

KEYNOTE ADDRESS BY DR. LUCY SURHYEL NEWMAN, CHIEF EXECUTIVE OFFICER OF AFRICA PRIVATE SECTOR SUMMIT, AT THE 7TH GRADUATION CEREMONY OF UONGOZI INSTITUTE

17 May 2024 | Dar es Salaam

His Excellency Dr. Jakaya Mrisho Kikwete, Former President of the United Republic Of Tanzania;

Hon. George Boniface Simbachawene (MP), Minister of State, President's Office – Public Service Management and Good Governance;

Hon. Mohamed Omary Mchengerwa, Minister of State, President's Office – Reginal Administration and Local Government;

H.E. Theresa Zitting, Ambassador of Finland in Tanzania;

Eng. Zena Ahmed Said, Chief Secretary and Secretary of Revolutionary

Council of the Revolutionary Government of Zanzibar;

Mr. Mululi Majula Mahendeka, Permanent Secretary, President's Office – State House;

Amb. Ombeni Sefue, Chairperson of UONGOZI Institute's Board of Directors;

Mr. Kadari Singo, Chief Executive Officer, UONGOZI Institute;

Dr. Mikko Laukkanen, Academic Director, Aalto University Executive Education and Professional Development;

Ms. Katherine Gifford, Deputy Representative of UN Women;

Members of the UONGOZI Institute's Board of Directors;

Heads of Institutions and UONGOZI Institute's stakeholders;

Resource Persons for UONGOZI Executive Education Programmes;

Graduates and New Participants of Postgraduate Diploma in Leadership;

Media representatives;

Ladies and Gentlemen;

Good morning! Habari za asubuhi!

With profound gratitude to God for life, safety, health, provisions and all that enable us to think deep thoughts and the grace to implement decisions as well as maintain actions as human beings, I greet you all! Thank you so much, for the invitation and all that went into getting me here to serve as the Keynote Speaker at this 7th Graduation Ceremony. This is my second trip to Dar es Salaam, so it is home-coming and a sacred privilege. As such, I am here with my husband Dr Rotimi Gabriel Olokodana. Asante sana!

I would like to start by congratulating all partners, for exemplary collaboration in a much needed matter that has steadily continued to grow the alumni network. To appreciate the journey thus far, we need to look at things from March 2010 to date. On this note, I kindly request today's graduating set to rise and in unison based on the philosophy of Ubuntu, join me in applauding the leadership of partner nations and institutions for sterling leadership! [Applause, applause, applause] Asante. Please have your seat.

My role here today, is to within the context of my understanding of Africa to the world and the world to Africa as applicable to the subject of leadership as expressed in my work, experience and writings, share a few quotes and a few personal stories of my leadership journey, with a few tips.

A note of disclaimer here - I will not try to define leadership, because I believe you have heard enough of these over the course of your studies! As such, I will stay the path of safety, by being practical! [Laughs].

Your Excellency, Ladies and Gentlemen,

Africa is special indeed! However, truth be told! Africa presents a paradox of a sort. It is so richly endowed, yet so poor, relative to its level of natural endowment. The good news is that there are shifts of monumental dimensions emerging! There is increasing global interest in the continent and its people. I love Africa and make no mistake in making that known everywhere, even as I consider myself a global citizen and life-long student of nature. The general observation is that this love for Africa is popular within the diaspora community and self-aware African leaders with increasing intensity, and the members of the international community that truly love Africa or have interests in Africa, especially within the past decade. Africa is emerging; therefore, the big question for context is "what happened in the past decade, to trigger this interest in Africa"? I think I know two factors - the African Continental Free Trade Area and Agenda2063, a two pronged thread to an economically integrated Africa. [a.k.a the Africa we want].

However, the leadership terrain is dynamic. The 26th PwC Global Annual CEO Survey of 2023 surveyed 4,702 CEOs across 105 countries and territories from 2nd October to 10 November 2023. The 27th edition was released a few weeks ago, in Davos. Disclosures

- As an alumni CEO, I have been invited to participate in some, over the past decade or so and have used the findings in my work. According to this referenced 2023 Survey:

The surveyed CEOs recognized the potential for disruption from 2023 onward.

Nearly 40% of CEOs surveyed think their organisation will no longer be economically viable a decade from 2023, if it continues on its current path.

The pattern observed in the survey, was consistent across a range of economic sectors, including technology (41%), telecommunications (46%), healthcare (42%) and manufacturing (43%).

Underlying the survey findings was consciousness among today's leaders that we are living through extraordinary times, with five broad mega-trends — [a] climate change, [b] technological disruption, [c] demographic shifts, [d] a fracturing world and [e] social instability that is reshaping the business environment.

The world awaits Africa's blooming years! Who are the midwives, nurses and doctors to facilitate the birth of this? ALL OF US! LEADERS!! I know your curriculum in your respective programmes at Uongozi, has covered these issues. So, buckle up!

THE LEGACY BURDEN YOU WILL CARRY FROM TODAY

In framing your legacy burden as graduates of Uongozi and also drawing from the Helsinki Process on Globalisation and Democracy (2002-2008), the negotiations that led to the establishment of the Dar es Salaam Institute for Sustainable Development, in March 2010, and later, the Institute of African Leadership for Sustainable Development, [a.k.a UONGOZI Institute], I would like to draw your attention to the works of one of my mentors, the late Roger Kaufman, who introduced the concept of Mega Thinking and Planning. This concept is one of the cornerstones of my career. Do I have your consent? [Pause]... ..Excellent! Asante. May it position you for great impact and personal fulfillment.

