



**THE AGA KHAN UNIVERSITY**  
GRADUATE SCHOOL OF MEDIA AND COMMUNICATIONS

# TRANSFORMING LEADERSHIP FOR 21ST CENTURY AFRICA



# TRANSFORMING LEADERSHIP FOR 21ST CENTURY AFRICA



## Dean's message

We live in an era of accelerating change and unprecedented complexity. Organizational strategies today will be obsolete — if not self-defeating — tomorrow. Success requires agile leadership and intelligent communication.

That is why the Graduate School of Media and Communications at the Aga Khan University (AKU GSMC) is proud to offer an extraordinary opportunity to sharpen two of the most vital skills demanded by these challenging times. In November 2017, we welcome the first cohort of senior leaders — in business, government, civil society and media — to a new and pioneering suite of courses, **Transforming Leadership for 21st Century Africa**.



Hosted by the AKU GSMC in Nairobi, this unique offering is comprised of two back-to-back courses.

*Adaptive Leadership for Africa: Chaos, Complexity and Courage*, delivered by the John F. Kennedy School of Government at Harvard University, Executive Education (HKS Executive Education), helps executives exercise leadership amid uncertainty with skill, purpose and effectiveness.

*The Voice of Leadership: Inspiration, Influence and Impact*, delivered by the AKU GSMC, empowers leaders to speak and act with clarity, vision and authenticity. The fundamental premise: the success of any initiative or enterprise depends as never before on high-quality, maximum-impact communications. Executives who fail to recognize this imperative will be left behind.

If you are a motivated leader – committed to your own and Africa's future – this program is for you.

*Michael Meyer*  
*Founding Dean, Graduate School of Media and Communications*  
*Aga Khan University in Nairobi*



# Are you a highly motivated executive?

**Transforming Leadership for 21st Century Africa** is an exciting new suite of courses designed to equip you with the skills, mindset and communication expertise to better lead your organization – and Africa itself – in our increasingly complex and rapidly changing world.

Hosted by the AKU-GSMC in Kenya, this unique offering brings together two world-class programs: *Adaptive Leadership for Africa: Chaos, Complexity and Courage* delivered by HKS Executive Education; and *The Voice of Leadership: Inspiration, Influence and Impact* delivered by the AKU GSMC.

The two courses offer face-to-face, on-line and project-based learning modules spanning a five-month period.

Both courses have been customized to address the most pressing problems and deepest challenges facing Africa's leaders. On completing both components of **Transforming Leadership for 21st Century Africa**, participants will be able to confront their own leadership challenges with confidence and insight and communicate their vision for maximum impact.

## Who should attend?

The program is intended for senior executives in public, corporate and non-profit organizations who meet the following criteria.

- You are a proven or emerging senior leader with a minimum 10 years' experience.
- You are responsible for leading others and making mission-critical decisions.
- You have a personal leadership challenge that you wish to address during this program.

# Are you committed to shaping Africa's future?

- You are looking for a unique experience with the opportunity to reflect, to connect with yourself and to re-examine your leadership in a global context.
- You are fluent in English.

## Benefits

**Transforming Leadership for 21st Century Africa** offers the expertise of AKU GSMC and HKS Executive Education, to offer you a unique learning experience that will change the way you think about leadership and communication in your professional and personal life. The benefits of these programs include:

- Exploring new methods of tackling leadership and communication challenges of contemporary Africa
- Developing insights about your own leadership and communication approaches and techniques
- Learning how to deploy story-telling to improve your communication to lead and motivate others.
- Becoming part of a global network of leaders from a professionally and geographically diverse class and faculty

## Certification

Upon successful completion of **Transforming Leadership for 21st Century Africa**, participants will be awarded the certificate for *Adaptive Leadership for Africa: Chaos Complexity and Courage* by the HKS, Executive Education, and the certificate for *The Voice of Leadership: Inspiration, Influence and Impact* by the AKU GSMC. To be awarded these certificates, participants must successfully complete the full suite of offerings.

## TRANSFORMING LEADERSHIP FOR 21ST CENTURY AFRICA

*Adaptive Leadership for Africa: Chaos, Complexity and Courage*

November 5-8, 2017

March 13-14, 2018

*The Voice of Leadership: Inspiration, Influence and Impact*

November 9-10, 2017

March 12, 2018

Online modules and self-directed learning from November 2017-March 2018

Tuition for the suite of courses is \$5900

How to apply:  
[www.akumedia.aku.edu](http://www.akumedia.aku.edu)

For more information contact:  
[info.gsmc@aku.edu](mailto:info.gsmc@aku.edu)

# ADAPTIVE LEADERSHIP FOR AFRICA:

The first offering in this suite of courses is brought to you by HKS Executive Education. *Adaptive Leadership for Africa: Chaos, Complexity and Courage* offers a transformative opportunity to learn how to exercise leadership with more courage, skill and effectiveness.

While most leadership development courses focus primarily on building a distinct set of skills and tactics, *Adaptive Leadership for Africa* goes beyond this framework, pushing you to think seriously about your deepest assumptions and most strongly held values.

