

# PROFESSIONAL PROFILE

---



## PERSONAL DETAILS

**NAME:** Portia Heynes

**NATIONALITY:** South African

**CONTACT DETAILS:** +27 82 854 0472 (Mobile)

**EMAIL:** [portiaheynes@gmail.com](mailto:portiaheynes@gmail.com)

**EDUCATION:** Doctorate (Current)  
Executive Programme (SingularityU)  
4MAT Master Instructor (About Learning, Chicago USA)  
Graphic Facilitation (3 Stick Men)  
Transition to General Management (TGM) (Insead Business School France)  
Executive MBA (UCT Graduate School of Business)  
BCOM Banking Management – Damelin/Oxford Brookes  
Executive Programme (Absa Development Initiative)  
Absa Management Programme (GIBS)  
Advanced Marketing Programme (IOB)  
Property Finance (IOB Dip)  
Property Estate Agent

**LANGUAGES:** English  
Afrikaans  
German

---

Portia is a multipotentialite, with many interests and creative pursuits, having worked for local and global companies across multiple disciplines, in cross functional roles and industries. She has an insatiable curiosity for systems thinking, which she has successfully applied in complex organisations. She is a pragmatist and lectures in the field of systems thinking, digital transformation & change, talent management for digital business and personal mastery, by design, to ensure relevance and futurist lens.

Her success in this field can also be contributed to her insights gained through her personal challenges experienced in South Africa, post the boycotts of 1985, by understanding the learning challenges and how exposure to great learning Organisations and interventions can change the world views and mindsets of individuals, within a given context. Her career path and journey was crafted around her personal purpose, defined as “unlocking potential” in individuals and business. Her fundamental belief is that every individual or business has potential which just needs to be unlocked.

Having worked in “Best Companies to work for”, it has provided her with valuable insight into how individuals and business can work synergistically to exceed performance in pursuit of sustainable business, given the impact of the social challenges and the fourth industrial revolution.

Her experience ranges across multiple disciplines, from Strategy, Legislation, Sales, Operations, People, Customer experience and Finance. She is also an entrepreneur in Property and Consulting with skills to design and develop policies, systems and content from conceptual frameworks to implementation. Her role in academia, ranges from Programme Director, Action Learning Coach to designing relevant content for lecturing.

In 2009, she completed the Executive MBA, at the UCT Graduate School of Business where her thesis focused on “employability”, surfacing the socio-economic challenges in South Africa, proposing a systemic learning framework. It was whilst studying at Insead Business School, in Paris, that she was exposed to “What value creation really means”, changing her perspective.

She holds a BCOM, completed the EMBA, and is currently pursuing a Doctorate, exploring a conceptual framework (outside-in approach) toward a systemic employability design, one that can address the mismatch between current views of employability and relevance of skills. This against the background of high unemployment, the COVID pandemic, the impact of the fourth industrial revolution and sustainability of individuals and society at large. She views this as her contribution and legacy.

## EDUCATION

- The DaVinci Institute – Doctorate in Innovation and Technology (Current)
  - Executive Programme - SingularityU (2019)
  - INSEAD Business School France - TGM, Transition to General Management · (2013 - 2013)
  - Graduate School of Business, University of Cape Town – MBA (Executive Master’s in Business Administration), Systems Thinking · (2007 - 2009)
  - GIBS – Absa Management Programme (2001)
  - Damelin/Oxford Brookes - BCom, Banking Management · (1996 - 2004)
  - Livingstone High School - Matric · (1981 - 1985)
- 

## EMPLOYMENT SUMMARY

COMPANY	POSITION	DURATION
Various Universities:	Programme Convenor Programme Director Sessional Faculty/Lecturer Action Learning/Business Improvement Coach	2016 to Current
Upliftment Inspired Consulting	Director	2008 to Current
Sun International	Group Head Learning & Development	2014 to 2020
Vodacom SA	Executive Head: Group Learning & Development Executive Head: Vodacom Academy (Retail)	2009 to 2014
SA Apartments	Director/Owner Property Management & Rentals	2008 to 2017
The LR Group	Managing Executive: Talent Supply & Learnerships	2007 to 2008
Connectivity & CIDA	Director: Contact Centre Training & CIDA Call Centre	2006 to 2007
Absa Contact Centre (Jhb)	Head: Channel Management Head: Training & Quality	2005 to 2006 2004 to 2005
Absa Bank (WC & EC)	Regional Manager: Customer Care & Service Quality	2002 to 2004
Absa Bank Retail & Commercial	Area, Branch and Sales Manager (Commercial & Retail)	1989 to 2002

