

Curriculum Vitae

Glen Martin Mansfield

In a nutshell: I am a highly skilled, experienced and educated professional manager. I have been consulting in strategy development and implementation to the public and private sectors in several continents over the past 25 years. I am well-versed in the twin streams of business management (especially strategy) and information technology. A key strength is my knowledge of both. My consulting clients have included the Western Cape Government, World Health Organisation, EU, Sanlam, BP, Cape Town City Council, Medical Research Council, the Sure Travel Group and others. I have also lectured, guest-lectured and created and facilitated many corporate learning experiences. I am the founder of the Strategy Institute of SA an organisation that consults, researches and teaches business strategy for success in the today's complex environment. I graduated with a PhD from Stellenbosch; my research study examined the strategy of online businesses. I now apply and share my experience and knowledge as broadly as possible.

Personal details

<i>Home & postal address</i>	133 Kidbrooke Place, Box 801, Hermanus, South Africa 7200
<i>Telephone</i>	+ 27 (28) 316 4076 / +27 (0)83 282 8410
<i>Nationality</i>	South African (also have UK/EU passport)
<i>Health</i>	Excellent
<i>Languages</i>	Highly proficient in English and Afrikaans
<i>Community service</i>	Active role at all levels of church involvement
<i>Licences</i>	Driver's licence, current, no endorsements

Academic qualifications

<i>University (Stellenbosch)</i>	<ul style="list-style-type: none">University of Stellenbosch: PhD. Business strategy. (Graduated December 2005).
<i>University (UNISA)</i>	<ul style="list-style-type: none">University of South Africa (1971): Masters degree in Business Leadership (MBL). Specialisation subject - Financial strategy
<i>University (UCT) School</i>	<ul style="list-style-type: none">University of Cape Town, BSc (Chemistry) - 1971Hertzog High, Witbank. 1964. Matriculated, first class, university entrance pass [distinction (A) HG science, (B) HG mathematics]
<i>Additional education</i>	<ul style="list-style-type: none">S A National School of Electronics. Diploma in practical electronics – 1974
<i>Managerial courses attended and additional vocational training received</i>	<ul style="list-style-type: none">Performance managementStrategic Management for BankersNegotiation Skills Executive WorkshopPersonal growth and visioning – P SengeStrategic marketing of services, IMD, Switzerland

Personal skills-set

1. Management expertise

The latter part of my corporate experience consisted of senior level management positions in technology and management consulting, marketing, strategy and general management. A key part of my function related to managing projects, more latterly on a formal basis.

2. Personal knowledge-base

- I know the strategy and IT criteria for successful performance today
- Project management, including the application of *MS Project*
- Familiar with performance management techniques
- Information systems applications, technology and management
- People-management; and principles of high-level academic research
- Communication skills (especially technical/academic writing)

3. Strategy advisor/consultant

It is my experience that few organisations know where they want to go and how to get there. Since the early 80's I have been assisting and advising firms in the private and public sectors on setting and meeting objectives aimed at sustainable competitive advantage. In addition to performance enhancement I have also played a pivotal role in commercialisation, corporatisation, acquisition, mergers and disposals.

4. Workshop/think-tank/scenario facilitator

My work has included the personal facilitation of more than 100 strategy-planning related events for the Public and Private sectors. Most of these have been at Board or Executive level. I can facilitate in Afrikaans. I tend to emphasise the following:

- A balanced management of the event, soliciting equal involvement from all participants;
- The preparation of a draft plan in real-time while the event is underway and given to delegates prior to their departure;
- A final document delivered typically within 5 working days; and
- Management developing implementable, achievable outputs.

5. Project management

I managed my first project in 1982 using a HP computer for the Gantt charts. It was completed on time, brief, and below budget. Since then my projects have ranged from technology concept proofs; through Y2K, new business ventures, product launches, financial viability studies; to a major corporate JSE listing. While well-versed in technology application, success I believe, has more to do with an objective, people-centric, team-based approach.

6. Affirmative policy

I endorse the need for affirmative action and subscribe to government policy. I have proven success in working in team situations with my clients, and thus am able to effectively transfer knowledge, skills and expertise.

