



Dr Dewald Scholtz

**Organisational Psychologist,
Leadership Development,
Organisational Effectiveness,
Talent Management, and
Change Leader specialist, HR
Director**

Academic Qualifications

**Doctor of Psychology (DPsych) –
Industrial Psychology**

*University of Johannesburg
Atlantic International University (2012)
Dissertation: The Development of a
Personality-Based Risk Assessment
Instrument*

**Master of Business Administration
(MBA)**

*Wits University (1996)
Dissertation: The Identification of
Entrepreneurial Traits and
their Psychometric Measurement*

Master of Arts (MA) – Psychology

*University of South Africa
(UNISA, 1994)
Dissertation: The Facilitation of
Self-Actualisation*

**Post Graduate Diploma in
Information Management**

University of Johannesburg (2001)

Electives:

- Information Economy
- Information Systems
- Internet Infrastructure
- WWW Enterprise

EXECUTIVE SUMMARY

A highly accomplished and purposeful senior HR leader, business psychologist, and change management expert with over 30 years of experience leading large-scale transformations across diverse industries and global markets (Africa, Middle East, Europe, USA). Proven ability to align HR strategy with business objectives, driving significant improvements in organisational performance, employee engagement, and leadership effectiveness. Expertise spans the full HR spectrum, including organisational development, talent management, leadership development, cultural transformation, and HR technology implementation. Seeks a challenging leadership role (Director of Organizational Development, CHRO, or Director – HR Transformation & Change Management) where strategic vision, global experience, significant business understanding, and a data-driven approach can deliver substantial value.

• Human Resources Leadership	25+ years
• Leadership Development Executive	20 years
• Senior / Lead Consultant	25+ years
• Executive Assessment & Development	20 years
• Organisational Development & Effectiveness	20 years
• Change Management	20 years
• Rogerian T- group facilitation	20 years
• Senior Management	17 years
• Project / Programme Management	17 years
• Strategic Planning	15 years
• Industrial Relations	15 years
• Marketing	9 years
• Financial Management	12 years

INTERNATIONAL EXPOSURE

Africa: Ghana ([Goldfields](#)), Namibia (RCC)

Middle East: ([People-Tree Group](#)), Saudi Arabia & Bahrain ([Kimberley Clark](#)), Jeddah ([Amiantit](#))

Europe: Italy & Germany (Sasol International)

INDUSTRY EXPOSURE

Education, Consulting, Mining, Agriculture, Fisheries, Multi-media, Financial Services (Investment, Insurance, Advisory), Energy, Aviation, Manufacturing, Construction, Telecom, Standards bodies, Military & Psychology practice.

TECHNICAL SKILLS

- Full suite of Microsoft 365, MS Project, SAP, Documentum, Legato, Oracle, Agile tools, Psytech suite, SHL suite etc.

LECTURING & TUTORING

I have **1.5 years of full time and 6 years part time experience in higher education**, specializing in **teaching and mentoring at MBA and Doctoral levels**, delivering advanced coursework in **business psychology, leadership, and organisational development** while guiding research and executive-level learning.

- Adjunct Faculty at **Westford University College** since **March 2023**
- Currently Senior Faculty and Course leader (Facilitated 2 CCCU MBA courses). I have extensive lecturing experience in the higher education sector, delivering

ACCREDITATIONS:

MBTI: Myers Briggs Personality Type Indicator

CPA: Practitioner: Career Path Appreciation
(Brunel Institute, UK – Bioss)

DDI: Development Dimensions International

WricS:

Counter-productive work behaviour measurement

Psytech Suite: Full suite of instruments

Job Grading:

- Peromnes, Patterson, SST & Hay

Change Management Practitioner:

- ADKAR Methodology, Kotter, etc.

Project Management: Prince II, PMBOK, etc. (working knowledge)

Agile Owner

multi-disciplinary courses at advanced levels at Westford, including MBA and doctoral programs, with a strong focus on **business psychology, leadership, and organisational development.**

- Training, Viva Voce internal and external assessor.
- Developing course material.
- Facilitate 15 doctoral researchers/Lecturing to DBA students on Research issues in Contemporary Management.
- Da Vinci University (2019 – April 2023): Supervision of two doctoral students/lecturing to Doctoral and MBA students on Strategic topics and Entrepreneurship/Intrapreneurship.
- Unisa SBL MBA Programme (2021): Creativity and Change lecturing
- University of Johannesburg: (2017 – 2020) Organisational Development lecturing.
- Kaizen Business College: International Marketing (2016)
- College Campus: HR and IR. (2016)
- BMT College: Developed and designed NQF aligned training courses (2016)

Professional Experience:

Sea Harvest

(Multinational Fisheries Group)

