie.

Natalie doesn't just lead a business; she curates a feeling. She has this rare ability to make you feel like the most important person in the room – heard, understood, and completely seen. Her energy is magnetic, her passion is palpable, and her commitment to excellence is woven into every touchpoint of the TPA experience.

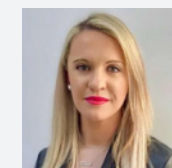
Most businesses start strong and then plateau. Not TPA. With every interaction, the bar is raised. The "wow" doesn't wear off – it evolves. Natalie has built more than a brand; she's built a culture of care, creativity, and connection. When she speaks, people don't just listen – they lean in.

Working with TPA isn't just a partnership. It's a privilege.

MELISSA AMY CARRINGTON

Global Specialist | Centre of Excellence (Culture, Inclusion & Diversity and Talent): Anglo American

25 PERSPECTIVES



TPA is simply light years ahead of anything else that's out there in the market. They didn't just adapt brilliantly to our environment; it always felt like they were part of our team. No other partner I have ever worked with has felt as

integrated, or been as invested in our success. I simply could not have asked for a better partner, and for better support: project support, business support, personal support. Every interaction has been phenomenal.

We've been through some tumultuous changes over the past few years, but TPA has been with us every step of the way, offering phenomenal support at every level. In fact, there was never a time – and this holds true today – where I couldn't pick up the phone and ask for advice or guidance or support, both professionally and personally, and not be assured of getting it.

Not working with Natalie and the team would be like losing a family member. And that's why the relationship works.

CHANTAL BURGERS

Group HR Executive: Ascendis Health

CULTURE IS HOW WE MOVE

What does it take to meaningfully move 35 000 people across 12 African markets, from surface alignment to true cultural connectedness?

For Absa, the answer wasn't a better cascade or a new campaign. It was something more difficult – and more powerful: **a values movement** rooted in shared meaning.

In a hybrid, federated organisation where purpose was declared but not yet deeply lived, something essential was missing: a unifying cultural code that made colleagues feel seen, connected, and proud to belong.

TPA was invited to help close that gap, not just between leaders and teams, but between aspiration and the lived experience of

35 000 COLLEAGUES.

WHAT WE BUILT

We began not with solutions, but with listening. Over four months, we engaged deeply – through town hall reflections, leadership forums, EVP insights, and the lived experiences of all Absa colleagues, in all countries.

What emerged was unmistakable: **People didn't want another rollout. They wanted to connect, to belong, and to believe again that they truly mattered.**

This insight gave birth to a culture and values journey anchored in three essential shifts:

- 1 From permission to ownership.
- 2 From disconnect to shared identity.
- 3 From values-as-words to values-as-movement.

Each phase was built for participation and proof:



Diagnostics surfaced cultural tensions and truth gaps – from legacy behaviours to policy drift.



Co-creation workshops brought Exco, SLG, Ambassadors, and People Leads into the design process.



Culture playbooks, toolkits, and rituals made the new values – Trust, Resourceful, Stewardship, Inclusion, Courage – real in the flow of work.



Behavioural frameworks gave teams the language to live the shift.



Cultural tension mapping helped business areas unpack what needed to change in practice, not on posters.

This was organisational culture that people could see, feel, and – most importantly – own.

WHAT CHANGED

Leaders stopped just talking about alignment and started living and role-modelling it. Conversations got real. Teams got intentional. And across the organisation, something powerful started happening: Colleagues stopped asking, "What are the values?"

They started saying, "This is what we believe. This is my Absa."

Because culture is what you live into – one brave conversation, one reimagined policy, one co-created moment at a time.

At Absa, this is exactly what is happening.

Your story matters



Scan here for the full case study



**THIS IS WHAT WE BELIEVE.
THIS IS MY ABSA.**



25 PERSPECTIVES



Dearest Natalie, congratulations on this auspicious achievement – 25 years of leadership, positive impact, and stewardship. You truly are a unicorn: One of a kind.

Thank you for paving the way for female leaders to be bold, courageous, and unapologetic – while embracing their beauty and femininity. Since the moment I met you, I've continued to be inspired by your creative mind, intellectual prowess, and kind heart.

TPA is what it is today because every fibre of your being has been delicately woven into every single aspect of this truly unique and amazing organisation that you have built.

I've been honoured to work with you and your team on some incredible projects. What a privilege it has been to be stimulated, provoked, and moved out of my comfort zone to deliver meaningfully to our people and stakeholders.

You have lived up to your TPA promise: **"We're going to change you. You're going to like it."**

And I have loved every single step of the journey we have taken. Here's to the next 25 years of creating even more magic.

Congratulations – I am so proud of you, and I can't wait to see what the future brings!

DR LESEGO RAMETSI

Managing Executive (Colleague Experience): Absa Group

Banking on trust and human CONNECTION

What do **Starbucks**, **The Ritz-Carlton**, and **Steve Jobs** have in common?

They each built brands not just on service, but on experience and the power of human connection. Nurturing trust that is earned, not assumed. And creating moments that are deeply personal and deeply human.

And, perhaps most importantly, they have all been obsessed with curating unforgettable experiences that make their customers feel truly seen, heard, and valued.

This was the kind of shift Absa Private Wealth were looking to inspire in their bankers.

