

The United States-Southern Africa

# Center for Leadership and Public Values

## PROGRAM DESCRIPTION

*The Emerging Leaders Program*

*A joint initiative of*

*The United States-Southern Africa  
Center for Leadership and Public Values  
at Duke University (USA)*

*and*

*The Southern Africa-United States  
Centre for Leadership and Public Values  
at the University of Cape Town*



## The Purpose

The Emerging Leaders Program enhances the capacity of mid-career leaders to empower the people and the communities they serve and to contribute effectively to the transformation of their institutions, their communities and their nations.

## The Fellows

Annually, the Centers name 20 to 25 men and women to be Fellows of the Emerging Leaders Program. Candidates for Fellowships are selected from a list of people nominated by distinguished senior leaders in the public, private and non-profit sectors of southern Africa and the United States. Candidates will be people who:

- Have at least five years experience in significant leadership positions in government, business or the non-profit sector, or are life partners of such persons and “emerging leaders” in their own right.
- Have demonstrated keen interest in, and made contributions to, making their respective institutions and communities more equitable, inclusive and just.
- Are considered to have exceptional potential for senior leadership roles in the foreseeable future.
- Are primarily, but not exclusively, from historically disadvantaged communities.

The Program seeks to include “life partners” as Fellows in order to acknowledge, emphasise and honour the importance of critical interpersonal relations for effective leadership.

The Program invites all nominees to apply formally for Fellowships. Final selections are based on careful review of each candidate’s application statements and letters of support from established leaders. The Program works to ensure that each class of Fellows is diverse in terms of ethnicity, gender, educational experience, sector and geography. Fellows will be selected from southern Africa and the United States in about a 2-1 ratio.

## The Program

The Emerging Leaders Program is a year-long, in-service experience constructed around several major themes associated with transformative or values-centered leadership. It consists of two leadership Retreats; a series of reading and written assignments over the year; the services of a personal executive coach to each Fellow between Retreats; and facilitation of Fellows to seek out mentors from senior leaders in their organizations, professions or communities. Except for the Retreats, Fellows remain in their regular occupations without interruption during the Fellowship year.

### **The Initial Leadership Retreat**

This week-long event at the Graduate School of Business at the University of Cape Town serves as the principal educational vehicle through which Fellows and Center staff explore the underlying values, critical challenges and essential practices of effective values-centered leadership for civil society. Each Retreat combines a few formal plenary sessions with a variety of informal interactions, such as guided self-reflection and small group discernment sessions. To encourage candor, sessions are confidential.

**The Retreat’s major themes manifest the underlying philosophy of the Program:**

**Leadership in Context:** Dialogue and conversations will center on alternative theories of leadership (including African leadership paradigms) their underlying assumptions and values, the contrasts and similarities imposed by culture and context, and the implications of competing theories for the practice of principle-centered leadership.

**Ethics and Accountability:** The key issue to be explored is the reciprocal relationship between leaders and their constituencies, including resolving tensions between often competing interests created by “public expectations”, major stakeholder institutions, people traditionally without effective voice, and the leader’s own interests in exercising and maintaining power and acting with ethical integrity.

**The Importance of Personal Renewal:** The objective is to emphasise the centrality of personal renewal – mind, spirit and body – for the exercise of sustained effective leadership.

**Communications for a Civil Society:** The central issue is how leaders can recast communications now often seen as device for political control into a tool for strengthening civil society. Topics will include expanding citizen participation through the dissemination of useful information and how leaders can usefully respond to, and help shape, public opinion ethically.

**Building Supportive Networks:** The focus is the importance of building and making use of resources, relationship capital and social networks – people and institutions particularly, but information vehicles like the Internet as well – to sustain emerging leaders as they ground decision-making on moral principles.

**Follow-up Support**

The Program provides a set of services to maintain the energy of the Fellowship throughout the year (and beyond). These include monitoring Coaching to ensure quality, providing support in securing Mentors as needed, engaging Fellows in a series of Internet activities related to their efforts to integrate Program lessons into practice, supporting Fellows’ efforts to build supportive networks and, post-Program, to actively retain Fellowship relationships within and across classes, and assessing Fellows’ Program experience, their applications of learning and the effectiveness of the Program.

**The Coaching Component**

The coaching relationship established between each Fellow and his/her Coach undergirds and strengthens the personal and professional growth of Fellows as values-based leaders – and forms a core part of the Fellowship experience. Coaches have been specially recruited and trained to help Fellows develop tangible, specific outcomes which include learning through inquiry and practice, self-correcting and self-generating action, and conscious change in alignment with purpose, values and commitments which will result in long-term performance excellence.

**The Mentoring Relationship**

We believe that mentoring can play an important role in the development of values-based leaders. So we encourage and support each Fellow in identifying and recruiting one or more senior members of her/his profession, organization or community who would agree to serve as the Fellow’s mentor during the Fellowship year or in the year following. Mentors, relying on their own experience and wisdom, can offer perspective about careers and other life choices and assistance in career development and professional networks. For their part, the Centers will, if asked by a Fellow, help match the Fellow with an appropriate mentor and, in every case, send materials about the Emerging Leaders Program and the art of mentoring to mentors identified by Fellows, and list them as official mentors of the Program.

*“There is a need for a new kind of leader – a transformative leader who is capable of understanding the profound moral and ethical dilemmas of the global environment, who has a vision of a higher purpose and seeks to inspire, motivate and gain the commitment of others to carry out that vision. There is a need for leaders who are comfortable with ambiguity, who are aware of themselves and others, leaders who seek to serve before they wield power.”*

*James A Joseph, executive director of the Center for Leadership and Public Values, Duke University*

For more information about the Emerging Leaders Program and how to nominate or be nominated for Fellowships, please contact us at either of the following addresses:

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