

**From:** Bianca Smith  
**To:** [Clive Angel](#)  
**Bcc:** [Ben Burnand](#)  
**Subject:** Reasons for my resignation  
**Date:** Saturday, 19 March 2016 5:58:00 AM

---

Hi Clive,

In a working environment, people are very quick to say “Don’t take things personally”. Frankly, that statement has no merit when your commitment to your work is defined by the risks that you personally absorb for your leadership.

So, this is a personal letter to you. Clive, I have viewed you as my leader in this organisation. My values result in me supporting my leadership almost unconditionally, when I believe in them.

My resignation is personal, because I have taken risks, and endeavoured to continue taking risks and support you. Our relationship can be summed up as a square peg in a round hole, and I cannot support you nor the company further.

In the 5 months that we have been working together I have yet to experience you asking me for my opinion on any operational matter nor proactively engaged in discussions that will have impact on TMC. Based on the way that our relationship has unfolded, I do not believe that we operate as a team but rather, I am expected to execute instructions. Bluntly, our working relationship is the most dis-empowering that I have experienced in my career and demonstrates no acknowledgement of the competence and value that I can bring to this company.

My strengths, experience, ability, loyalty and competency have yet to come out in this organisation because through you, my opinion, recommendation and views are not requested.

You are unaware of what motivates me nor what causes concern because our discussions are me receiving instruction and feedback from you. I have tried to establish a relationship with you, with no success.

I am not arrogant, aggressive, egotistical nor dogmatic. So, out of respect of your time, I will not push issues. I expect that my leader will invest time in establishing relationships with the people that are committed to supporting him. You have invested no time in me, other than delegating and instructing. If TCP simply needs people to work on instruction and not think, you have employed the wrong person.

If our relationship was more respectful and transparent, my perception towards the issues listed below would have been dealt with, within the boundaries of a trustworthy relationship and in all likelihood, not even perceived as risks. With a good relationship, I would almost blindly support you as my leader.

So, since our discussions are always, you talk and I listen, email is the only method of correspondence to get my views across.

I will not be pursuing my career growth in Trillian for the following reasons:

1. After 5 months, the only mechanism available to demonstrate value towards

employees has not been established. On my agenda, you have to appreciate that my remuneration negotiations with you was never borne from a place of greed – I depend on it to support my family. I took a risk at the time, largely at the back of trust in Tony. I believe in the opportunity, but have very little faith that leadership who do not care for my opinion, will care to put my interest first. Trillian has shown their hand – this is not a priority. In 5 months, this should have been a priority to retain and motivate me and knowing that I took on this job for the incentive. How long can I be expected to work on faith? For me, that time has come and I am done. And to be clear, this is not about the BU and team. I am not the team – I am the leader of that team with very specific expectations on reward informed by my perception of risk. However, you are not aware of these, because you haven't invested time to find out.

2. The risks associated with this position, and specifically the with the shareholders of this company, are exceptionally high. Succinctly put – my career would be over if there was ever a public association between myself, Mo Bobat, Guptas and/or Salim. These risks are not worth taking without having sight on reward, so I am not prepared to absorb them anymore.
3. Originally, I thought that this job would culminate in networks that could be leveraged post my tenure at Trillian. Its obvious to me now, that those networks will be politicised. Although not much, my humble career history has been established on bloody hard work and integrity. I would rather have a future career defined by those attributes than a politically connected one. So, from my side, this job in effect is more detrimental to my future and the networks that will come from this position, are not networks that I will willingly leverage in future.
4. Owing to the nature in which we get business, the risk of exposure and reputational damage is more than I can absorb. I am not silly to know that contact with the Eskom executives, people in CoGTA and other companies are precarious. I find it most inconsistent that I am the conduit to get work done with these individuals yet still get your instruction on what to say, when to say it and via which medium. The last I checked, I can manage my own relationships, be part of discussions in which the 'rules of engagement' are determined and trusted enough to execute against them even in the most precarious situations. I am more than someone who gets the tail of discussions and then is responsible for the high risk and high exposure work to get things moving. I am resigning because I do not believe that you are looking out for me through these risky relationships. I do not trust the manner in which you are managing my exposure to them. I do not trust that you see these risks in same light that I do. I feel very confident that you don't trust me with these sensitive relationships. We are not operating as a team towards these issues and I therefore, will not continue.
5. I carry the legal liability and risk of the Directorship and am expected to hand over authority on actions that govern that responsibility! Are you serious? That is the single most significant action that demonstrates how dis-empowering my position is, and how you don't trust me. If you and leadership want to issue instructions, you take the risk. My complete leadership team has shareholding in TCP, you and their risk-reward profile is different to mine, so please know that I will not be legally responsible for other people's actions. If my leadership expects this of me, my reward has to be of such a

nature that my family will be supported in the event that I am not able to do it. This reward structure has not been approached as a priority although the risks are immediate. I will not be absorbing this risk any longer.

6. I am not included in any discussions that impact operations and I have to react to your and leaderships judgement towards this, which is not always aligned to operations. Have you ever considered that the single biggest priority for me in setting up TMC was in fact a company profile? Did you ever take the time to understand what I believe are the most critical risk mitigations factors towards our relationships with Mck? Do you know that I actually have a very strong view on this? I can act on the instruction to poach Letsema people ... but who deals with the consequence? Do you know what the comprehensive consequences are?

It's with regret from my side, that this has not worked out.

I have tried, but my efforts alone will not rectify this. I am no arrogant to think that should expect an investment from you, so I'm not.

Bianca