# Q&A

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### Industry dynamics and the South African landscape

**In your view, how does having diverse viewpoints at the negotiation table tangibly impact the outcome or strategy of a major transaction?**

Diversity is incredibly important, not only in high-stakes negotiations, but also in the everyday running of a business. When people come from similar backgrounds, they often see risks and opportunities in similar ways. We tend to speak from what we know, so when the room is not diverse, the strategy is limited by a narrow set of experiences and viewpoints.

In major transactions, diverse viewpoints help teams challenge assumptions, identify blind spots, and think more creatively about risk. In a world where business challenges are constantly changing, the ability to bring diverse lived experiences and perspectives into the room is no longer a 'nice to have'; it is essential for better decision-making.

**Deal-making requires intense relationship building. How do you establish trust and credibility quickly with stakeholders who might be set in traditional ways of doing business?**

I have found that the starting point is to see people as human first. No matter how senior or experienced someone is, they are often shaped by family, childhood experiences, friendships, and the values that have anchored them over time. Understanding those value systems is powerful in transactions because deals are not only about numbers; they are also about trust, judgement and confidence.

People often lean on traditional ways of doing business when they are entering unfamiliar territory. In those moments, credibility is built through consistency. For me, being a woman of my word matters. Stakeholders want to know that the person they trust with their ideas, ambitions or wealth is reliable. I try to demonstrate that in every interaction.

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### Navigating the deal room

**South Africa's macroeconomic climate has thrown plenty of curveballs over the last few years. How has your approach to structuring deals evolved to mitigate these local risks?**

Within the aviation sector, it has been important to look beyond the obvious challenges and understand what continues to drive demand. Rising fuel prices, inflation and pressure on disposable income all matter, but they do not tell the full story.

People still fly for deeply human reasons: to attend a graduation, help family prepare for a coming-of-age ceremony, visit a long-distance partner, or shake hands on a business deal where a Teams call simply will not do. If you focus only on the headwinds, you risk missing the underlying resilience in the market, potentially leaving value on the table.

As a result, my approach to structuring deals has evolved to balance caution with conviction. We have to recognise the risks, but also understand the behaviours and needs that continue to support the sector.

### Personal reflections and integration

**How has your definition of success changed from when you were an ambitious graduate to who you are today?**

When I was an ambitious graduate, success was strongly linked to external validation – the 'gold stars' from leaders, peers and family that told me I was on the right track. Today, I define success as the ability to face things I fear head on and reap the rewards of growth.

Success is being willing to confront the things that intimidate me, learning through that process, and creating value not only for myself, but for others.