AFRICAN ADVANCED LEVEL TELECOMMUNICATIONS INSTITUTE (AFRALTI)

TRAINING WORKSHOP OUTLINE

Title:	**Leadership for ICT Policy Development and Implementation**
Dates:	**30th January - 3rd February 2017**
Duration:	**5 days**
Venue:	**AFRALTI, Nairobi, Kenya**
Tuition Fee:	**AFRALTI Members US$1,200, Non-Members US$1,440**

Course Overview:
The AFRALTI course on Leadership for ICT Policy Development and Implementation is a practical, challenging and interactive programme aimed at building the capacity of leaders in regulatory authorities and commissions as well as policy developers and implementers in ministries to contribute effectively to the development of the ICT sector by imparting *new leadership skills* to them. These new leadership skills will provide participants with the attitudes, ideas, management and problem solving approaches and techniques as well as strategies to act as change agents, assisting their organisations to develop and implement coherent and well aligned ICT policies that are relevant for the unique settings of their countries.

Target Audience:
- Board Members and Managers in Regulatory Authorities and Commissions as well as Policy Developers and Implementers in Ministries
- ICT projects and fund managers/engineers
- Management of ICT companies

Pre-requisite/s:

Participants must be actively involved in ICT issues in their work especially policy development and implementation.

Pain Points:
- Inadequate ICT policy development in the face of rapidly changing technological environment and political interests
- Contested ICT policy development and implementation stalling ICT expansion and access
- Dealing with contested regulations and non- compliance
- Developing shared visions ICT

- Building responsive relationships through team-building and collaborative working relationships
- Managing conflicts in pursuit of different goals and differing forms of decision making in ICT, especially between Government, Regulators/Commissions and Operators
- Problem solving techniques- collaborative problem driven approaches to resolving problems

Value Proposition:

Participants will improve their self and organisational leadership skills. In practice they will be able embrace the perspectives of others through regular reflection-in-action/reflection-on-action of practice within their work. It is envisaged that they will become effective leaders who support constructive dialogue between team members and stakeholders to strengthen ICT policy development and implementation practices. Furthermore, they will be able take into account the effect that change has on everyday ICT policy development and implementation practices by reducing policy inconsistences and ineffectiveness as well as remaining focused on improving outcomes for clients (consumers and operators) and shareholders.

Methodology:

The training will be run in a workshop style with a high degree of participant involvement. The facilitator will use various and complementary methods that include power point and video, presentations, group work, discussions, and case studies guided by the principle of participatory approaches to learning and sharing. The workshops will be conducted over a period of 5 days. Group work will be interspersed with input sessions. The group members will range from 5 - 6 each depending with the number of participants. Adult learning methodologies (andragogy) will be employed and participants will not be passive. Debate and discussions will be encouraged.

My role as a facilitator is to create an environment where everyone can quickly move from 'business as usual' thinking to creatively work together on the future of your organization. While he will be sharing my own experiences on IRBM with participants, I will not claim or pretend to have all the answers. Under my guidance, the participants will also be able to learn from and share with each other.

My process is well-thought out and structured, but not the least bit boring. Together we will create a dynamic agenda designed to engage every participant while we address the complexities in their settings. Follow-up is built in to drive success.

Workshop Objectives:

1. **Professionalism** in leadership is underpinned by the ability to make ethical decisions. Professionalism is demonstrated in leading ICT policy development and implementation by encouraging good practice in others. Professional leadership incorporates a variety of leadership styles and practices to effect change. The professional leader understands accountability to self and others. The professional leader appreciates and celebrates diversity and leads others in this understanding. The professional leader has a wide knowledge base and understanding of processes that relate to coordination of inter-personal and inter-institutional relationships. The professional leader confidently incorporates appraisal and performance management into the everyday practice of the ICT setting. The professional leader is

informed about the fast and ever-changing ICT environment that requires ongoing reform and adaptation strategies and their impact on the sector.

2. **Empowerment** occurs in the ICT sector as leadership potential is recognised, supported and nurtured in others. The effective leader provides continual opportunities for individual achievement for themselves and for all members of the ICT sector. An effective leader fosters the development of an environment from which distributed leadership can emerge. Leadership empowerment is demonstrated by having self- awareness and a sense of creativity and innovation. An empowered leader understands and is aware of the emotional intelligence of the people they work alongside whether they are politicians, academia, business and consumers.

3. **Community** leadership is especially relevant to the ICT driven economy. Effective leadership identifies and encourages the expertise and experience of different players in the wider community since ICTs touch each and every aspect of life and all categories of people.. The effective leader further supports community by enacting, driving, inspiring and motivating change. Effective leadership promotes the establishment and achievement of a shared vision and leads in the strategic planning for the future. The effective leader clearly understands the regulations, policies, philosophy and practices of the ICT sector at the local regional and global levels, and how they affect positive outcomes for the social and economic development.

Workshop Learning Outcomes:
- *Organisational objectives* training outcomes that influence institutionalized leadership practices organisation-wide.

- *Performance goals* training outcomes that can improve organizational performance.

- *Competency goals* training outcomes that can improve individual performance.

- *Knowledge goals* training outcomes that quantifiably improve individual knowledge of the subject.

- *Skill goals* training outcomes that increase self-leadership in day to day work

- *Attitude Goals* training outcomes that support leadership as a core competency.

Workshop Contents/Topics:

1. **Exploring Strategy for Complex Times**
   The rapidly ever-changing and complex ICT sector needs a strategy. Certainly, programmed segments for sequences in which there is no randomness are useful. In normal situations automatic pilot is possible, but ***strategy is called for as soon as the unexpected or uncertainty arises, that is to say as soon as an important problem appears."*** What are the implications of this for leadership in complex times where we can seldom rely on past *algorithmic* decision-making behaviours?

2. **Error and Illusion**
   Edgar Morin says it well when he asserts that "all learning is vulnerable to error and illusion". Yet we are so self-confident in our rational ability to reason. I think therefore I am. Yet all information comes in through the senses, and we are

overloaded with information so our senses miss so much. And then this information is processed, not as we would like to think by wonderfully objective minds, but rather by subjective knowers who favour our own paradigms, beliefs and lived experiences. This is scary stuff particularly given the challenges that we face in looking the challenges that we face in this world straight in the face.

3. **Expanding Intelligence through Diversity**

Diversity is not about being 'nice' to or 'tough' with others. It's much more fundamental than that. Rarely do we see or recognise our own blind spots if we only hang around with people who think like us and have had the same lived experience! Sure we get the work done quicker - in the same old formulaic way - but we have no flexibility to adapt to changing circumstances. For that we need a greater intelligence that comes from being able to see our own blind spots and triggers and we can only build up that elasticity, flexibility and adaptability for action by getting those who have had different life experiences to illuminate our failure to notice. How do we remove personal issues and perceptions before we make crucial decisions?

4. **Presence**

The importance of cultivating a way of being open to whatever is happening in the now moment. How can we see more of what is around us without being prisoners of our own childhood taught and adult learned and sticking perceptions? How can be better leaders by dealing with our childhood taught and adult learned behaviours- be strong, be nice, be fast etc.

5. **Our Need for Others – Diversity Revisited.**

An exploration into the numerous ways we make mistakes in our thinking - based on our susceptibility to error and illusion. This negatively affects our approaches to policy issues. And decision making

For more information, please contact us on
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