---

## ORGANISATIONAL ROLES:

### VARIOUS UNIVERSITIES: CONVENING AND LECTURING (2016 to Current)

- Programme Convenor
  - Programme Director
  - Action Learning/Business Improvement Coach
  - Sessional Faculty/Lecturer:
    - Strategy & Innovation
    - Systems Thinking
    - Systems Thinking, Strategy Formulation & Execution
    - Management of Technology, Innovation, People and Systems
    - Digital Transformation and Change
    - Talent Management for Digital Leadership
    - Innovation as a Strategy
    - People Management
    - Diversity & Inclusion
    - Gender/Women in Negotiation (DEI)
    - Diversity, Transformation and Change
    - Negotiation Skills
    - Strategising for Success
    - Leading Self/Personal Mastery
    - Powerskills
    - Leading Change and Organisational Dynamics
-

## **UPLIFTMENT INSPIRED CONSULTING: Consulting (2008 to Current)**

Business consulting:

- Strategy Consulting
  - Leadership Development
  - Executive Coaching
  - Policy development
  - Strategy Design and development
  - Dashboards Development – Strategy to Performance Management
  - Designing and developing Learning curriculum and Learning Management systems
  - Facilitation
  - Presenter and Speaker – various conferences for HR/L&D, Personal Mastery and MC
- 

## **SUN INTERNATIONAL: GROUP MANAGER LEARNING & DEVELOPMENT (2014 – 2020)**

- Stakeholder engagement and relationship building – Internal and External partners including Universities, Contractors
- Design and implementation of a sustainable Learning and Development Strategy and culture to facilitate functional and future capability, aligned to the overall group strategy
- Managing related budgets for training ensuring alignment to BBBEE skills scorecard to meet legislative requirements.
- Implementation and accreditation of curriculum and learning academies, ensuring relevance to business needs
- Implementation of best practice learning methodologies, approaches and systems for ease of access to learning, data integrity and related reporting
- Ensuring relevant Leadership and Management programs and frameworks
- Managing, tracking and reporting of the learning ROI and value creation

**Output:**

- Created a learning culture where employees demanded to be on programmes based on the value experienced by others
  - Designed and implemented an effective Onboarding process across the Organisation
  - Designed, and implemented an in-house foundational Management programme and accredited Leadership Programme with electives, creating a mindset shift around the role of a people leader and self-awareness.
  - Designed and implemented an accredited Coaching programme with a university, articulated to specifically address the educational divide
  - Developed an ROI model to demonstrate the value, increasing spend by learning spend by 700% in 4 years.
  - Designed, developed and implemented a Learning Needs analysis across 15 business units
  - Rebranded and redesigned the LMS and launched the Sun Academy hosting various functional and support academies
- 

## **EXECUTIVE HEAD: VODACOM LEARNING & DEVELOPMENT (2012 – 2014)**

responsible for the design and development of the Learning Strategy for Vodacom Group including Vodacom Stores, Outsource Call centres, Internal Vodacom employees in South Africa and Africa, ensuring aligned to the Vodafone Global Strategy

- Stakeholder engagement and relationship building – Internal and External partners including Universities, Contractors
- Aligning the Group learning strategy to the Global learning strategy.
- Conducting a training needs analysis across the business and delivering solutions, ensuring engagement with all stakeholders and alignment to business and employee needs.
- Development and implementation of Talent programmes i.e., Graduate, bursar and global programmes to support the development of a talent pool
- Ensuring the development and implementation of a centralised Learning model for Vodacom SA as per the Vodafone Global learning model.

**Output:**

- Created a learning culture as employees were engaged and informed on what was available and value experienced.
  - Developed 19 Online learning modules for the Enterprise/Commercial (5-million-rand project)
  - Creation of 7 Learning Academies for all functional areas including technical, sales, converged, management and leadership for future-fit skills. Supported by 9000 online programmes including local and global certification
  - Positioned Vodacom SA as a leader in the global learning space
-

## **EXECUTIVE HEAD: VODACOM ACADEMY (RETAIL) (2009-2012)**

- Stakeholder engagement and relationship building – Internal and External partners including Universities, Contractors
- Responsible for the development of the Learning Strategy for Vodacom retail stores and Call centre- 11000 stores, 36 000 employees
- Repositioning learning and creating a new learning brand in Vodacom, the Vodacom Academy
- Re-architecting the Learning Management System (LMS) to manage the effectiveness of learning, accurate reporting and the hosting of all learning including Online learning
- Developing specific Academies with relevant content and learning platforms enabling access for all franchise/retail employees
- Ensure participation on the Vodacom Retail Council to ensure alignment of initiatives and reporting on progress and or challenges

