



MANDELA
WASHINGTON
FELLOWSHIP
FOR YOUNG AFRICAN LEADERS

Leadership Development Plan

INTRODUCTION

Congratulations on being selected as a Mandela Washington Fellow! The Leadership Development Plan is a tested tool that will support your continued professional growth as a leader and help guide you as you work to create positive change in your home community, country, region, and in Africa. This tool draws on two leadership paradigms (Servant Leadership and the Social Change Model of Leadership) and the principles of Ubuntu¹, which was central to Nelson Mandela’s concept of leadership.

“ Leadership is behavioral, not positional: The capacity to integrate, motivate, and mobilize others to bring a common aspiration to life is what leadership is all about, not holding positions of formal authority.” —Nelson Mandela

¹ Timothy Murithi of the University Of Cape Town, South Africa states, “the concept of Ubuntu is a cultural world-view that tries to capture the essence of what it means to be human... ‘It also means that my humanity is caught up, is inextricably bound up, in [other people’s humanity].’ (Rev. Desmond Tutu as quoted in Murithi, 2006, p. 26).”

Goal of the Mandela Washington Fellowship

To build Mandela Washington Fellows' skills so that Fellows contribute to improving the accountability and transparency of government, starting and growing businesses, and serving communities.

Leadership Development Plan Overview

The Leadership Development Plan (LDP) is a tool to support your professional growth throughout your Fellowship experience. Leadership Development Plans (LDPs) will be required for Fellows who wish to participate in the professional development opportunities and the regional events funded by USAID in Africa, and will offer an opportunity for continued networking among your Mandela Washington Fellowship colleagues.

During your U.S. experience you will create a first draft of your LDP, and you are encouraged to share your LDP with staff, faculty, and other professionals for feedback.

The first step in completing your Leadership Development Plan is to think of an Essential Question. This question will help you to frame your experience throughout the Mandela Washington Fellowship and help apply what you have learned when you return to your home country. In August, Fellows will finalize their LDPs and post them to a private group online for peer review and feedback (instructions to follow).

Your LDP is a *living* document. As you build your experience and networks, you can add these new experiences, networks, contacts, and learnings into your LDP. The LDP will also allow you to reflect on your growth and the contributions that you have made to your society, community, region, and country.

Timeline

MAY/JUNE

LDP Introduced to Fellows

JUNE/JULY

First draft of LDP shared with staff, faculty, and other professionals at Host Institutes and within Fellows' networks

AUGUST

Fellows post draft LDPs online (instructions to follow)

AUGUST/SEPTEMBER

Fellows provide peer feedback through private online tool

OCTOBER + BEYOND

Fellows involved in professional development opportunities in Africa use plans with their supervisors/mentors

Throughout the year Fellows revisit their plans and discuss with their peers during regional conferences and networking events

Nelson Mandela: LEADERSHIP LESSONS



Lesson 1: It takes more than a single heroic leader at the top to change the trajectory of an institution, or a nation.

Lesson 2: In leadership, character is more important than strategy.

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Leadership Development Plan

Name: _____ Fellowship Year: _____

Home Country/City: _____

Current Vocation and Avocation (*Include employment and any volunteer or community work*)

Host University Name: _____

Mandela Washington Fellowship Track

- | | |
|--|--|
| <input type="checkbox"/> Civic Leadership | <input type="checkbox"/> Business and Entrepreneurship |
| <input type="checkbox"/> Public Management | <input type="checkbox"/> Energy |

Area(s) of Focus (*You may choose more than one*)

- | | |
|---|--|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Health/Public Health/Medicine |
| <input type="checkbox"/> Arts/Music/Fashion | <input type="checkbox"/> Hospitality/Tourism/Travel |
| <input type="checkbox"/> Banking/Finance | <input type="checkbox"/> Journalism/Media/Publishing |
| <input type="checkbox"/> Business/Entrepreneurship | <input type="checkbox"/> Justice/Legal/Prison Systems |
| <input type="checkbox"/> Children and youth | <input type="checkbox"/> LGBTQI Issues |
| <input type="checkbox"/> Civil/Human Rights | <input type="checkbox"/> Manufacturing |
| <input type="checkbox"/> Community Development | <input type="checkbox"/> Communications/ Marketing/ Advertising |
| <input type="checkbox"/> Construction/Architecture/ Real Estate | <input type="checkbox"/> Peacebuilding/Conflict Resolution |
| <input type="checkbox"/> Democracy/ Governance/ Civic Education | <input type="checkbox"/> Policy Advocacy/Research |
| <input type="checkbox"/> Disability Rights/Issues | <input type="checkbox"/> Public Works (utilities/ water/ waste management) |
| <input type="checkbox"/> Education | <input type="checkbox"/> Religion |
| <input type="checkbox"/> Energy | <input type="checkbox"/> Retail/Sales Science |
| <input type="checkbox"/> Engineering | <input type="checkbox"/> Technology/Telecommunications |
| <input type="checkbox"/> Environment/Conservation/ Wildlife | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Government: civil service | <input type="checkbox"/> Women's and girls' Issues |
| <input type="checkbox"/> Government: elected office | |

My Essential Question (*Please refer to your pre-departure orientation handbook for more information*)

The Essential Question is a research question that will encourage you to explore solutions to a challenge that you are currently facing and help you to frame your Fellowship experience.



