

MONIQUE VISÉE

CA(SA), EMCC EIA, iEQ9 Integrative Enneagram Accredited Practitioner

Driver of Transformational Change

Introduction

Solutions-oriented leader able to translate conceptual strategy into tangible, rapid execution. Experienced in driving large-scale, complex change initiatives while prioritizing the customer journey. Empowering mentor and facilitator supporting leadership transitions, team cohesion, and high performance. Former COO in Investment Banking with expertise in strategy execution, client journeys, digital transformation, operations, and crisis management across multiple sectors.

Key Skills

- Leadership
- Facilitation
- Executive mentor and coach
- Decision making
- Organisational & management skills
- Creating motivated, high-delivery teams
- Operational risk
- Business resilience
- Strategic execution
- Client centric
- Client metrics
- Analytical
- Data management
- Project management
- Logical thinker
- Influence

Professional Background



Monique Visée - Stanford

Facilitation and Mentoring Jan 2025 to Date

- Compassionate mentor focused on supporting leaders through transitions and helping them break free from self-limiting beliefs.
- Passionate about guiding personal growth through hands-on learning, reflection, and self-discovery.
- Adapts coaching to meet each client where they are, empowering them to drive their own progress.
- Experienced in bringing teams together to execute strategies, cross-functional alignment, and build high-performing teams.
- Create a space for teams to align, collaborate, and achieve meaningful, impactful results.

Farming in Harmony (Pty) Ltd - Stanford

Director & Farm Manager Jan 2024 to Date

- Lifestyle farming leveraging regenerative practices for lavender and a vineyard.
- Actively involved in the conservation of local fynbos and alien vegetation removal.
- Managing ongoing farm activities.

Rand Merchant Bank (RMB) – JHB

Chief Operations Officer Jan 2023 to Dec 2023

Client Groups & Corporate Transactional Banking

Report to RMB EXCO with 10 direct reports:

Counterparty Operations, Client Service, Traditional Trade Operations, Product Enablement, Solutions Enablement, Human Centered Design, Executive & PA

- Accountable for operational management and performance while driving the strategic (digital) change mandate
- Translate strategy into change initiatives
- Enable execution of delivery across projects (Waterfall or Agile)
- Build out sustainable capabilities
- People leadership, talent and performance management
- Crisis management / business resilience
- Budget creation and management
- Drive operational excellence
- Project management
- Governance to operating standards/policy



Highlights

COVID 19

Managed operations through the COVID19 crisis. Set teams up to do their jobs, held daily stand-ups to meet client and business requirements and continue operations.
2019 to 2022

Data Centre outage

No systems for one week. Managed business and client requirements throughout this period
2018

Riots in KZN

Managed and organised teams during the chaos of the riots. Ensured security coverage, secure movement of legal documents between sites, food parcels, secure travel for staff etc.
2021

Landed several large key projects

New Technology Platform for Lending
New Operating Model for Lending
Trade Operating Model
Enterprise-Wide case management
2017 to current

Education

Obtained ACMA designation

Chartered Information & Management Accountants
2008

Obtained CA (SA) designation

South African Institute of Chartered Accountants ("SAICA")
2006

CTA (Hons)

University of Natal
2002

Bachelor of Commerce (Accountancy)

Completed degree in 2 years
Bond University
2001

Professional Background cont.

Strategic Projects (examples)

- Banking Division Operations & Tech Restructure: Merger of Corporate Bank and IBD Ops & Tech into the banking division, with a people impact of 210 (no retrenchments)
- Digitalisation of the Corporate and Institutional Structured Lending Platform, across the banks enablement areas. Value c. R250m
- Delivery of service operating model
- Building Client MIS (Management Information Systems)
- Implementation of the Client Relationship Management Capability (MS Dynamics c. R150m project)
- Enterprise-wide sales platform: Drive orchestration for sales/solutions to clients as a digital experience

Chief Technology & Operations Officer Sept 2019 to Dec 2022

Banking Division

Reported to Divisional Head of Banking (EXCO member, now the CEO of RMB). Overall staff of 160, including 9 Direct reports:
Product Enablement for Lending, Transactional Management for Lending, Middle Office for Lending, Trade Product Enablement, Human Centred Design, Chief Information Officer (technology) for Banking division, Service Suite – Account & Channel Support, EA and PA.