Employment and experience history (in reverse chronological order)

Function	Organisation	Period (years)	Dates
Founder (and strategy evangelist!)	The Strategy Institute of South Africa	13	2004 - present
Fulltime PhD researcher	University of Stellenbosch	2	2002 – 2004
Self-employed strategy and business and information technology consultant	Goodwill Consulting, Cape Town	10	1992 – 2001
Senior Consultant (IT and Strategy)	KPMG	2	1990 – 1992
Corporate Marketing Executive	Council for Scientific and Industrial Research (CSIR)	2	1988 – 1990
Strategic Planning Manager	First National Industrial Bank	4	1984 – 1988
Senior technical, project management and marketing management functions	Anglovaal Mining and Industrial Group	4 4	1971 – 1975 1980 – 1984
Production Manager	Highveld Steel	4	1976 – 1980

Summarised corporate working experience (in reverse chronological order)

Company	Reporting to	Major achievements
Strategy Institute of South Africa	n/a	<ul style="list-style-type: none"> Currently founder and director of an executive strategy consultancy that focuses on organisational strategy development, research, training and facilitation.
Goodwill Consulting	n/a	<ul style="list-style-type: none"> Established an information, technology and strategy consultancy in a very over-traded and difficult market (Cape Town). Managed several projects in this role. Tendering against the Big 6 and winning engagements. Most clients returning for repeat work.
KPMG	Head of Consulting	<ul style="list-style-type: none"> Financial systems consultant Pioneering Unix, Apple Mac and Netware on single LAN. Strategy consulting to the Cape Town EXCO.
CSIR	Group Executive	<ul style="list-style-type: none"> Strategic transformation from a public sector orientation to a commercial enterprise. Facilitated the technology scenario for SA (later used by government - DTI).
First National Bank	Managing Director	<ul style="list-style-type: none"> Introduction of strategic management processes and transformation with a large bank. Pioneered the development of what-if interest rate models.
Consol Glass	Marketing Manager	<ul style="list-style-type: none"> The first metallurgist to transfer to the Industrial Division of the Group. Marketing of glass containers to the beer and pharmaceutical industry. Budget system and strategic planning
Anglovaal	Chief consulting metallurgist	<ul style="list-style-type: none"> Plant manager, Gold Plant superintendent and Head Office metallurgist. Introduction of information management technical and financial control systems. Rewarded for delivering the best technical performance of the Group.
Highveld Steel	Managing Director	<ul style="list-style-type: none"> Production of electrode paste used by all the ferroalloy operators in South Africa Marketing and technical support

Selected consulting engagements (in order)

The Swaziland Water Services Corporation: This organisation extracts, stores, transports, purifies, supplies and collects water. Its mandate includes preparing, constructing, maintaining and operating supply schemes; and controlling the quality, reliability and availability of water supplies. Assisted, advised and facilitated the development of the 2018 - 2021 strategy thus maintaining the quality of life for millions of citizens

World Health Organisation: Assisted with the development of the first draft AFRO Transformation Agenda for the Africa Regional Office prior to the appointment of a new Regional Director for Africa.

Ministry of Transport (Malawi) : Strategy review, structure and implementation development
Appointed Lead Consultant to provide institutional, financial and strategic management consultancy services to an EU-funded project for the Ministry

Provincial Government of the Western Cape: Infrastructure Delivery Improvement Programme (IDIP): Technical Advisor August 2011; Change enablement specialist, and support adviser, to client Departments and Technical Team since November 2007. From 2012 to 2014 appointed on a full-time contract by National Treasury as Technical Advisor to Provincial Government of the Western Cape Department of Public Works.

South African Medical Research Council: Project manager, consultant and change facilitator of various projects including a 12 month strategic planning and change process redefining the direction of medical research in South Africa; Information Technology Y2K project; Web portal development project; Pharmaceutical data-stream project.

Cape Town City Council Executive Management Committee: Prepared, researched and facilitated the "watershed" strategic workshop that laid many of the ground-rules presently used in the Local Government and Metropolitan transformation process.

CSIR. Corporate Marketing Executive – Involved in a major change management exercise transforming the organisation from a private sector agency into a commercialised consultancy.

BMW (South Africa): Financial, information systems and administration Project Manager at the BMW Pavilion at the Victoria and Alfred Waterfront, Cape Town. Completed on time, within brief and budget.

Sure Travel Group: Technology, strategy and JSE listing consultant.

BP (Southern Africa): Technology/strategy facilitator to Cape Town Head Office.

The Start-Up Fund: Designed, implemented and supported all the computer systems of this Global-First financial institution where many thousands of clients were managed by only one administrator.