

Leading wisely in **Complex Situations**

**The Nairobi RoundTables for
Experienced Managers**

Sunday 22nd – Wednesday 25th September 2019
The Emory Hotel, Nairobi, Kenya
Facilitated by Pelumbra Ltd



Introduction

RoundTables for Experienced Managers is a four-day intensive course for people who find themselves leading and managing in complex environments. Over many years, the programme has influenced management in the NGOs, public services and businesses around the world, including health and humanitarian work in Africa.

The Nairobi program is a collaboration of Pelumbra Ltd and past alumni, who are senior executives of Kenyan NGOs and having participated in previous International RoundTables, wish to make them available specifically in and for our local managers and leaders. However participation is open to experienced managers from any country, and all sectors. Please feel free to contact us to discuss your circumstances.

What's unique about the course?

- Centred around the current managerial challenges that participants face in their jobs
- There are very few formal lectures but skilled and experienced faculty who work alongside participants in structured activities – not role-play or management games, but real life situations.
- Detailed and sustained analysis based on innovative concepts and techniques.
- Rich and real conversations that happen amongst participants and faculty.

This course is for you, if you want to;

- Know how to manage with more impact and better connections to the people around you.
- Learn how to analyse in detail the main challenges you face, with input from international faculty.
- Have the opportunity to examine the complex reality you manage, especially the aspects that cannot be solved by an off-the-shelf quick fix.
- Be guided through a customised 'slow fix' to get clarity about what to do.
- Gain deep insight into management in other cultures and industries, working on the challenges faced by peers from all over the world – experienced managers dedicated to a level of understanding that goes beyond abstract theory or first impressions.
- Create impact of significant projects that you lead in the organisation or across several partners, perhaps from different sectors.



Jonathan Gosling
Programme Director
& Founder

"This course is about connecting – to peers, to your values, to humane and effective ways of managing. We look forward to getting to know you and the managerial challenges you face".

The Nairobi RoundTables for Experienced Managers

The inaugural Nairobi RoundTables will take place in September 2019 and will bring together leaders and senior managers working in the Not-for-Profit and Business sectors. The program focuses on improving the ways we manage our organisations, partnerships, projects and social movements. It is designed for people with current managerial and leadership responsibilities, with an interest in sustaining and perhaps extending levels of authority, legitimacy and trust in these times of complex change. The Seniors' program has been organized alongside a separate but parallel program for younger and aspiring leaders.

If you want to grow and have impact in your role as a Leader and Manager, then this event is for you.

Why Nairobi?

Nairobi is a key hub for many international and national Not-for-Profit Organisations, as well as many national and multinational corporations. Many leaders and managers in key positions are looking for opportunities to connect with others in the same field to share ideas and experiences as well as learn from each other. Managing Around the World RoundTables have proven to be an effective forum for supporting leaders and managers to negotiate the daily demands of their jobs by applying process and techniques that have been tried and tested.

Our approach: Coaching Ourselves

CoachingOurselves plays a key role in the RoundTables programme, but what is it? Does an orchestra need a conductor? Does a class need a professor? Well, sometimes, but not always – a lot of good work gets done by disciplined, good-natured and timely conversations amongst skillful, experienced and curious practitioners. CoachingOurselves is a process for managers to quite literally coach themselves in groups of 4-6, and to improve their day-to-day practice and understanding. You will engage in some of this work, and receive all you need to take the method and materials back into your workplace – just one of several ready-to-use tools from the course. For more details, see www.coachingourselves.com



Schedule

An outline of the programme schedule.

Day 0: Landing – Feet on the ground
Introduction to the resources in the group and to our way of working.

Day 1: Managing and leading
How are they done, in practice?

Day 2: Below the surface of management
Hidden drivers of power and responsibility and how to work with them

Day 3: Managing in action
Case-by-case consultation on the actions you can take

Day 4: Impact that matters
The effects of good management on wider society and value-creation.



FACULTY



Lydia Mutare
Faculty

Lydia Mutare

Lydia is a skilled international leader with vast experience as a leadership development practitioner and coach. With over 25 years of working in a not-for-profit international organisation at a senior level, Lydia brings a unique understanding of supporting leadership development in a cross cultural and intergenerational setting. She is a Partner of the "Out of the Box" an organisation that provides consultancy to small NGOs in Africa and the Middle East.



Miriam Gage
Faculty

Miriam Gage

Miriam works as a Coach specialising in Personal Development challenges. She is an experienced facilitator of large groups, primarily working with young adults, providing them with resources to expand their strengths and leadership in an ever-changing world. She has been running large scale events and programs for over a decade on behalf of international NGOs, creative arts organisations and Pelumbra. In her spare time she works with TED and leads campaigns for conflict-free minerals in consumer electronics..



Jonathan Gosling
Programme Director
& Founder

Jonathan Gosling

Professor Emeritus of Leadership Studies, University of Exeter Business School and visiting Professor at Renmin University of China (in the School of Philosophy). He was co-founder of the One Planet MBA and is Lead Faculty with the Forward Institute in the UK. He co-founded this 'RoundTables' programme with Henry Mintzberg in 2006



Past Round Tables

The Round Tables are a truly global programme, having been hosted at over 10 Business Schools over 13 years:

- CBS, Copenhagen, Denmark
- UCD, Dublin, Ireland
- McGill, Montreal, Canada
- YNU, Yokohama, Japan
- Universidad del Rosario, Bogota, Colombia
- USB, Stellenbosch, South Africa
- IEDC, Bled, Slovenia
- EGADE, Mexico City, Mexico
- Exeter, United Kingdom
- Reykjavik, Iceland



Reflections from Alumni

"The process followed at the RTs focuses on the interactive and informative discussions and activities, designed to probe deeply into the resources that all the participants (as well as the faculty) bring to the event. As such, participants learn more about themselves and about how activities can be well managed from the process of working with fellow participants and the practices of management. Learnings and observations are integrated and embedded through reflective processes. The RTs process also provide tools to take back home and work with".

– **Faculty at University of Stellenbosch, South Africa**

"I liked the mix of participants – experience and background – as well as faculty members. All had their own expertise and style which complemented the flow and structure of the course. The programme was fluid and conducive for learning, providing opportunities to think, reflect and question and apply this approach to their own situations. The organisers found a very subtle and clever way to create a safe environment for participants to be able to share their challenges as well as provide support and solutions to their peers." – **2018 Participant**

"Very well planned, structured and organized. No lecturing, very interactive. Great diversity of cultures and experiences." - **2018 Participant**

"It was a well-orchestrated experience that allowed attendees to really open up and explore themselves and each other more and more through the week." - **2017 Participant**

"It was a really valuable opportunity to take time out and reflect with other experienced managers on how I engage and interact with other members of my team and my boss, to ensure that I am having the best impact I can have in my management role and do this for the benefit of the patients in the public health service." - **2017 Participant**



"This was a leadership/management programme with a difference. It does not tell me how to manage rather helps me understand how to interact with others by better understanding myself." - **2017 Participant**

"I really enjoyed the time to reflect, learning to actively listen, having the opportunity to voice my challenge to fellow leaders and managers and learn from their experiences. Learning to communicate and verbalise my problem clearly and getting my head around the true underlying reasons for my challenge." - **2017 Participant**