Vision Statement: A Dream for the Future

Please write a **Personal Vision Statement** describing your vision for the future.

- Write a sentence or two about your personal leadership vision and your personal life vision. What do you hope to help create and help achieve?
- Write a few sentences describing your hopes and dreams for your country, community, and society.
- Consider your Essential Question and think about how you will expand on this question in the coming years.
- Write a sentence or two about your key learnings from your Mandela Washington Fellowship experience in the U.S. and how these learnings contribute to your vision.

NEXT YEAR

After one year (in June of next year), re-read your Personal Vision Statement. Would you make any changes or additions to what you wrote?

My Core Values

Please review the following list of key leadership values. Most people value all of these characteristics in leaders, but there are many different approaches to good leadership. In developing a leadership plan, it's helpful to identify those values that are most important to you in your leadership journey.

Respect & Compassion: prioritizing the recognition of the dignity of other people in all aspects of leadership and decisions.

Self-Awareness & Inner serenity: not seeking validation or solace from others; conveying peace and serenity.

Conceptualization: the ability to maintain awareness of the conceptual thinking and the “big picture” and still manage effectively from day-to-day.

Legacy: prominence; being well-known for contributions.

Wisdom & Foresight: sound judgment based on knowledge and understanding of past and present and consequences of future decisions.

Shared Responsibility & Accountability: dependably achieving promised results for team, stakeholders, community, country.

Creativity & Diversity: discovering and nurturing new ideas and innovations and consistently soliciting diverse perspectives.

Presence & Building Trust: the ability to communicate and act in a way that conveys confidence, warmth and strength.

Harmony & Interdependence: recognizing that each one of us needs all of us and we should strive to work together in accord rather than in opposition.

Persuasion & Creating Meaning: a reliance on persuasion rather than solely one’s positional authority, in making decisions within an organization; helping people understand the “why”.

Facilitation: consistently ensure that everyone’s viewpoint is heard appropriately and that solutions and resolutions find a common ground.

Ethical Leadership: promoting positive civic engagement and social responsibility through an ethic of service and a concern for justice.

Commitment to community & Ubuntu: recognizing that everyone has a responsibility for the welfare of others.

Common purpose: valuing, creating, and involving others in creating shared aims and values.

After reviewing this list, choose 3–4 values that are most important to you and write them below. Feel free to include values not listed above:

1. _____
2. _____
3. _____
4. _____

NEXT YEAR

After one year, in June of next year, re-read the full list above and the values you selected. Would you select any different values now? If so, create a new list of values that are important to you one year after the program.



My Identity as a Leader

TODAY

Please complete this section in July/August.

How will I ensure that I stay true to my values as I develop and take on higher level leadership positions?

What would people say are my strengths as a leader when I am not in their presence?

Considering my Vision Statement and Core Values, what else do I want people to say about my leadership strengths when I'm not in their presence?

NEXT YEAR

After one year (in June), please complete this section.

How did I do in staying true to my core values? What else can I do to maintain my commitment to my values?

When I am not in the room, what would people say are my strengths as a leader?
How has this changed over the last year?

After re-considering my Vision Statement and Core Values, what else do I want people to say about my leadership strengths when I'm not in their presence? How do I want to develop in the next 12 months?



My Long-Term Goals Today

My Essential Question was:

Long-Term Goals. In 5–10 years, this is the change that I would like to help create. Look at your core values, re-read your Vision Statement; think about the future that you want to be an instrumental part of creating.

Long-term Objectives. In order to move towards each of these goals, I have the following key objectives: Objectives should be specific, visible, and measurable. See the sample LDP for some sample objectives.

1. _____
2. _____
3. _____
4. _____

I anticipate having some challenges in reaching these objectives. List any key personal, environmental, or institutional challenges you can imagine below.

The most important Servant Leadership characteristics that will help me are.... Choose 4 Servant Leadership characteristics from Appendix A at the end of this document that you think will be most important for you.

1. _____
2. _____
3. _____
4. _____

My personal strengths/assets around these 4 Servant Leadership characteristics that will help me are...

What are you best at? For example, your biggest strengths that will help you may be “relationship-building” or “leading effective teams”.

In order to reach my objectives, I would like to develop in the following ways:

List the skills and knowledge that you think will help you reach your long-term goal and objectives.



My Long-Term Goals

NEXT YEAR

Complete this section again in June of next year if anything has changed.

My Essential Question was:

What has changed in the last 12 months in the external environment that has:

1) helped me move forward; 2) and/or helped me see new opportunities; 3) and/or caused me to change direction? E.g.: policy environment; conflict; funding environment; natural disaster, etc.

Long-Term Goals. In 5-10 years, this is the change that I would like to help create. Re-read your vision statement; look at your core values, think about the future that you want to be an instrumental part of creating.