Roger Kaufman of blessed memory, said; "Mega thinking and planning is about defining a shared success, achieving it, and being able to prove it. It is not a focus on one's organization alone, but a focus on society now and in the future. It is about adding value to all stakeholders. It is responsible, responsive and ethical value add for all".

As an African who appreciates the Ubuntu philosophy, I could relate with this perspective of Mega Thinking and Planning. I also think it compliments the leadership philosophy that underpinned the creation of Uongozi Institute and your respective programmes. Are we in alignment on this?

If yes, the 10 Kaufman Mega Thinking Planning questions to derive a profile for yourself in terms of personal leadership, people leadership and leading organisations are:

Question 1 - Do you care about your success and legacy, as a leader?

Question 2 - Do you care about societal well-being and value-added?

Question 3 - Do you care about your organization's success?

Question 4 - Do you care about the usefulness of what your organization delivers to society at large?

Question 5 - Do you care about the quality of what you deliver to your stakeholders?

Question 6 - Do you care about the quality of products from your organization[s]?

Question 7 - Do you care about your organization's operational efficiency and compliance?

Question 8 - Do you care about the availability and quality of resources?

Question 9 - Do you care whether your organization meets its strategic objectives?

Question 10 - Are you concerned about the value of what you do and how you do things?

In a similar perspective, to my late mentor Roger Kaufman, Ram Charan in his 2009 book titled Leadership in the era of economic uncertainty: new rule for getting the right things done in difficult times, listed six essential leadership traits for hard times to include;

Honesty and credibility

The ability to inspire

Realism tempered with optimism

Real time connection with reality

Managing with intensity and

Boldness in building for the future

YOUR CALL!

Your Excellency, Ladies and Gentlemen,

As discerning leaders, we all know that Africa is in transformation and based on projected growth in terms of demographics, impact of the AfCFTA and Agenda 2063 on the continent, African organizations and institutions are coming under intense pressure to get more involved in socio economic development of their host communities and jurisdictions. This pressure has increased following the observed social net deficiencies in Africa. Many

governments are increasingly looking to corporate organisations and multilateral institutions in Africa, especially those in the private and non-profit sectors, for support and partnership. Almost all of you graduating today, will be involved in these considerations in one form or the other, going forward. Therefore, be ware!

Lacy, Long & Spindler in their 2020 book titled The circular economy handbook: Realizing the circular advantage said, “Complex and interconnected challenges are changing the face of how [entities] need to think, work and innovate. Rising political and geo-economic tensions, the pace and scale of technological change, along with the urgency of climate crises, resource scarcity and a myriad of other social and environmental issues are dramatically altering the landscape”.

These are some of the reasons that inspired me to write the book titled African Leaders’ Tete A Tete: Navigating Entity Design and Prioritization for Systemic Outcomes.

I am introducing to this as leaders, perhaps you find inspiration for something even greater, in your own leadership journey, after today.

The world needs LEADERS. Africa needs LEADERS! Your respective countries need LEADERS! Go forth and thrive!

MY LEADERSHIP ‘AHA’ MOMENTS

Here are some of my leadership lenses through which I see myself relative to the world:

It is a connected world; optimization is possible with viable partnerships and collaborations - you are not the best idea since ice cream was discovered! Be self aware and humble!

Failure is relative; many of the currently disenfranchised can thrive if empowered and effectively engaged. As a leader, that’s your responsibility - polish the diamonds!

If we look rightly, we can always find opportunities for impact - the world is your oyster!

My leadership ‘Aha Moments’

French and maths - Form 1, Form 5, SBS [1979; 1983; 1984]

Epitaph - Doctorate - 2003

Eye glasses - CCL - Leadership at the Peak 2011

Your Excellency, Ladies and Gentlemen,

With your consent, I now give my 10 critical leadership tips, in closing:

Understand yourself - Know what you believe in, what your values are, your individual strengths and opportunities for your development.

Love what you do, let it be a mission to serve: Love what you do, see it as service to humanity, beyond pay and career. Be sincerely passionate about adding value. Seek ways to increase output, quality, overall bottom-line and compliance, while striving to reduce costs.

Constantly evaluate your behaviour and actions: Value feedback and be approachable. – seek opportunities to compliment and invest in people around you, at home, work and society.

Think collectively and not individualistic – teamwork gives leverage, if well organised. It is also safe.

Live an exemplary life in private and in public: Do what you expect of others.

Use your skills effectively and optimally - it expires!

Radiate positive attitude: don't easily accept impossibility, don't write people off. Anyone can be a game changer, for good of a profession, organization, country, or society!

Don't forget that when the chips are down, we are all one family – the human race. The plague of 1918 and Covid-19 reminded us of that.

Faith is important; logic, evidence and of course, faith for sustained energy, hope and peace.

Self care is YOUR maintenance responsibility; good health is important for effective leadership

A word of advise from a global leader, of blessed memory, General Collin Powell - When the applause gets louder, don't let your ego get too close to your position, so that if your position gets shot down, your ego doesn't go with it .

Distinguished guests, laddies and gentlemen, kindly rise and join me to celebrate the graduates, while they remain seated! [Applause]....

Asante. Thank you so much. Kindly have your seat.

** To the UONGOZI graduating class of 2024, go forth an THRIVE AS LEADERS! The Uongozi Community, will be watching you! [laughs]