When they invited The Performance Agency to bring an experience economy mindset to life, we knew this was not something that could be taught. It had to be seen, felt, and lived.

To bring this to life, TPA created an immersive journey that would help bankers make the business-critical shift from delivering products to curating value.

WHAT WE BUILT

We designed and delivered three Experience Cafés, each aligned to a pillar of Absa's Professionalise for Pride (P4P) transformation:

EXPERIENCE. VALUE. TRUST.

Each café was anchored by a bold case study.

1 CAFÉ ONE
explored Starbucks and Capital One – brands that transformed routine transactions into emotionally resonant moments.

2 CAFÉ TWO
drew from The Ritz-Carlton, where service excellence is built through care and consistency.

3 CAFÉ THREE
turned to Apple – a masterclass in simplicity, clarity, and obsessive customer focus.

Each insight was made tangible, contextual, and imminently actionable, challenging private wealth bankers to reimagine themselves not as service providers, but as experience designers.

WHAT CHANGED

Bankers started showing up differently. Speaking with intention. And taking radical ownership of client moments. With support from Journey Managers, embedded rituals, and a new cohort of P4Pfluencers, small rituals fuelled big momentum.

“As Steve Jobs famously said:
The people who are crazy enough to think they can change the world, are the ones who do.”

At Absa, a committed team of Private Bankers are stepping forward to accept the assignment.

Your
story
matters



BETTER PEOPLE, BETTER LEADERS

Leadership is the hardest job any of us will ever have. It requires us to be decisive, but to hold space for uncertainty. To trust, but to demand accountability. And to help people show up as whole human beings, while still motivating and inspiring high performance.

In short, leadership requires much more than training.

IT DEMANDS TRANSFORMATION.

This was the call leaders at Absa Life answered when they partnered with TPA to design a bespoke leadership development programme that would not just grow capability, but nurture integrity, substance and character.

The Absa Life Apprentice Exco programme was not designed to churn out managers. It was designed to surface those willing and able to take on the hard work of real leadership.

Four years since its inception, it remains one of TPA's flagship initiatives – a model for what's possible

when leadership development is treated not as a one-dimensional curriculum, but as a true, evolving calling.

Inspired by TPA's **One-Size-Fits-One** philosophy – the belief that leadership isn't a formula, but a personal journey – Apprentice Exco treats every delegate as a unique human being with limitless potential.

The learning experience is immersive and layered – weaving together personal mastery, cultural fluency, and strategic execution.

Delegates move through in-person Masterclasses, real-world business assignments, 1:1 coaching, group coaching, mentoring, and 360° feedback – not as disconnected elements, but as an integrated, evolving leadership journey.

Along the way, something powerful happens: Potential realises into performance – not in theory, but in practice.

Many go on to secure promotions, lateral moves, and critical leadership roles. Because by the time they graduate, they're not just ready to lead – they're ready to help shape the Absa Life of tomorrow.



“

Apprentice Exco

taught me that the **ceiling is only as high as you build it**. Actually, there is no ceiling at all, because

I AM LIMITLESS

25 PERSPECTIVES



I've been blown away by The Performance Agency. From the very first launch experience, it's been a good match, not just the content, but in terms of the heart we wanted, which has been incredible. But you can also pick up this ethos from TPA, of "We're always trying to be better. We are moving things forward."

Working with TPA has far exceeded my expectations. It has been an incredible experience that makes me and the team feel we are part of something special. And on many fronts. Not just the content, but how it is delivered. It's the emotion. It's the heart. And the experience is truly something that makes you go, "Wow, that's something that moved me."

I'm very, very grateful.

EUGENE STRAUSS

CEO: Absa Life Insurance

Your story matters



25 PERSPECTIVES



Natalie's name in Latin means "Birthday of the Lord", and is often associated with joy, celebration, and new beginnings ... and truly, Natalie is joyfully brilliant at both celebrating and crafting or being part of new beginnings that take root and flourish.

I would venture that those who have known and experienced Natalie would concur that she has a gift for identifying potential and maximising it – be it in people or in business.

Through our time together, I observed her support, nurture and create opportunities to develop people around her – they weren't her family, but they became that. She would love and correct fiercely like a parent, she would guide and oversee like an older sibling, and she would create deep moments of fun like a bestie. And her gift to others would be to allow them to equally love, correct, guide and support without measure.

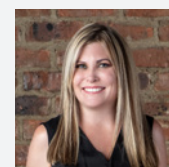
In business, her clarity, shrewdness, drive and acumen is exceptional. She understands business emphatically, she sees and knows people fundamentally – the magic happens at that junction. Nats has the ability to help carve out people's dreams and with the help of her team she brings those dreams into reality, and equally hers and theirs.

I have deep gratitude for Nats, her employment of her gifts, and their contribution to my world. I experienced many of her facets, and am richer for it.

Nats, there is only one you on this planet. I'm deeply grateful for God's hand on our unique and special relationship, your nurturing, development, opportunity creation and cheerleading in my life. Gift giving is your love language, I don't think there are words or things that would be sufficient to express my or our collective thanks for giving so much of yourself to me and others. I do hope you experienced my appreciation daily when we were together, and now from afar.

