CIMA and The Hackett Group, Inc. (NASDAQ: HCKT) have announced the first ever formal career development programme for the Global Business Services (GBS) and Shared Services sector following an announcement of their strategic collaboration earlier this year. The Association of Certified Global Business Services Professionals is a formalisation of this collaboration.

Building on the jointly-branded Global Business Services qualification launched in April, the programme will introduce two new levels over the next year, each with a qualification and corresponding designation. At each level, the newly-developed syllabus teaches the skills and competencies required by employers to achieve the highest standards of excellence. The three tiers will now be: the Certificate in Global Business Services (CGBS), available immediately, replacing the Global Business Services qualification; the Diploma in Global Business Services (DGBS) available in quarter two of 2016, designed for students at managerial level; and the Advanced Diploma in Global Business Services (ADGBS) available in quarter three of 2016, for students at an executive level.

Participants in these programmes will also have access to a new knowledge centre, where materials such as case studies, frameworks, and other resources will be available to support their learning.

Better employee talent management drives better company performance

- **DEMAND MANAGEMENT** - GBS workforce needs to be flexible and knowledgeable to meet varying customer demand for services and the challenges of the job.
- **RECRUITMENT** - Having an attractive value proposition provides an edge in competitive GBS locations.
- **TRAINING** - Is valued by employees, increases competencies, improves morale and productivity and the ability to add value to business customers.
- **RETENTION** - Effective talent management reduces uncontrolled attrition, lowers costs and provides more consistency in customer service.
- **CAREER DEVELOPMENT** - Active preparation for career development to move people from role to role and business to shared services and vice versa.
- **SKILLS** - Skills and competencies over and above technical skills are essential to successfully manage interactions with clients and deliver customer excellence efficiently.

**Return on Equity (ROE)**
48% higher

**Net Profit Margin**
13% higher

**Return on Assets (ROA)**
17% higher

**EBITDA**
13% higher
and performance metrics from The Hackett Group, CIMA, and other organisations will be made available. The centre will support participants through exams and life-long learning.

Ted Fernandez, Chairman and CEO of The Hackett Group said: “The GBS world is changing rapidly, moving beyond a focus on single functions and transactional work to offer an integrated approach to business services, and a focus on more knowledge-centric skills such as strategic thinking and analysis, data modelling, people management, and change management. Our new programme is designed to help support that evolution, enabling GBS leaders to equip their staff with the skills and knowledge they need to succeed.

“Those training programmes provide value in many ways,” said Ted. “For GBS leaders, our training and certification offerings provide ammunition to convince senior management that they are ready to take on more responsibility. They are also an excellent way for GBS organisations to recognise top performers, and improve retention of key staff. For GBS staff, this represents an exceptional opportunity for development, and to improve career mobility.”

Charles Tilley FCMA, CGMA, Chief Executive of CIMA said: “CIMA supports members and students in 179 countries through our intensive and rigorous training, practical education and continuing professional development services. We are proud to be applying our expertise now to the GBS sector. GBS professionals need to have the right competencies and insight to provide a sophisticated, strategic service that the sector needs. We have helped boards and management teams around the world bring together the information they need to inform strategy formation and execution and we will be supporting GBS organisations as they seek to do the same.

To coincide with the launch of the lifelong learning programme, The Hackett Group is making available for download on a complimentary basis, with registration, its most recent GBS research paper: “World-Class Global Business Services and the Talent Imperative” http://bit.ly/1gqt3jg

The research shows that world class GBS organisations offer managers and clerical staff nearly three times the training hours of typical companies. Professionals are offered nearly twice the training hours.

For more information on the career development programme, please visit www.cimaglobal.com/gbs.

RESILIENCE-BUILDING
TIPS TO HELP YOU PERFORM UNDER PRESSURE

In a high pressured situation many of us tend to lose focus, or as performance coach Mark Sheasby describes “our brains turn to scrambled eggs.”

