



Q&A

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What was your first deal or transaction like, and what did you take away from it?

I could write a book about the transactions I have had the privilege to work on, but I choose to reflect on my first public transaction because it shaped me in ways I'll never forget.

It was an intense and eye-opening experience, marked by several rigorous demands from both the client and potential investors. It pushed me to my limits by testing my resilience, attention to detail, and my ability to perform under pressure.

Through it all, I gained invaluable insights – not only into the technical aspects of the deal, but also with respect to the importance of collaboration.

I learnt that nothing compares with the power of a strong team, that experience is irreplaceable, and that no matter how challenging a transaction may be, it will eventually come to an end. And when it does, nothing beats the feeling of knowing your transaction has gone through and has been officially announced. It is a moment of pride, accomplishment and relief.

Have you faced any gender-based challenges or biases in your career? If so, how did you navigate them?

Contrary to most people's expectations, some of my biggest cheerleaders in the M&A space have been men who have not only achieved remarkable success in their own careers, but who have also broken glass ceilings in their own respect.

They have played an instrumental role in my career trajectory by offering guidance, affording me opportunities to deliver on high-impact and career defining transactions, and actively speaking about my contributions. They have also provided me with direct and constructive feedback, which has helped to position me for long-term success. I remain indebted to them for the incredible trust and mentorship they continue to extend to me.

This experience has reinforced the importance of paying it forward. As a result, I have become intentional about actively identifying potential within my own teams, and creating opportunities for them to contribute meaningfully and grow.

What's the hardest lesson you've learnt, and how did it shape you?

One of the hardest lessons I've learnt in my career is that not every client wants to hear the details or red flags of a transaction. As advisors, it is not enough to simply identify issues, we must also be attuned to how we communicate them.

Reading the room, understanding the client's perspective, and presenting the findings in a thoughtful and solution-oriented manner is critical. Not only must we highlight the risks, we must also propose viable paths forward.

This key learning has shaped the way I apply myself on projects and navigate complex situations. It has also taught me how to lead with insight and tact while being intentional about how I engage with my clients and guide difficult conversations.

Have your views on work-life balance changed over time?

At the start of my career, I was focused on achieving the elusive work-life balance. But, as I mark a decade in my professional journey, experience has taught me that life is less about balance and more about integration and acceptance. There are times that work will follow me home, and times when family becomes part of my workday, and that is okay.

Embracing this perception has also allowed me to lead with greater empathy and extend grace in everyday interactions by recognising that we all navigate complex personal and professional realities.

How do you mentor or support other women entering the field?

I am intentional about cultivating individual, unique and meaningful connections with women breaking through the M&A space. I also share experiences from my own journey (both wins and setbacks) in a way that is relevant to them, so that they can learn, grow and draw strength from those experiences.

I also advocate for them to create systems and processes that support their long-term success. In addition, I often remind them that tough times don't last, and no challenge should ever be wasted.

Further, I make it a point to be available to them as a trusted sounding board, offering them support as they navigate key decisions and opportunities.

What keeps you motivated on tough days?

As a mother, I strive to set a strong example for my daughter, so that she grows up believing in her ability to overcome challenges. The nature of M&A work can be extremely demanding, but appreciating the significance of the opportunity to serve world-class clients, and the fact that my work plays a pivotal role in protecting shareholders' interests and driving sustainable value – whether through job creation, wealth management or bridging social gaps – keeps me going. 🌱

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