AMANDA FINNEGAN

25 PERSPECTIVES



Nats, working with you was nothing short of transformative. I love that you pushed me to think big, beyond boundaries, always imagining the next "what if".

I am forever grateful that with you I got to do work that I found deeply meaningful and purposeful – it was not unusual for me to be standing at the back of the room with a tear in my eye, or joy in my heart, watching how people were emotionally moved and connected with what we were doing with them.

To me, you are fierce and fearless, both in your loyalty to people and also in your ambition to want better for people – it is at the heart of every project that makes each one more magnificent than the one before.

I was recounting some of the work I used to do with you with a colleague and friend yesterday, and she said she could just see how incredible it all was. I think back on it often – with love and pride.

Thank you for your passionate belief in me, and for being such an integral influence on how I think and how I want things to be.

You changed me. And I loved it.

AMY HOLLAND

YOUR STORY MATTERS

“THIS ISN’T JUST A PLACE WHERE I WORK. THIS IS WHERE MY STORY MATTERS.”

In 2023, Absa stood at an inflection point. A bold new purpose had been defined – **Empowering Africa’s tomorrow, together ... one story at a time** – and with it, a call to action that extended beyond strategy. This was about culture, identity, and voice.

The challenge was clear: How do you move beyond the transactional to create something truly transformational? How do you build a workplace where organisational purpose aligns with personal meaning, and where every colleague feels seen, heard, valued, and invested in?

The answer lay in the stories of Absa’s people.

WHAT WE BUILT

It started – as so much of TPA’s work does – with deep, respectful listening. Then, across a multi-year journey shaped by disruption and complexity, TPA partnered with Absa colleagues to co-create an Employee Value Proposition (EVP) that felt personal, grounded, and true – shaped directly by the voices and experiences of colleagues across the continent.

Absa was not interested in just another campaign. We responded by co-creating something much more enduring: A shared language of belonging and belief, embedded across every touchpoint of the employee experience.

The EVP that emerged is anchored in six interconnected pillars that reflect both individual identity and collective ambition:

1 Come as you are – a commitment to co-creating a workplace where everyone is valued, nurtured, and respected.

- 2 We care** – where wellness is a mindset, and people are placed at the centre of every decision.
- 3 We play to win** – because outperformance is a team sport, and Absa is building the leading digitally powered bank in Africa.
- 4 We support and reward you** – with meaningful ownership and value that creates a place to call home.
- 5 We are a force for good** – architects of positive change, determined to leave the world better than we found it.
- 6 My story matters** – where personal narrative shapes the collective future.

This proved a cultural compass – expressed through storytelling, celebration, recognition, and honest dialogue. And most importantly, it created a space where people could see themselves in the story Absa is telling.

WHAT CHANGED

Absa’s impact does not live in abstraction. And their EVP does not exist only in a deck. It exists and evolves in the moments – in conversations between leaders and teams, in how success is celebrated, in how colleagues are recognised and included.

Across the organisation, purpose has become more than a strategic idea. It is a lived experience.

People started showing up with greater intention. Teams aligned around their shared values. Engagement deepened through connection.

Across functions, countries, and Absa’s various career stages, a new paradigm took hold:

Performance becomes personal when purpose is real.

BECAUSE WHEN PEOPLE BELIEVE THEIR STORY MATTERS, THEY GIVE MORE, GROW MORE, AND STAY LONGER.

And in a bank that serves millions, this kind of human investment builds something far greater than retention.

**IT BUILDS BELONGING.
IT BUILDS TRUST.
IT BUILDS THE FUTURE.**

Your
story
matters





Your
story
matters



Scan here
for the full case study

THRIVING REMOTELY



400 000 COLLEAGUES.



12 COUNTRIES.

ONE GLOBAL PANDEMIC.

When COVID-19 hit, Absa was facing one of the greatest performance challenges of its lifetime: How to care for its people, keep its culture alive, and continue delivering on its bold purpose of bringing possibility to life, amid unprecedented change and disruption.

Survival wasn't enough. Absa knew this moment would require something much bigger, and much harder: How to help its people not only cope with disruption, but thrive through it.

TPA got to work, under extreme pressure and racing against the tightest deadlines we have ever experienced – to craft a one-of-its-kind solution.

Thriving Remotely was a rapid-response, people-first campaign designed to stabilise, support, and empower colleagues through unprecedented change.

It was bold, fast, and human – because anything less would not have been enough.

At its heart was a series of vibrant, practical toolkits that helped Absa colleagues structure their days, stay emotionally and physically well, remain connected, and contribute meaningfully – no matter where they were.

The message was clear:

Work is not somewhere we go. It's something we create – wherever we are. And – equally importantly – we're all in this together.

And the impact was immediate.

- Over **40 000 colleagues** reached
- **10 214 toolkit downloads** in just 21 days
- **91%** value and utility **rating**
- Recognised by Euromoney as one of only six banks globally to receive the **Excellence in Leadership in Africa Award**

But beyond the metrics, the culture moved.

Colleagues felt supported. Leaders weren't just expected to cope – they were equipped to lead. And through thousands of micro-moments of care, clarity, and connection, Absa quietly but effectively redefined what remote work could be.

WHAT CHANGED

A remote workforce became a resilient, supportive community.

The spirit of “bringing possibility to life” shifted from abstract purpose to a deeply felt shared practice.