- Accountable for technology, operations and change mandate across Investment Banking Division, Corporate Transactional Banking and Coverage model, with a budget of approximately R420m (\$29m)
- Provided thought leadership to define, drive and communicate a clear digital, technology and operations vision and strategic roadmap to support business strategy and operational requirements
- Managed and directed functional operations, data and technology, to meet business performance requirements, financial goals and principles across Investment Banking and Corporate Banking products
- Utilised industry knowledge, technical expertise and business acumen to provide a healthy platform and "future proof" technology and operations architectures, to maintain and support the transformation of the business to meet business drivers, market agility and regulatory changes
- Global product ownership on platform, with responsibility across Africa (Nigeria, Mauritius, Botswana, Namibia, Ghana, Eswatini, Lesotho, Zambia, and Mozambique), including a presence in London for operations and technology
- Provided leadership to internal and external stakeholders, developed engaged, innovative, high-performing teams



Courses

The Innovative Technology Leader (ITL)
Stanford University, San Francisco 2018

Agile Training

PWC 2018/2019

Neurosemantics Coaching Programme

RMB Coaching Course 2017

LEAD by Greatness Coach

Lapin International 2016

Executive & Management Coaching Course

University of Cape Town 2024

Mentoring Academy Foundation Course

Clutterbuck Coaching & Mentoring

International 2024

iEQ9 Integrative Enneagram

Accredited Practitioner Level 1 2025

Languages

English – Highly Proficient

Afrikaans - Conversational

French - Conversational

Memberships

SAICA

(South African Institute of Chartered Accountants)

EMCC

European Mentoring & Coaching Council

Committees

Chairperson of Trade COE EXCO

Corporate Segment Group EXCO

Marketing & Communications EXCO

Operations EXCO

Corporate Transactional Banking EXCO

RMB Client EXCO

Operations, Data & Technology EXCO

Intengo Advisory Board

Customer Enablement EXCO

Professional Background cont.

Chief Technology & Operations Officer May 2014 to Aug 2019

Investment Banking Division

Reported to Head of Investment Banking division.

Accountable for 90 staff and 4 direct reports.

Product Enablement for Lending, Transactional Management for Lending, Technology for Lending, and a PA.

- Responsible for the bank's operational technology. Ensured all systems up and running, licenses, cyber security, manpower etc. Managed a change budget of R120m (\$8m)

Head Of Statutory, Tax & Compliance Aug 2011 to Apr 2014

Reported to CFO of Investment Banking division.

Managed team of 10 whom performed the statutory accounting, tax and company secretarial functions of 260 entities within the FirstRand Group.

- Daily administration of companies in lieu of companies act requirements
- Managed 4 audit firms and coordinated the audits of the 260 entities
- Prepared quarterly Board packs and Audit Committee meetings
- Ensured proper corporate governance structures in place
- Trustee member of the RMB Pension and Provident Fund

Alexander Forbes Financial Services - JHB

Branch Head: Coastal Accounts Dec 2006 to Jul 2011

Reported to the Head of Fund Administration. Managed 35 staff.

- Managed the full accounting function of a portfolio of 180 pension and provident funds
- Responsibility for the budget and financial progress of 'Administration Services' division, which included 40 cost centres
- Participant in the SAICA Retirement Fund and Financial Services Board sub-committees, for associated projects such as regulation 28 requirements

Specialist Accountant Apr to Nov 2006

Tuffias Sandberg KSi – JHB (Incorporating Chartfords)

Article Clerk & Audit Manager Mar 2003 to Mar 2006

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