2018 – 2020

Role/Title:

International HR Strategy & OE Programme Lead

Specialisation:

Global HR Strategy,
Transformation & Change,
Organisational Effectiveness,
Group Talent Management,
IR Policy development

Recognised for:

- Project management and presentation skills, including experience with developing, leading, implementing and evaluating the effectiveness of HR projects and procedures.
- Demonstrated ability to model appropriate professional, ethical and collaborative behaviours consistent with the responsibilities of this position

GWK (Agricultural sector)

2017 - 2018

Role/Title:

HR Talent Management Lead

Specialisation:

OD & Team Development

Recognised for:

- Encouraging and accepting constructive

DTS Psychology, Johannesburg (2001 – Present)

SEA HARVEST: ROLE SUMMARY

- I worked as an International HR leader within a major multinational organisation, with specific experience related to international operation locations.
- Provided strategic and operational leadership in planning, developing, implementing, promoting and evaluating the effectiveness of the organisation's HR strategies, procedures and initiatives.
- Directly supervised the Human Resources Managers within each location and function.
- Successfully managed and drove operational excellence and the planning and execution of major change initiatives towards the delivery of global transformation, Agile owner.
- Sole provider of assessment services, assessment centres and selection functions for this business with the aim of placing people in the right roles and forming cohesive teams.
- Accountable for administering collective agreements and company policies, including representing the company in the grievance/arbitration procedures.
- Managed change and developed effective approaches to enhance and improve organisational culture and climate.
- Conducted needs analysis for new HR policies and programs, presented recommendations to the executive team to meet corporate culture and commercial goals and objectives; and implemented these programs effectively.

GWK: ROLE SUMMARY

- I provided a full assessment and selection function to drive talent management and team optimisation for the Human Resources department of this organisation, ensuring role and talent alignment.
- Built a strong mentorship framework to bridge the gap between assessment and training to embed desired competencies and team-centric behaviours.
- Developed team cohesion through training, coaching and team building interventions, including Agile principles.
- Oversaw the talent management and development of the Human Resources team at individual, team and departmental levels.

feedback and acting accordingly

Murray & Roberts (Mining)
2015 - 2017

Role/Title:
Project Management Lead Consultant

Specialisation:
Organisational Design & Development

- Provided SME leadership to positively manage direct reports and motivate peers to build effective team relationships across the department.

MURRAY & ROBERTS: ROLE SUMMARY

- I was tasked to create an over-arching project management office to oversee all projects in this organisation, based on Agile principles, including other methodologies and tools.
- I embedded a best-in-class competency framework with all supporting tools and resources.
- Developed the project management office structure, roles and reporting metrics focusing on effective reporting and performance management collateral.

Careers 24
(On-line National Recruitment Provider)
2014 - 2015

Role/Title:
Lead Talent Management Consultant

Specialisation:
Talent Management
Assessment & Development

CAREERS 24: ROLE SUMMARY

- I provided a full assessment function, measuring group cohesion and assessing individuals at all levels in the organisation.
- Post-assessment coaching and therapy was provided as required.
- Skill shortages were identified and development tailored to building talent within the organisation.
- Selection and promotion of internal personnel successfully to the most suitable roles and positions, taking development needs into consideration and building competence through in-house and on-the-job coaching and mentoring.

Media 24 (National Print Media House)
2012 - 2014

Role/Title:
Lead Talent Management Consultant

**Developed a world first
bespoke computer based
behavioural assessment tool**

MEDIA 24: ROLE SUMMARY

- Conducted research to document the prevailing culture, developed a questionnaire, conducted interviews and conducted desk research.
- Developed a world first bespoke computer based behavioural assessment centre tool, providing a real-time, experiential business simulation.
- Successfully restructured the Human Resources Department, utilising psychometric instruments, role definition and skills and competence matching.
- Developed and implemented the talent management pipeline strategy which successfully, provided a talent pool for promotion, nationally.
- Coached all executive team members, senior editors and editors (100).

Third Circle Investments
(Financial Services)
2005 - 2015

Role/Title:
Advisory Board Member

**Article published in the Financial
Advisor News, June 2014,
highlighting the MAP instrument I
authored**

THIRD CIRCLE INVESTMENTS: ROLE SUMMARY

- Authored an investor risk assessment tool based on personality traits. Tests show an 85% minimum accuracy rate ([Third Circle](#), Money Anchor Profile).
- Provided the organisation with a strong competitive advantage in the investment market, by combining Psychology with the best-in-class internal financial advisory skills (the team included leading economists in S.A.)
- Grew the investment book to outstrip Alan Grey and other competitors in the market at the time.
- Led the development of psychological analytical skills across professional senior financial advisor groups, ensuring client assistance of the highest calibre, and became a shareholder of this organisation.