What emerged was something rare: A culture that didn't just withstand the pressure – it expanded under it.

Colleagues found new rhythm. New agency. New pride. They brought their whole selves to screens, to teams, to customers – even in isolation.

Five years on, remote work remains a thriving reality at Absa – a rare exception in today's world of work.

This continuity isn't a product of policy. It's the legacy of a deeply human intervention that met people where they were at, held them through uncertainty, and proved that trust, connection, and performance can flourish – even at a distance – in the right context and with the right leadership.

LEARNING IS LIT

In 2020, a global pandemic had brought the world to a standstill. But while most organisations went into survival mode, Absa chose something different. At the height of disruption and uncertainty, they doubled down on what mattered most: Their people.

This was the philosophy that sparked Absa's wildly popular Learning Is Transformation – or LIT – campaigns.

Co-designed and delivered by TPA, LIT began as a one-week event to spark growth in a time of crisis. But it quickly became something much larger: A multi-year movement that would rewire how the organisation thinks about learning, agency, and the future.

The first Learning Week was electric. Thousands of colleagues across multiple countries rushed to participate – and lit up in the process. Because in a moment of fear and fatigue, Absa made it clear: You matter. Your growth matters. Your future matters.

BUT ONE WEEK WASN'T ENOUGH.

Over five powerful iterations, LIT evolved from an intervention into an much-loved institution. With over 13 000 participants and year-on-year momentum, learning stopped being a box to tick – and became a way to lead.

Each LIT pushed further. From inspiring digital fluency to cultivating personal mastery. From building resilience to igniting innovation.

The message was clear: Learning isn't just for survival. It's how we grow, flourish, and thrive.

WHAT CHANGED

LEARNING BECAME PERSONAL.
PURPOSEFUL. PERPETUAL.
AND IT BECAME THE ULTIMATE
SUPERPOWER IN A EVER-
CHANGING WORLD.

LIT didn't set out to change how people learn. **It agitated new thinking about all that we are, and all that we can become.**

With each campaign, TPA helped Absa move more purposefully from information to inspiration, by creating the motivation for sticky, meaningful behaviour change.

Today, Absa colleagues are no longer waiting for the future to arrive. They're building it – one insight, one decision, one learning moment at a time. Because when transformation becomes ritual, anything becomes possible.

Today, Learning Is Transformation isn't a tagline.

IT'S A LIVED REALITY.

Your
story
matters



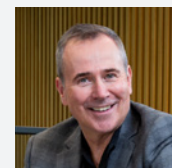
Scan here
for the full case study

Keeping it

Lit FriYay



25 PERSPECTIVES



TPA is in a different league when it comes to performance challenges. Not only did Natalie and her team help achieve a remarkable culture and performance shift for Liquid, they became a role model for what is possible when you work with a high-performance partner.

KYLE WHITEHILL

Former CEO: Liquid Telecom

25 PERSPECTIVES



I had the privilege of working closely with Natalie Maroun across several strategic assignments. She is a formidable leader – one who provides strategic direction to her team and clients alike.

While she consistently prioritises delivery and performance, what differentiates her approach is the fact that she sees people first, placing individuals at the centre of everything.

Through some of ACSA's most demanding periods – including an operating model restructuring, large organisational system changes, and even a CEO transition period characterised by uncertainty – Natalie and her team helped us maintain positive employee engagement levels.

She understood the complexity of our change programmes, engaging from executive management to security officers, and tailoring targeted communications and supporting material to meet every need across our geographic spread.

Natalie's understanding of business coupled with her people-first approach manifests as an authentic and caring spirit, and that's what allows her to offer the kind of rich insights that make her the "go-to" person for so many in her industry.

I, too, have come to regard her as a trusted adviser – someone I can turn to at any time, and on any matter that can improve business performance.

In a world of transactional consultants, Natalie brings something rarer: The capacity and ability to significantly sustain an organisation during demanding periods, matched by a people-first approach and an unwavering commitment to going above and beyond for their clients.

TEBOGO MEKGOE

Former Chief Operating Officer:
Airports Company South Africa

OMI'S PEOPLE-FIRST PROMISE

The most dangerous moment for any organisation isn't when growth slows. It's when their profit agenda starts to overshadow their people agenda. Old Mutual Insure understood this – and purposefully chose a different path.

They partnered with TPA to define, from the ground up, what it truly means to be part of OMI. Not through boardroom slogans or marketing sound-bites, but through a co-created, fully people-owned Employee Value Proposition (EVP) that could become every person's lived experience.

We started with deep listening. Across seven business units, six regions, and over 100 colleagues, we held focused, human-centred conversations about what OMI really is – and what it should promise to those who choose it every day.

THE RESULT?

A people promise grounded in truth, and a shared identity built not by leadership, but by everyone.

"This Is My OMI" became a galvanising rallying cry.

Through real storytelling, video testimonials, and live dialogue, the EVP came to life in a way that felt deeply personal.

At the heart of the launch was a simple but powerful artefact: A physical installation where every colleague could write down what "This Is My OMI" meant to them, personally.

Hundreds of handwritten cards. Hundreds of stories. One collective identity.

