

FOUNDER & CEO, THE STRATEGIC THINKING PARTNER | CHAIRMAN, CCX CONSULT NETWORK

Iemraan Kara

Strategy, AI-Shaped Work & Executive Decision-Making Adviser

Strategy & Executive Soundboarding

AI-Shaped Work & Human-AI Collaboration

Leadership & Behavioural Insight

360 Assessments, Audit & Benchmarking

Regulated Financial Services Advisory



How I help clients

Iemraan helps CEOs, EXCO teams, founders and senior leaders make sense of complex problems before they become expensive programmes. His work combines strategy, executive soundboarding, leadership and behavioural insight, customer operations, and AI-shaped work to sharpen decisions and move from intent to practical action. He is particularly useful where the issue cuts across functions, the answer is not obvious at the outset, or leadership needs a trusted partner to frame the problem, test assumptions, align stakeholders and bring in the right specialist capability.

360 assessments, audit & benchmarking

As part of independent CCX and specialist consulting teams, Iemraan contributes to 360° assessments, diagnostic audits and benchmarking of contact centres, customer operations and service environments. His lens connects people, process, technology, governance, customer experience and operating-model performance, with a focus on identifying the real constraint, prioritising remediation and translating findings into practical 30/60/90-day improvement pathways.

Sectors & geographies

Primary sectors: financial services, banking, insurance, investments, BPO/GBS, contact centres, customer operations, regulated service businesses and higher education.

Geographic focus: South Africa and Africa, with particular relevance to Southern Africa and selected West African engagements, supported by wider international exposure.

How I complement the CCX network

Iemraan is best deployed at the front end of ambiguous, cross-functional or leadership-intensive briefs. He helps frame the problem, establish decision logic and align executive stakeholders before, or alongside, deeper specialist work in contact-centre design, BPO/offshoring, service excellence, process optimisation, technology, workforce management or standards. This makes his role naturally complementary in multi-consultant CCX assignments where the network needs to hunt in packs rather than duplicate capability.

Selected experience & project examples

- University of Johannesburg: change management and organisational development facilitation supporting the UJ 2035 Strategy, together with strategic team alignment and planning interventions.
- Fractional Key Individual: retained FAIS / FSCA oversight and regulated advisory support in a live operating environment.
- International BPO: facilitation supporting organisational design, growth changes, leadership alignment and strategy-to-execution.
- ISP environment: 360° assessment, diagnostic audit and benchmarking of a service/helpdesk operation, including people, process, technology, customer experience and operating-model findings.
- Medical scheme / administrator environment: contribution to a 360° customer service and contact-centre assessment and benchmarking review.

Measurable outcomes & scale

- Led 1,200+ staff across digital, broker, captive and outsourced sales and service environments in prior executive roles.
- Led teams that ranked in the top three nationally for NPS for 10 consecutive years in a major banking and insurance environment.
- Business lead for a R3.7 million contact-centre / VoIP platform implementation in an investment administration environment.
- Recent ISP diagnostic work has included an operating environment of approximately 190 FTE and about 80,000 monthly customer interactions.

Qualifications & academic profile

- Registered doctoral researcher in Leadership, University of Pretoria, focused on how AI-shaped work may be reshaping leadership work, judgement and coordination.
- Master of Philosophy in Management: Leadership in Emerging Countries, University of Johannesburg.
- Master of Business Administration, MANCOSA.
- Postgraduate Diploma in Leadership Development, Stellenbosch Business School.
- Bachelor of Arts (Psychology, Sociology, Anthropology), University of the Western Cape.
- International Executive Development Programme: General Banking, Henley Business School.
- Certificate in Artificial Intelligence in the 4IR and Certificate in African Insights, University of Johannesburg.

Professional designations & regulatory standing

- Fellow, Institute of Bankers South Africa (FIBSA).
- Associate, Insurance Institute of South Africa (IIISA).
- FSCA Key Individual and Representative; RE1 and RE5 completed.
- Fractional Key Individual and FAIS licensing advisory capability.

Industry leadership & thought leadership

- Chairman, CCX Consult Network.
- Member, Interconnected Contact Centre Consultants' Association (ICCCA).

- School of Technology Advisory Board Committee Member, Regenesys Education.
- Judge, BPESA Alchemy Awards 2024; Judge, Innovation Den for Insurance 2023.
- Published work on accommodative leadership and Afrillennials in the South African work context.
- Current doctoral research examines AI-shaped work, leader-as-practice, algorithmic management, middle management and human-AI collaboration.

Contact via CCX Consult Network

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