### **Output:**

- Developed a coaching and learning culture, where individuals with matric only, started to pursue further tertiary studies
  - Presented a business case and obtained approval for a “zero-rated” APN, to ensure that Franchise employees could access learning via the LMS platform with no data cost
  - Developed online Sales and Customer Service modules – Recognition from Vodafone 2 out of 6 best practices globally
  - Created 4 Academies, with content for Instructor-led, Online and mobile learning to meet the capacity needs of the business.
  - Created a business case for learning by reporting on business impact as a result of learning (ROI) using the data from the LMS, which then resulted enforcing the SLA for store compliance
- 

## **SA APARTMENTS: PROPERTY MANAGEMENT AND RENTALS (2008-2017)**

Purchasing and owning properties for rental, initially to GSB students, which then expanded to rental of properties:

- Property management and maintenance
  - Property rentals and management
  - Social media marketing and booking management
- 

## **THE LR GROUP: MANAGING EXECUTIVE TALENT SUPPLY & LEARNERSHIPS (2007-2008)**

Responsible for 2 roles in the LR Group namely:

- Talent Management
  - Stakeholder engagement and relationship building – Internal and External partners including Contractors
    - Responsible to create a pool of facilitators and faculty to support 12 business units in the LR Group
    - Development of system that could match facility or faculty skills and profile to specific business needs
    - Report of success on rollout on projects
    - Ensure relevant systems deployed for resource management and data integrity
  - Learnerships
    - Stakeholder engagement and relationship building – Internal and External partners
    - Management of Learnerships training delivery and implementation
    - Ensure the Learnership business unit is sustainable and profitable.
    - Manage clients and stakeholders to ensure effective and seamless delivery
    - Ensure accreditation and compliance
- 

## **CIDA LEARNING: DIRECTOR CONTACT CENTRE & CIDA CALL CENTRE (2006-2007)**

- Director: Contact Centre
    - Stakeholder engagement and relationship building – Internal and External partners
    - Ensuring sustainability of a business model – creation of revenues and sales pipeline
    - Development of a learning offering to take to market E.g., Learnerships, Leadership & management programmes, Change programmes, Coaching, Product training and Consulting
  - Director: CIDA Call Centre
    - Stakeholder engagement and relationship building – Internal and External partners
    - Establishing a Call Centre for CIDA - startup
    - Engaging with the BPO industry, IDC, Sponsors to pull the Call centre model together
    - Resource the call centre by upskilling the CIDA City Campus students to man the Call centre thereby creating work experience or employment
-

### **ABSA CONTACT CENTRE: HEAD OF CHANNEL MANAGEMENT (2005-2006)**

- Stakeholder engagement and relationship building – Internal and External partners
  - Gatekeeping Absa Group initiatives or campaigns into 42 business lines in the Contact centre
  - Designing and building a capacity/workforce tool to prioritize projects from Group into the Contact centre
  - Engaging with the Group project teams and Contact Centre business change enablement teams to plan, prioritise and communicate to the relevant stakeholders for implementation
- 

### **ABSA CONTACT CENTRE: HEAD OF TRAINING & QUALITY (2004-2005)**

- Managing the Learning & Development Strategy, training delivery and quality for Absa Contact centre across 42 business lines and 3500 call centre agents
  - Ensure engagement with Group and Contact Centre Channel management team proactively to establish training needs on projects being implemented across 42 business lines
  - Implement functional and capability programmes aligned to the Contact centre business training needs analysis
  - Development and implementation of Management and Leadership programmes
  - Ensure Trainers and QA team are equipped with multi-functional skills and capability
  - Development and implementation of the Customer Service strategy to ensure a consistent customer experience Develop a Quality strategy – Framework, metrics, reporting and a coaching culture
- 

### **ABSA BANK (Various other roles held) (1989-2004)**

Positions held namely:

- Branch Manager
- Retail Sales Manager
- Commercial Sales Manager
- Area Manager
- Regional Customer Manager

**Output:**

- Top Sales in Retail and Commercial sales positions
- Pioneering new projects – e.g. the face of Absa in the YOU magazine for Home Loan marketing drive in Western Cape
- Consistently held 1<sup>st</sup> and 2<sup>nd</sup> position for Customer Service for Western and Eastern Cape
- Opened the first Coffee Shop inside the Claremont Branch, which received a National Prestige award and further rollout in Johannesburg
- National Leadership Award
- National Innovation Award
- Nominated and completed a prestigious development initiative (ADI) for future leaders, where only 28 employees were selected from 30 000 employees across Absa. This was a 3-year programme with high engagement with the Absa CEO/Exco on their commissioned projects