In a recent presentation, Sheasby outlined some ways professionals can build resilience and improve performance under pressure, whether in an interview, presentation or delicate negotiation.

He developed techniques based on his experience in high-pressure situations as a police firearms commander in siege situations and has used these to help police negotiators, athletes and business people. Although the stakes for these groups of people might be different, the principles remain the same.

1. Practice building rapport
Rapport is key, says Sheasby: “when you have rapport you can influence people.” He said: “Listen to people and try to understand the world through their eyes. Find something that interests them such as a hobby and get them to talk about it. Once they are talking, you are building rapport. You can use it to work with people who disagree with your position, and influence them.”

In a conflict, listening to what someone is saying can also reveal that person’s beliefs, which can help you overcome their objection.

2. Be clear about your ideal outcome
In a pressure situation it is vital to have and retain a clear idea of what you want to achieve. However, in the heat of the moment, people tend to skip this basic step. Said Sheasby: “We often think of the problems that might happen if we don’t get something done, rather than the desired outcome. The goal you have in mind should be framed in positive terms, focusing on what you want to happen, rather than what you are trying to avoid.”

3. Manage your state
For effective communication, the non-verbal signals we send need to be in line with our message. But when we allow ourselves to panic those signals start telling a different story. Managing your state of mind helps you to remain calm.

4. Remember that adversity is temporary
Ultimately, how you react to events conditions your resilience. It is important to bear in mind that the challenge we face is temporary, specific to a particular incident, and is not a judgment on our self-worth. To illustrate the importance of how we frame things, Sheasby gave the example of a business fighting for survival: If the CEO says to staff: “you could all be out of work in six months unless we turn this situation around.” He or she has focused everyone’s mind on the prospect of losing their jobs. This creates reactions which are not conducive to the organisation’s survival such as staff deserting what they perceive to be a sinking ship. Alternatively the CEO might say: “Let’s be honest, we have some real problems, but just think how proud we are going to be in six months when we have turned this around. And looking around me now, I know that this team has the skills to do exactly that.” By changing the structure of the language, this statement makes the problem temporary and implies that the employees have the strengths to succeed, creating a different response to the same adversity.

THE SKY IS THE ONLY LIMIT FOR THOKOZANI SHABALALA

At the age of 25, Thokozani Shabalala has become one of the youngest ACMAs in South Africa.

“I am over the moon about my achievement; being one of the youngest associates in South Africa, with a professional body which continues to define the requirements of a financial qualification at the heart of business,” says Thokozani.

Thokozani joined CIMA in 2012 as a gateway student having already achieved a BCOMM degree accounting specialisation from the University of Kwa-Zulu Natal and quickly earned his ACMA in July 2015.

After completing his studies he engaged in vacation work for both Toyota and PWC. As part of his bursary agreement he needed to be exposed to both environments in order for him to make an informed decision between CIMA and the chartered accountant profession. He chose the CIMA route and Toyota where he spent over two and half years during which two were as a graduate trainee and the rest in the cost control department.

In just a year of completing a BCOMM honours in accounting from the Nelson Mandela Metropolitan University (NMMU), Port Elizabeth’s Nathan Hofart has completed the CIMA professional qualification.

Last year, 25 year old Nathan wrote five CIMA exams while completing the first of three years of his articles and the first of two board exams required to become a chartered accountant. He passed his sixth and Final CIMA exam this year while engaged in an academic traineeship programme – an initiative available to top students.

Says Nathan on how he balances his life and studies: “I feel it is something you have to consciously make an effort to do. Making time for studying, exercise, family and church formed the foundation of what I have been able to achieve. Having a great ‘boss’ in Johnathan Dillion was a great help too.”

REWARDING STUDENTS

CIMA is rewarding you with a discount off your 2016 subscription fee when you sit two or more exams before 31 Dec 2015.