WHAT CHANGED

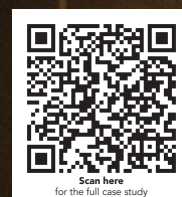
Leaders began embedding people-first thinking into the micro-moments of leadership. Teams saw themselves not just as employees, but as custodians of the OMI promise.

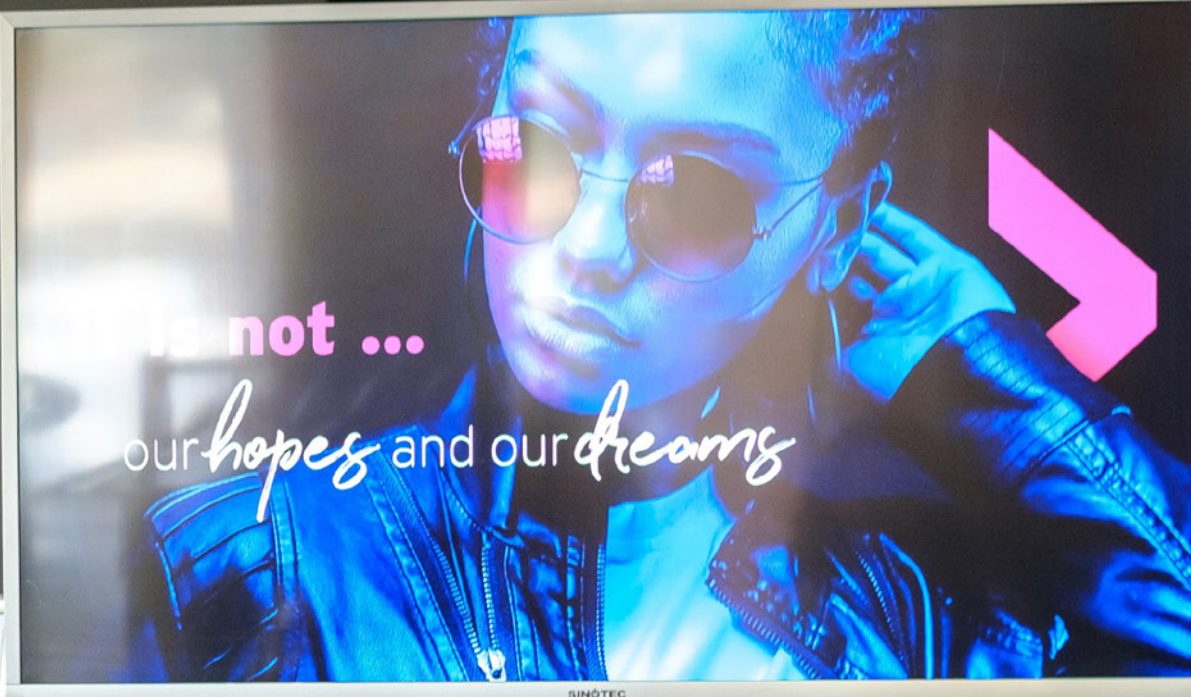
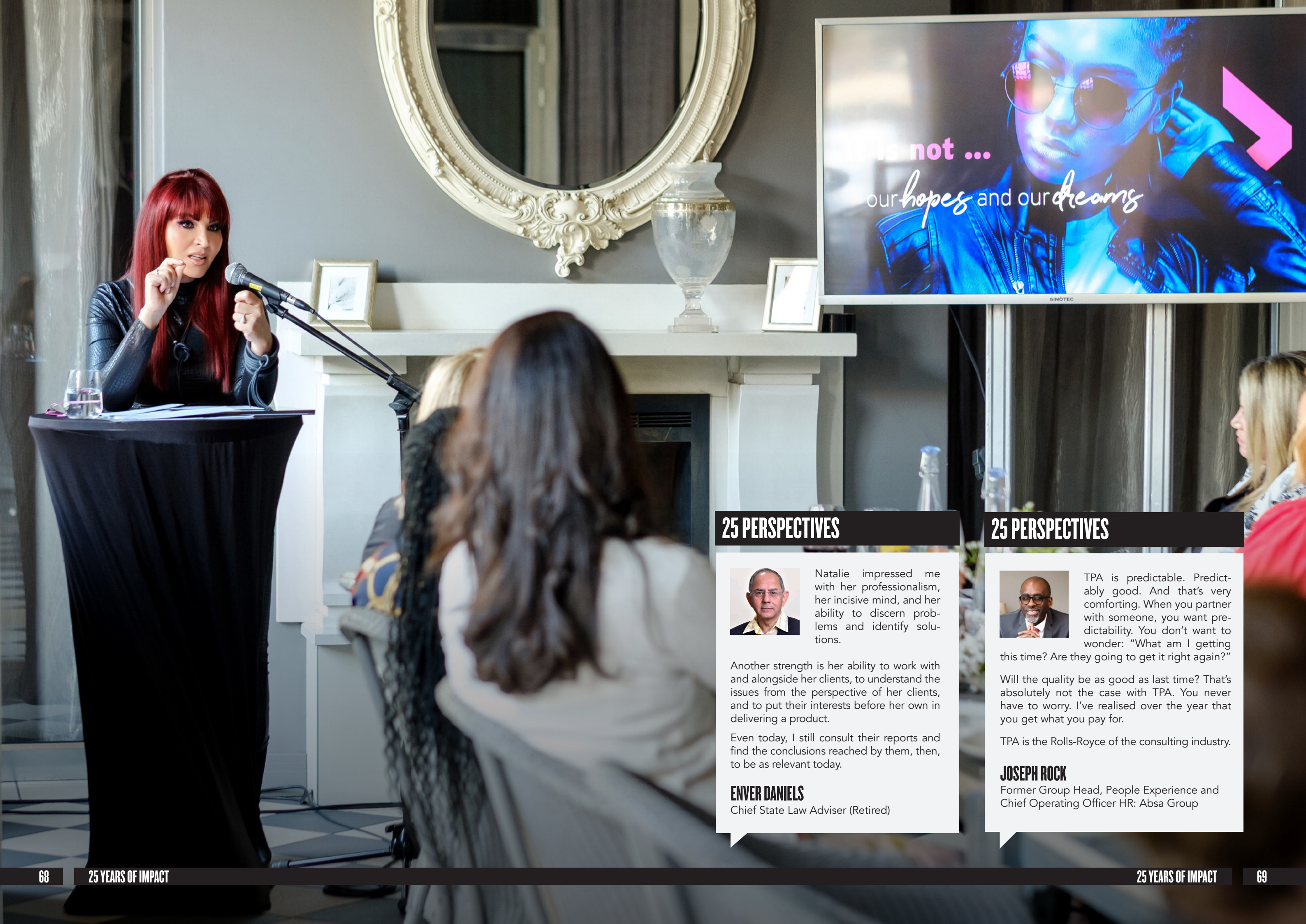
Because the organisations that thrive aren't the ones with the biggest budgets – they're the ones where people know why their work matters, and feel proud to show up every day.