Long-term Objectives. In order to move towards these goals, I have the following key objectives:

Objectives should be specific, visible, and measurable. See the sample LDP for some sample objectives.

I anticipate having some challenges in reaching these objectives. List any key personal, environmental, or institutional challenges you imagine below.

The most important Servant Leadership characteristics that will help me are.... Choose 4 Servant Leadership characteristics from Appendix A at the end of this document that you think will be most important for you.

1. _____
2. _____
3. _____
4. _____

My personal strengths/assets that will help me are... What are you best at? For example, your biggest strengths that will help you may be “relationship-building,” “a warm confident presence,” or “leading effective teams”.

In order to reach my objectives, I would like to develop in the following ways:

List the skills and knowledge that you think will help you reach your long-term goal and objectives.



My Short-Term Goals and Action Steps Today

TODAY

12-Month Objectives: To take the first steps towards reaching my long term goals, over the next 12 months I will.... List 2-4 objectives that are realistic, measurable, achievable, and within your control.

- | | |
|----------|----------|
| 1. _____ | 3. _____ |
| 2. _____ | 4. _____ |

Contacts and Networking: To achieve these objectives in the next 12 months, I plan to expand my network by initiating, building, or strengthening relationships with the following groups and individuals.

Identify 4-10 new contacts that are relevant to helping you meet your objectives.

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

Professional Development: To achieve these objectives in the next 12 months, I would like to specifically build my knowledge and skills in the following areas. List very specific skill/knowledge areas, such as: "Negotiation Skills; Budgeting Skills; Ability to Persuade Others; Knowledge of the corporate landscape in Eastern Africa."

Professional Development: Please place a check mark next to the Africa-based professional development program(s) that you hope to participate in and briefly explain what you hope to gain from your participation. You may choose to include how you would like to grow as a leader, or specific skills and experience, or both.

Mentorship (having a mentor) I hope to learn: _____

Africa-based Practicum I hope to learn: _____

My Short-Term Goals and Action Steps Today *(continued)*

Reaching other Youth: How do you plan to work with youth in your home country and community?

For example: Will you mentor other youth? Engage youth in your organization, business, or institution? Organize volunteer activities for youth?

Reaching your Community: In what ways do you plan to share your experience as a Mandela Washington Fellow with your community?

What do you hope to bring or be able to share if selected to attend a Mandela Washington Fellowship Africa-based conference? Please list specific achievements/accomplishments.

What do you hope to see achieved through this work?

For example: I would like to see a Youth Advisory Council within City Government.

OR I hope to help at least 5 university students clarify their professional goals and gain internships.

OR I would like to create a youth volunteer corps that leads themselves with my support and has monthly activities.



My Short-Term Goals and Action Steps

NEXT YEAR

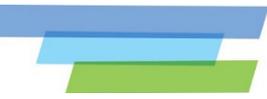
Reflection: How did I do in reaching my 12-month objectives over the last year?

New 12-Month Objectives: To take the next steps towards reaching my long terms goals, over the next 12 months I will.... List 2-4 objectives that are realistic, measurable, achievable, and within your control.

1. _____
2. _____
3. _____
4. _____

Contacts and Networking: To achieve these objectives in the next 12 months, I plan to expand my network by initiating, building, or strengthening relationships with the following groups and individuals. Identify 4-10 new contacts that are relevant to helping you meet your objectives that you want to make.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



My Short-Term Goals and Action Steps *(continued)*

Professional Development: To achieve these objectives in the next 12 months, I would like to specifically build my knowledge and skills in the following areas. List very specific skill/knowledge areas, such as: “Negotiation Skills, Budgeting Skills, Ability to Persuade Others, or Knowledge of the corporate landscape in Eastern Africa.”

Reaching other Youth: In what ways were you able to work with youth in your home country and community? For example: Did you mentor other youth? Engage youth in your organization, business, or institution? Organize volunteer activities for youth?

Reaching your Community: In what ways have you been able to share your experience as a Mandela Washington Fellow with your community?

What have you seen achieved through this work?



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Appendix A

SERVANT LEADERSHIP

These 10 characteristics were identified by Larry Spears, CEO of the Greenleaf Center of Servant Leadership.

Listening	Seeks to identify the will of the group and helps to clarify that will
Empathy	Strives to understand and empathize with others
Healing	Recognizes that they have an opportunity to help make whole those with whom they come into contact
Awareness	Able leaders are usually sharply awake and reasonably disturbed (in that they are out of their comfort zone). They are not seekers after solace. They have their own inner serenity.
Persuasion	A reliance on persuasion rather than one's positional authority, in making decisions within an organization
Conceptualization	Called to seek a delicate balance between conceptual thinking and a day to day approach
Foresight	Enables the servant leader to understand the lessons from the past, the realities of the present, and the likely consequences of a decision for the future.
Stewardship	Assumes first and foremost commitment to the needs of others.
Commitment to the growth of people	Recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues.
Building community	Seeks to identify some means for building community among those who work in businesses and other institutions.



Notes