Details at http://bit.ly/1OF5KGJ

The more exams you sit, the more rewards you will earn!
This year CIMA celebrated 60 years in South Africa. This coincided with the institute celebrating its 96th anniversary as the largest and leading professional body for management accountants globally.

The institute was formed in 1919 by Unilever founder, Lord Leverhulme. Originally named the Institute of Cost & Works Accountants, the organisation continually re-invented itself to what we know the institute to be today. In South Africa the institute was formally established in 1955 with its first office in Johannesburg.

Today South Africa is the third largest market for management accountants globally and CIMA South Africa has become a model against which other offices around the world and across Africa were created.

In August CIMA President, Myriam Madden and Executive Director of Education, Noel Tagoe participated in a roadshow across South Africa to connect with members and students to honour this momentous achievement. Here are some of our favourite moments in quotes and pictures:

"I realised the value of my CIMA at 65 years old when I was looking for a job."  
Alan Crichton  
Past President of the South Africa Council

"Six decades of success in South Africa"

"As business partners we aim to provide relevant and insightful information that improves decision making, and this needs to be done in an environment of trust."  
Brett Clark  
Finance Director Customer Division at Unilever SA

"Business success hugely depends on trust."  
Myriam Madden

"CIMA leaders create value and invoke a sense of willingness among those they lead."  
Dr Noel Tagoe

"CIMA's female leaders are punching above their weight."  
Myriam Madden

"Since I joined CIMA 17 years ago, it has been a pleasure to see student and membership numbers grow by over 1000%. CIMA is a strong brand and its attractiveness to the youth of South Africa continues to increase. Our output of members cannot keep pace with employer demand. The future is bright."  
Samantha Louis

"Today 60% of members and students in South Africa are black. CIMA has been actively involved in facilitating transformation in the accountancy profession in the country especially in the last decade."  
Alfred Ramosedi  
Past President of the South Africa Council

Maryvonne Palanduz received a CIMA bronze medal in recognition of her invaluable contribution to CIMA having chaired the Africa Regional Board, served on several policy committees, acted as a brand ambassador for the CIMA qualification as well as played an important role in the Western Cape branch.
NEW APPOINTMENTS IN THE REGION

Chike Anyaegbunam is the new Business Development Manager based in Nigeria. He brings to the position over seven years work experience in business development and relationship management in production and financial services.

Lebogang Nkwane has been appointed as a customer services officer based in the Johannesburg office. Having trained and worked in customer services, Lebogang brings over six years working experience in customer facing positions.

ROUND-UP

Email: Please contact GTLI directly for full details of their course offerings.

Illovo, Johannesburg. With their highly qualified and experienced facilitators, GTLI has developed an innovative training approach. GTLI is part of Grant Thornton Johannesburg, one of the world’s leading organisations of independent assurance, tax and advisory services.

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Students Pye – Nigeria
Established in 1986 by a group of professionals, PYE has grown to become one of the leading financial tuition houses in Nigeria. With committed professional lecturers and well equipped facilities, they are committed to the success of their students.

Having recently obtained CIMA accreditation PYE will now be offering full time and part time tuition for the CIMA qualification at their campus in Yaba, Lagos. The CIMA Course Leader, Mr Akeju, FCMA CGMA is a longstanding CIMA member, who is committed to advancing the qualification in Nigeria. Please contact Students PYE directly for full details of their course offerings. Tel: +234 (0)80 3502 9239 | Email: studentspye@yahoo.com

Grant Thornton Learning Institute (GTLI) – South Africa
GTLI is part of Grant Thornton Johannesburg, one of the world’s leading organisations of independent assurance, tax and advisory firms. Their newly accredited GTLI will be offering face to face tuition for all subjects on the CIMA program at their facilities located in Illovo, Johannesburg. With their highly qualified and experienced facilitators, GTLI has developed an innovative training approach. “We recognize that not all learners will be at the same level and therefore customize our programmes to accommodate the needs of all our learners for each session”. Please contact GTLI directly for full details of their course offerings. Tel: +27 (0)10 590 7200 | Email: matilda.ramabulana@za.gt.com

Afrique

NEW PROVIDERS IN AFRICA

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EVENTS ROUND-UP

ZIMBABWE ANNUAL ACCOUNTANTS CONFERENCE

From 27 – 30 August the Zimbabwe Branch held its annual business conference at the Kingdom Hotel in Victoria Falls for all accounting and finance professionals in Zimbabwe.