Old Mutual / MIM Consulting
2011 - 2012

Role/Title:
Learning & Development Strategist

Specialisation:

OLD MUTUAL: ROLE SUMMARY

- Obtained board-level approval for a new Learning and Development strategy.
- Engaged with all senior stakeholders in the organisation, building trust and negotiating Learning and Development future outcomes and processes.
- Assessed training needs across the organisation utilising various methodologies.
- Developed a strategy to take the organisation into the future and address all

Stakeholder Management
Strategy Development

Gold fields / Mandala Consulting

(Mining - Ghana)
2011 - 2011

Role/Title:

Lead Change Management Consultant

**Large-scale culture change
Impacting 7,000 individuals**

Sasol / Accenture (Petroleum Diversified)

2010 - 2011

Role/Title:

International Human Capital
Communications Consultant

Specialisation:

Stakeholder Management
Strategy Development
Organisational Effectiveness
Talent Management

Impacting 30,000 employees

People-Tree Group (HRC)

2008 - 2011

Role/Title:

Lead Consultant (Middle East)

**Grew this organisation, now
based in the USA**

ACSA (Aviation)

2009 – 2010

Role/Title:

HRC Project Management Lead

Amiantit (Pipe Manufacturer)

2007 – 2008

Role/Title:

Talent Management Consultant

RCC (Road Construction Company)

Namibia

2007

Role/Title:

HR General Manager

Ministerial and cabinet-level

training, coaching and development needs.

GOLD FIELDS INTERNATIONAL: ROLE SUMMARY

- Met the challenge of developing a cultural change strategy that could reach 7000 mine workers, supervisors and managers.
- Changed senior stakeholder perceptions and expectations and aligned leadership action towards a full organisational culture change.
- Developed and facilitated Change Resilience training aimed at all levels within the organisation.
- Successfully utilised macro team interventions in this challenging environment to embed a new organisational culture.

SASOL INTERNATIONAL: ROLE SUMMARY

- Stakeholder engagement to resolve 17 SAP customised applications across the USA, Italy and Germany, impacting 30,000 employees.
- Assessed the impact and led the communications role within the Human Capital Module of the project, with specific focus on Europe.
- Led the identification of long-term organisational objectives in partnership with senior leadership.
- Implemented HR interventions needed to meet the short and long-term growth strategies.
- Executed best-practice initiatives for core HR policies and programs, including succession and career planning, performance management, learning and development, talent acquisition, onboarding and employee retention.

PEOPLE-TREE GROUP (US): ROLE SUMMARY

- Catapulted this organisation on a growth path, taking it beyond South African borders and embedding core skills in the Middle East and the USA, where it is now based.
- Developed tools and methodologies in the Talent Management, Succession Planning and Performance management fields, transforming the Business Consulting model to outstrip the original scope of the business.

AIRPORTS COMPANY OF SOUTH AFRICA: ROLE SUMMARY

- Built the resource planning model in preparation for the 2010 Soccer World Cup.
- Exclusive building of an on-line career development and progression tool for this project, ensuring the correct capability and capacity skill set for this project.

AMIAANTIT (SAUDI ARABIA): ROLE SUMMARY

- Developed an end-to-end talent management strategy and solution.
- Applied Leadership Development and Management Development interventions, utilising the tools developed in line with the Talent Management Strategy.

RCC NAMIBIA: ROLE SUMMARY

- Oversaw the successful turnaround of this parastatal organisation by applying significant focus on capacity building and development strategies applied to engineering specialists, whilst re-engineering the organisation as a whole.
- Successfully managed the stakeholder relations function at ministerial and cabinet level through ongoing liaison to right-size the organisation.

stakeholder management, full turnaround to profitability

SAB&T / Ubuntu Holdings

2006

Role/Title:

HR Development Lead Consultant

Cell C (Telecommunications)

2005 – 2006

Role/Title:

Leadership Development & Turnaround Senior Consultant

Merger and turnaround resulted in a 17% Operating profit increase

NOSA (Safety Standards Body)

2003 – 2005

Role/Title:

Human Resources Director (Interim)

Saved from liquidation

Inergy (Plastics Manufacturing)

2002 – 2003

Role/Title:

Human Resources Director (Interim)

Doubling in size quarterly

SMALLER PROJECTS

- Morvest Consulting
- Netcare (Medical)
- Government Printing Works
- Kimberley Clark (Paper)
- Steinhoff (Diversified)
- Samqarz & Tendele Mines
- Fox Hornibrooke (Building)
- HBT (Construction)
- Virgin Mobile (Telecoms.)
- Business Connection
- BHP Billiton
- De Beers

- Saved the organisation from closure by successfully implemented a culture-change programme and significantly growing profitability.