AT OMI, THAT PRIDE IS SUMMED
UP IN JUST FOUR WORDS:

THIS IS MY OMI.

AND IT BELONGS TO EVERYONE
WHO HELPED BUILD IT.





25 PERSPECTIVES



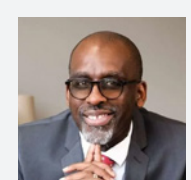
Natalie impressed me with her professionalism, her incisive mind, and her ability to discern problems and identify solutions.

Another strength is her ability to work with and alongside her clients, to understand the issues from the perspective of her clients, and to put their interests before her own in delivering a product.

Even today, I still consult their reports and find the conclusions reached by them, then, to be as relevant today.

ENVER DANIELS
Chief State Law Adviser (Retired)

25 PERSPECTIVES



TPA is predictable. Predictably good. And that's very comforting. When you partner with someone, you want predictability. You don't want to wonder: "What am I getting this time? Are they going to get it right again?"

Will the quality be as good as last time? That's absolutely not the case with TPA. You never have to worry. I've realised over the year that you get what you pay for.

TPA is the Rolls-Royce of the consulting industry.

JOSEPH ROCK
Former Group Head, People Experience and Chief Operating Officer HR: Absa Group



25 PERSPECTIVES



Congratulations on yet another remarkable milestone in your journey!

For the 20-odd years that I have known you, you have consistently led with intention, clarity, and an unwavering commitment to excellence. You rally your team around a shared vision with purpose, passion, and poise, setting a standard for what true leadership looks like.

Your dedication to creating exceptional customer experiences is evident in everything you do. From the curated playbooks and practical Masterclasses that not only empower but also equip, to the consistent integrity with which you represent your personal and company brand.

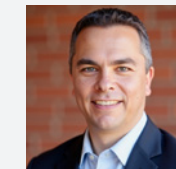
You have built your business with grit, navigating challenges with resilience and capturing opportunities with vision. And through it all, you've remained grounded in your values, never compromising on what truly matters.

I celebrate you, Natalie. Here's to even greater impact, more wins, and continued inspiration. Shine on!

OGOTLHE SATHEKGE

Former General Manager, Group Talent Management & Transformation: Transnet

25 PERSPECTIVES



Natalie, congratulations on 25 years of purpose, impact, and compassion. These are not qualities one often sees together in a business leader. Usually, one dominates – but I've witnessed

all three in you and your remarkable team. Your work speaks for itself: every event, programme, experience or product carries the fingerprint of purpose – intentional, creative, insightful, relevant, and aimed at the heart of the issue. Many say they want to create impact; few do so positively and transformatively. I've seen how your team starts by asking the bigger questions – who are we here to transform, and why?

It's a different starting point than most. And when these questions are asked, the impact spreads further, faster, and deeper than expected. The compassion you bring was one of the first things I noticed. I remember visiting you at the office in Melrose Arch when I wasn't well. You offered to have someone drive me home and later drop off something to help. Who does that? You do – and it matters.

So to you and TPA: more impact, more compassion, always with purpose.

To the next 25 years – onward and upward.

STUART GRIESBACH

Former Regional Manager Director: Duke Corporate Education

Designing a **SENSE OF BELONGING**

In 2022, after almost two decades under the Barloworld umbrella, Zeda reclaimed its own, independent identity. But with independence came a new and urgent responsibility: To define its own culture, and in doing so, take ownership of the future it was building.

THE STAKES COULDN'T HAVE BEEN HIGHER.

As Africa's largest integrated mobility provider – managing over 230 000 vehicles under the Avis and Budget brands – Zeda needed to create an authentic sense of belonging for more than 1 700 employees across 11 African markets.

