

## Final Day Thursday 6 August 11:15-12:45 Keynote Speaker

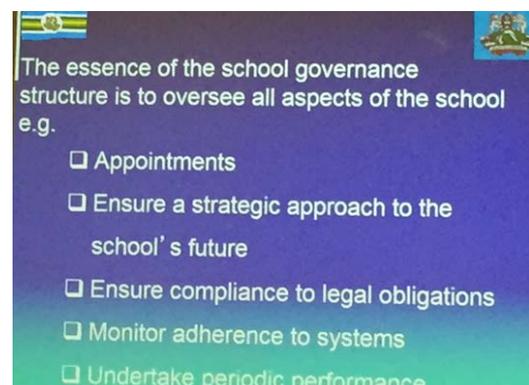
<http://www.confedent.fi/icp2015/program-presentations/invited-speakers/olive-mugenda/>

**Professor Olive M. Mugenda, PhD, CBS**  
**Vice Chancellor, Kenyatta University, Kenya**

Professor Mugenda described her journey leading Kenya's largest university of over 70,000 students and the strategic vision she has implemented in the decade, 2005-2015.

The attached slide-deck of 135 slides tells a story of an amazing women who has taken a developing African nation's major university down the road to significant transformation achieved through:

- Transformative leadership and governance - Has the potential to create sustainable growth
- Governance role is responsibility for the whole organisation - Stakeholder interests (parents, alumni, government, students, community....)



She described TRANSFORMATION as profound and radical change that orients a new direction and new levels of effectiveness, noting:

**Transformational Leadership** is the process of creating, sustaining and enhancing partnerships in pursuit of a common vision, in accordance with shared values.



To achieve this a systems approach required:

INPUT- THROUGHPUT- OUTPUT- FEEDBACK (cycle)
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Where THROUGHPUT is....

- Good governance
- Leadership
- Strategic
- Human skill
- Transformation process
- Creative
- Innovative.....all of these to Move beyond status quo.....

She discussed a key construct of the change approach as Total Quality Management (TQM), which is reflected by the statements:

- Whole school focus mandatory
- Built on the vision, mission and goals
- Without change, there is no progress, so change what you do.
- Courageous and prudent risk takers (calculated, intelligent and manageable)....but have plan B just in case

She balanced her dynamic and courageous approach noting examples of risk which included:

- New management IT systems
- Invested in a hotel (constructed by the university without significant experience in such projects)
- Satellite campuses
- Started own construction company...50% cheaper building program.

In a lengthy, yet engaging presentation, Professor Mugenda discussed the diverse levers she accessed to achieve the change projects:

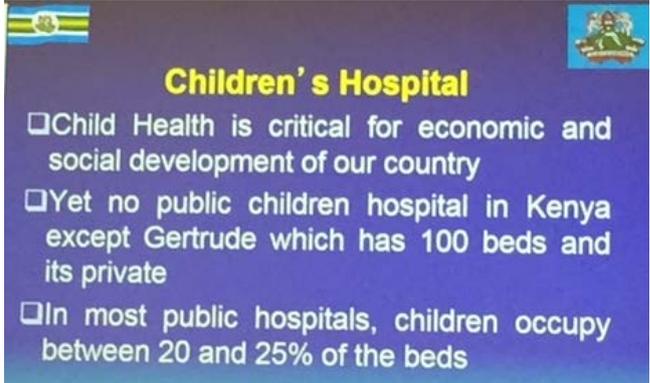
- Believe in people. They activate others
- Maximise on team effort
- Share urgency and vision
- "Surround yourself with people with winning attitudes and you will enjoy success"

- Have strong core values to build your leadership
- Choose your attitude...stay clear of smelly cheese!
- Attitude makes a difference - keep the plane in the air!
- Lifelong learners - ask questions and counsel all the time. Establish a capacity development plan.
- Do not procrastinate - just do it!
- Communicate Urgency
- Create Partnerships

## Key Message – “Sound Performance Measures Drive Change”

At Kenyatta University Professor Mugenda provided many examples of success and growth 2006-2014. The Children’s Hospital has provided amazing social policy improvements in addition to public health improvements. Summary noting her quote that, "The smallest actions are always better than the noblest intentions"

- Start with the low lying apples - Cleaned up all of the toilets! Yes, she built new toilets first!
- Academic program expansion was a priority
- Expanding from 3 to 10 campuses
- University run Construction programs employ 2000 people
- Included escalators in library so African students would not need to go to USA to see them!
- Building the first hospital university in Kenya
- Lots of building projects to expand (sounds like UC plans for the future)



**Children's Hospital**

- ☐ Child Health is critical for economic and social development of our country
- ☐ Yet no public children hospital in Kenya except Gertrude which has 100 beds and its private
- ☐ In most public hospitals, children occupy between 20 and 25% of the beds



**Become an Entrepreneurial Leader!**