The conference focused on redefining how business is done looking at issues of employment, liquidity and the high cost of doing business in Zimbabwe.

Speakers from private and public sectors including Victor Nyassulu, Chairman of the CIMA Africa Regional Board, unpacked key topics such as creating enabling environments for sustainable enterprises, customer centricity, identifying growth opportunities and entrepreneurship and the impact of the new Public Accountant and Auditors Act on the profession.

IN THE REGION

PER AND MEMBERSHIP APPLICATION SESSIONS HELD

As part of CIMA’s role to support students’ progress through the CIMA qualification, Practical Experience Requirement (PER) and membership application sessions were held in Cape Town, Johannesburg and KwaZulu-Natal.

The session presented guests with guidance and information on the relevant practical experience required for membership, the process of completing the application as well as tips on what the assessors look for when they review applications later on in the year.

FOR YOUR INFORMATION

The industrial age changed the way businesses competed. This required accountants in business to become more professional. The post industrial age then shifted the emphasis from manufacturing to services and from cost to value. It required management accountants to take on a broader remit and to consider a wider range of performance measures.

Now, in the digital age, management accountants are engaging in providing new forms of management information to support decision making and performance management.

This digital revolution or ‘Big Data’ is again changing how businesses compete. It is already changing how some businesses are managed by providing new information for decision making.

For this reason, the Western Cape Branch recently held a session on big data to help managers, accountants, analysts and business intelligence practitioners harness the power of big data to improve their businesses as well help them become active role players in response to the big data revolution.

More information on big data research, jargon and news is available on: www.cga.org/Resources/Reports/Pages/insight-to-impact-big-data.aspx

Students receive advice on the membership application process
MANAGEMENT ACCOUNTING ON AIR

CIMA recorded the eighth and last episode of its CNBC management accounting series for 2015 on 6 October at the CNBC studios in Sandton, Johannesburg.

Hosted by one of CNBC Africa’s top financial journalists, David Williams the episode examined the topic of cost transformation within the Global Management Accounting Principles. The episode looked at how management accountants can analyse value generation processes and provide value chain efficiencies through transformation and continuous improvements by identifying cost drivers.

During the recording attending CIMA members got the opportunity to pose questions to our panel of experts and add their views on the topic.

To view this or any of the past episodes in the management accounting series visit: http://bit.ly/1MT60mj

Are you unsure about how to prepare For the 2015 CIMA syllabus?

Our exam-focused courses will prepare you for the 2015 syllabus exams and include online computer based mock exams

FAT Training is a Johannesburg based CIMA Premium Learning Partner that specialises in strategic level tuition for the objective test and integrated case study exams

To register go to our website and click on “Register Online”, or send us an e-mail.

dates to diarise

Nigeria Annual Dinner 14 OCT 2015
Radisson Blu Anchorage Hotel, Nigeria

Ghana PER and Membership Application Workshop 15 OCT 2015
British Council, Ghana

Data Analysis & Modelling workshop 15/16 OCT 2015
Rainbow Towers, Harare

Mauritius Annual Dinner 20 OCT 2015
Coral Azur Beach Resort, Mauritius

IFRS update 21 OCT 2015
The Maslow hotel, Johannesburg

Western Cape Annual Dinner 22 OCT 2015
Pigalle Restaurant, Cape Town

Free P2 revision workshop 24 OCT 2015
Harley Reed SA, Johannesburg

Botswana Pass CIMA first time 31 OCT 2015
Botswana Accountancy College, Gaborone