THAT MEANT SURFACING WHAT ALREADY LIVED IN THE BUSINESS:

The values people held. The behaviours that earned respect. The unspoken norms that said: Your voice matters. You belong here. You are Zeda.

Our role wasn't to invent culture – it was to listen for it. To give it shape, language, and shared meaning.

Through 11 intimate focus groups, Zeda colleagues shared pieces of themselves: The moments they felt proudest. The times they went beyond the call of duty. The reasons they chose to stay when they could have left.

From these conversations, a clear cultural DNA emerged – a way of working, leading, and connecting that was distinctly Zeda.

THE RESULT?

THE FIRST-EVER ZEDA CULTURE PLAYBOOK:

A blueprint that enabled high performance, anchored in true belonging. Because when people see themselves in the culture they're building, they step up, and they take ownership of building something extraordinary.

Culture isn't what's taught.
IT'S WHAT'S LIVED.



Scan here
for the full case study



MOMENTS THAT MATTER

Vodacom's Net Promoter Score had always led the pack. By 2020, however, the signal had dropped. For the first time in years, Vodacom slipped behind key competitors like Telkom and MTN in the one metric that really matters: Customer advocacy.

This was a clear warning sign in an industry where loyalty is hard-won and easily lost.

“The message from customers was simple:
GET THE BASICS RIGHT.”

If Vodacom could deliver on the everyday moments – the moments that make people feel heard, helped, and valued – loyalty would follow.

BUT TRANSLATING THIS INTO FRONTLINE ACTION WOULDN'T BE SIMPLE:



14 000 people



Four vastly different operational environments



No single training channel



No room for time off the floor

**AND YET,
SHIFT NEEDED TO HAPPEN.**

WHAT WE BUILT

TPA partnered with Vodacom to bring **Moments That Matter** to life – a fully digital, high-touch, emotionally resonant experience designed to reach **every person who serves a Vodacom customer** – internal and external – at the same time.

At the heart of the solution was a progressive web app (PWA):

- One platform for shared learning, celebration, and connection.
- Weekly challenges built around newly defined **Vodacom Service Standards**.
- Organisational influencers sharing videos of how they live the standards.
- Peer-to-peer recognition via the in-app **Moment Makers** feature.
- Gamification through points, leaderboards, and progress tracking.
- An active discussion forum to foster community.

This was the start of a **movement** – built for scale, but grounded in humanity.

WHAT CHANGED

- **5 347 registered users** across four business units.
- **206 983 points accumulated** in under 10 weeks.
- **2 136 discussion comments**, 115 replies, 1 496 likes.
- **0% negativity, 100% positivity.**
- **2 552 Moment Makers sent and received**
- And for the first time: **One unified message, in one unified moment**, to every customer-facing employee in the organisation.

The platform engaged **hearts and minds** by avoiding top-down messaging and opting instead for shared ownership, small wins, and a powerful cultural shift that said:

GREAT SERVICE DOESN'T HAPPEN IN THE BIG MOMENTS.

It happens in the hundreds of small ones – the moments that *really* matter.

**EVERYWHERE.
EVERY TIME.
FOR EVERY CUSTOMER.**



Scan here
for the full case study



vodacom



25 PERSPECTIVES



Natalie Maroun is a force – an alchemist of insight, intellect, and deep emotional intelligence. What makes her extraordinary is not just what she knows, but how she moves people and organisations through transformation with clarity, courage, and care.

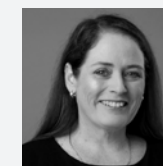
She has helped me overcome mountains – through some of the most painful, brutal projects that tested every fibre of leadership and conviction. In moments when the work felt ahead of its time, Natalie remained steady, holding vision and value with unshakable belief. She has a rare ability to lead a team not just to deliver results, but to deliver dreams – stretching what feels possible while never losing sight of purpose.

She listens between the lines, calls out greatness, and brings order to complexity with humility and power. To be led by Natalie is to emerge stronger, sharper, and more certain of what matters. Her impact stays with you. Always.

ZANI MASHININI

Former Vice President, Human Resources: Walmart

25 PERSPECTIVES



Nats, your leadership is a gift to everyone fortunate enough to work alongside you. Your generous spirit consistently looks for the potential in others, and you go out of your way to create opportunities for them to shine. With grace, you embody true servant leadership, inspiring others through your example.

Your profound wisdom, rooted in a deep commitment to your craft and a passion for lifelong learning, is matched only by your willingness to share it generously – creating a lasting and meaningful impact. You have an extraordinary ability to make others feel valued, heard, and empowered to become their best selves.

Thank you, Nats, for the selfless way you continue to enrich the lives of others.

JENNY MOORE

Founder: Elephant Bush

THE ART OF SERVICE

David Sussman opened his first store in 1983 on what was then Jeppe Street in Johannesburg with a simple but powerful vision: Make every customer matter.

This single-minded commitment would lay the foundation for what would become the JD Group – 11 brands, 1 000 branches, and over 25 000 employees across South Africa.

But with rapid growth came cultural drift. Service, once the heartbeat of the business, had faded. Teams worked in silos. Brand experiences became inconsistent. And the customer no longer felt like the centre of every decision.