SAB&T: ROLE SUMMARY

- I laid the basis for the Human Resources aspect of the AltX listing of SAB&T Ubuntu Holdings.
- Achieved all strategic targets, strictly measured by directors, in performing the subsequent HR Development function across all branch personnel groups.

CELL C: ROLE SUMMARY

- Established a Leadership Development Centre responsible for all assessments and business simulation interventions in re-structuring and merging the operator and service provider companies, for Gemini Consulting.
- Coached all executives, senior managers and succession candidates whilst leading a team of senior consultants to achieve the turnaround strategy.
- Successfully achieved a full strategic and financial turnaround of this organisation, realising an increase in revenue and operating profit of 17%, achieved in one year.

NOSA: ROLE SUMMARY

- Achieved full turnaround of this organisations, which was in danger of being liquidated, by successfully managing the restructuring process.
- Provided a full advisory function across the leadership of the organisation and drove and developed the business metrics dashboards, providing forecasting capabilities and strategic insights in bringing this organisation back to health.

INERGY: ROLE SUMMARY

- 35 blue-color staff recruited monthly.
- Contracted through Craigendal, I managed the solution modelling and strategic planning function, this organisation was doubling in size quarterly.
- Successfully coached and provided counselling where required, using Achievement Network results. Ran Agile project implementation.

DTS PSYCHOLOGY: ROLE TITLES

- Assessment, Talent Management & Leadership Development
- Senior Change Management Consultant
- Senior Change Management Consultant
- Senior Change Management Consultant & Ex-pat Remuneration
- Strategy Development & Implementation Lead Consultant
- Talent Management Lead Consultant
- HR Development Lead Consultant
- Lead Company Launch Consultant
- Leadership & Executive Development Consultant
- Senior Change Management Consultant (SAP)
- Senior Change Management Consultant (Documentum, Legato)
- Senior Change Management Consultant (SAP)

Deloitte & Touche clients:

Pfizer Pharmaceuticals
SARS (S. A. Revenue Service)
Netcare Hospital Group
Department of Water Affairs
Gensec
Munich Reinsurance
Liberty Group (Financial Services):
Large-scale migration from Hay Grading to
Broad-Banding
Stanlib (Financial Services): Full
organisational re-engineering
implementation

**Consulted to over 40
organisations over 11 years
in SA and internationally in a
senior capacity for 21st Century**

Specialisation:

Negotiation skills
Leadership
Financial consulting
Stakeholder management
Marketing

**Accredited by the Brunel
Institute of Organisation and
Social Studies in the UK, as a
CPA Practitioner**

Recognised for:

Successfully introducing modern Human
Resources practices and successfully
managing the full restructuring of a
business unit within Alexander Forbes

Deloitte & Touche (Human Capital Corporation)

Senior Talent & Assessment Consultant:

- Assessment Centre portfolio work, utilising world leading DDI technology for Executive and Management levels across the public and private sectors.

**21st Century Business and Pay Solutions
(biggest in Africa)**

Lead/Senior Consultant: (Contract – 11 Years) 2001-2011

- Job Evaluation, Job Grading & Broad-Banding.
- Remuneration strategies, skill and competency-level pay structures.
- Performance management systems.
- Alternative reward systems, incentive schemes, fringe benefits.
- HR Training, Conditions of employment, HR Policies and procedures.

**DBD Business Advice (Pty) Ltd (Business
Consulting)**

Managing Director: (2000 – 2001)

- Led a team of 25 professional consultants and two directors in this new organisation in the financial consulting field.
- I structured deals and developed the business focused on the SMME market, providing financial and business consulting services
- Drove business growth through creating relationships with potential investors, financiers, CEO's and influential stakeholders in the banking, venture capital and financial sectors of the economy.

Alexander Forbes

Regional Director Gauteng: (1998 – 2000)

- Led the Small/medium Commercial Business Unit (branded CareTaker), strategically developing the brand and exploiting new market segments.
- I was responsible for Business Development, Acquisitions, Client Retention and all negotiations with insurers, including the purchase of smaller brokers.
- Ran this net retained brokerage (NRB) with a profit centre of R100-million.

Human Resources Director: (1997 – 1998)

- Facing the need to position this business, I embraced the task of strategic and tactical planning, job profiling and leadership development programmes.
- Designed and managed the process of full business restructuring, updated the remuneration system and implemented a performance review system.

Implemented new labour relations legislation and introduced psychometric testing at Wesbank

Previous Roles:

Wesbank: Human Resources Manager (1995 – 1997)
SANDF: Psychologist (Integration of 3 defence forces)