It also encourages you to examine how your ideals, principles and beliefs may have limited you in the past. By challenging you to look deeper than quick-fix, short-term solutions, you will gain the tools and knowledge necessary to examine the competing commitments, strategies and loyalties within your own organization and community.

The unique teaching approach of *Adaptive Leadership for Africa* uses the group as a real-time case study. Key leadership concepts are learned as participants' experience, in a dynamic classroom setting, some of the very conditions that make exercising leadership so challenging and dangerous in the public sphere.

Each participant will bring to the course their personal leadership challenge, which will be explored in consultation with peers and faculty. You will return to the workplace energized, equipped with the practical and critical skills needed to tackle your challenge.

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“...exercise leadership with more  
courage, skill and effectiveness...”

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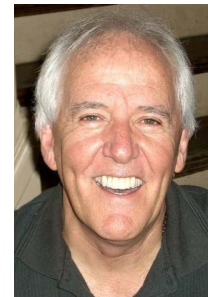
# CHAOS, COMPLEXITY AND COURAGE



Through lectures and group discussions, the curriculum will focus on:

- Exercising leadership with and without authority.
- The distinction between ‘technical’ problems and ‘adaptive’ challenges.
- Analyzing and managing the dynamics that impede progress.
- Unlocking individual and group creativity.
- Distinguishing ‘self’ and ‘role’ in the exercise of leadership.
- Translating purpose and commitment into effectiveness.
- The centrality of purpose to the activity of leadership.
- The characteristics of effective intervention.

See [www.akumedia.aku.edu](http://www.akumedia.aku.edu) for application details



FACULTY CHAIR

**Hugh O’Doherty** is Adjunct Lecturer in Public Policy at Harvard Kennedy School. He has taught leadership and conflict resolution at the Jepson School of Leadership Studies and the University of Maryland, where he directed the Ireland-US Public Leadership Program for “emerging” leaders from all the political parties in Ireland. In Northern Ireland, O’Doherty directed the Inter-Group Relations Project, an initiative bringing together political and community leaders in Ireland to establish protocols for political dialogue.

He has consulted extensively with a variety of clients including the Irish Civil Service, the American Leadership Forum, the Episcopal Clergy Leadership Program, and the Mohawk Community Leadership Program in Canada. O’Doherty has also consulted in Bosnia, Croatia, and Cyprus, and has addressed the UN Global Forum on Re-Inventing Government.

# TRANSFORMING LEADERSHIP FOR 21ST CENTURY AFRICA

## THE VOICE OF LEADERSHIP:

The second component of this pioneering suite of offerings provides the practical skills needed to communicate your vision, engage your colleagues and maximize impact.

The *Voice of Leadership: Inspiration, Influence and Impact*, offered by the AKU GSMC, acknowledges that communication can no longer be seen as an ancillary skill for leaders. Instead, effective leadership and crisp, clear and compelling communication go hand-in-hand in an age of overwhelming information, relentless social media and ever-shorter attention spans.

Showcasing the expertise of AKU GSMC's world-class faculty, the course explores the intersection of communication and leadership, with case studies, discussions and presentations that will help you to find your voice as a leader, build trust, motivate your teams and address the needs of key stakeholders.

The course will help you to avoid distracting, debilitating communication crises. You will also learn how to use smart

planning and disciplined execution to handle those crises when they do surface.

Finally, you will learn how to engage the media. Whether it's a Twitter chat or an on-the-spot interview for television or radio, you must be prepared to talk to your audiences with credibility and poise.

Through mock interviews and real-time feedback, you will learn how to shape your messages and skillfully navigate today's exceedingly complex media landscape.

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# INSPIRATION, INFLUENCE AND IMPACT



## FACULTY CHAIR

**Stephen Buckley** has been a reporter, editor and teacher for more than 25 years. He began his career with The Washington Post, where he spent 12 years as a local reporter and foreign correspondent, based in Nairobi and Rio de Janeiro. He subsequently spent nearly a decade at the St. Petersburg Times (now Tampa Bay

Times) in Florida, where he was a national reporter, assistant managing editor, managing editor, and digital publisher.

He then moved to The Poynter Institute, where he served as dean of the faculty for four and a half years.

Stephen has served four times as a juror for the Pulitzer Prizes, and he was a regional judge for the Livingston Awards for Young Journalists for three years. He also has taught at National Writers Workshops and at the Nieman Narrative Conference at Harvard University, and has conducted writing and leadership training for

journalists throughout the United States, the Caribbean, East Africa, and South Africa.

He joined the Graduate School of Media and Communications in June 2015.

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9 West Building, 7th Floor,  
Mkungu Close, Off Parklands Road,  
P.O. Box 30270-00100  
Nairobi, Kenya  
+254 20 374 0062 /63 +254 731 888 055 +254 719 231 530  
info.gsmc@aku.edu  
[www.akumedia.aku.edu](http://www.akumedia.aku.edu)

Become part of a global network of leaders from a professionally  
and geographically diverse class and faculty.