JD Group asked for a training programme, but what they needed was a service renaissance – one that could restore pride, unify purpose, and reawaken the organisation's identity, from the inside out.

WHAT WE BUILT

TPA partnered with JD Group to design **The Art of Service** – a five-year cultural transformation that rebuilt service as a daily, visible, measurable way of working. In close collaboration with Exco, senior executives and a dedicated project team, we developed a unified service code and change model.

It was rolled out through immersive activations, team rituals, filmed storytelling, tactile artefacts, and leadership engagements – reaching every level of the organisation.

The shift began at the centre: Head office teams stepped up first, modelling what it means to serve internally, before asking branches to follow. Service was defined by the smallest details – the white gloves of a furniture mover, the tone of a consultant's voice, the confidence of a branch manager – and given room to evolve across diverse customer environments.

WHAT CHANGED

Progress was tracked through the Service Profit Chain, measuring both customer experience and internal service confidence over time. The results speak for themselves:

Employee engagement rose by

27%, reaching **94%.**

Confidence in internal service delivery reached

84%.

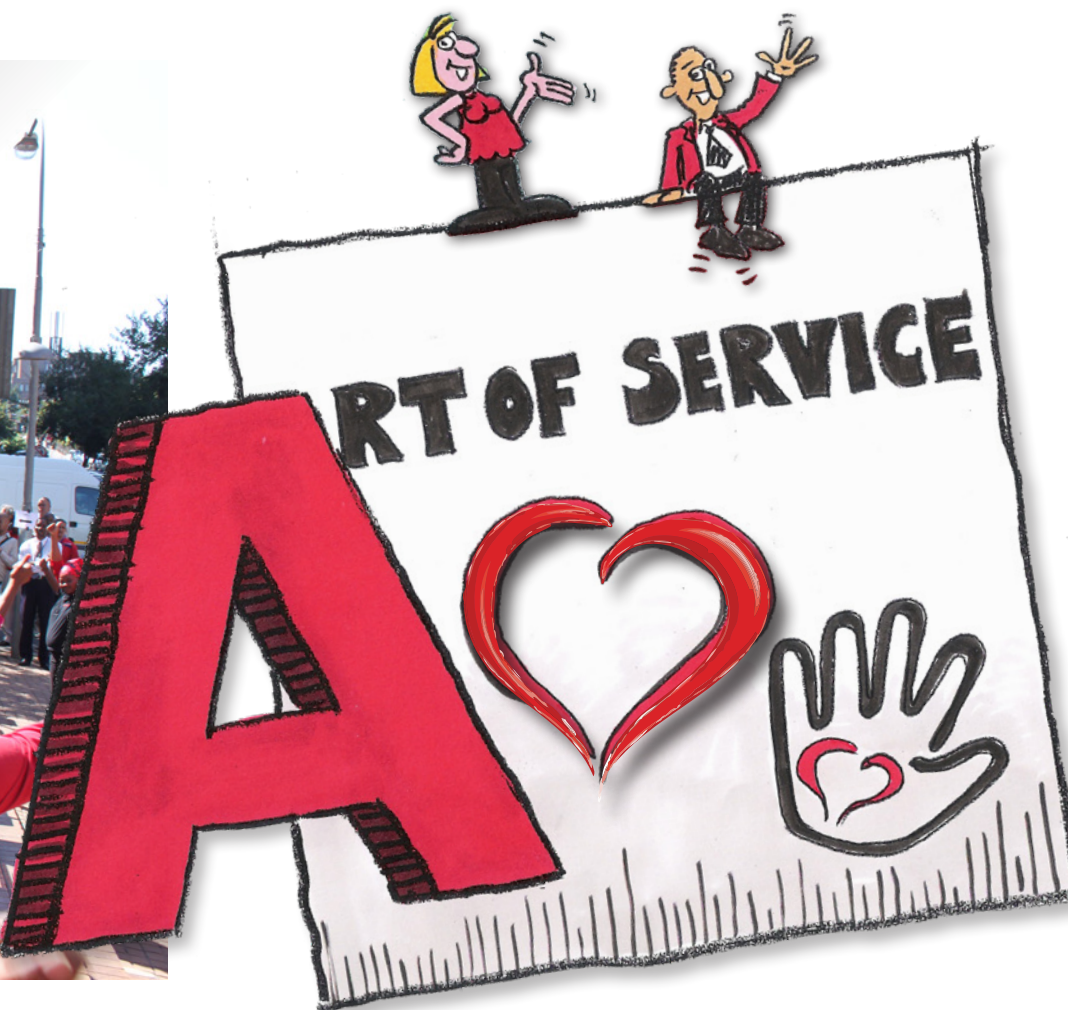
And overall customer satisfaction improved to

84%.



**Pamela Barletta,
JD Group's Human
Capital Director,
sums it up:**

“We became South Africa's most loved across nine of our customer-facing brands. We shifted the hearts and minds of over 26 000 employees – and sustained the organisation in one of the toughest markets we've ever experienced.”



Our journey with the JD Group reaffirmed a simple truth that is as relevant today as when David Sussman opened his first Jeppe Street store: **People will remember how you make them feel. And reward it with their loyalty.**





"Performance matters disproportionately. It is how we change the world for the better."

- Natalie Maroun

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