

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

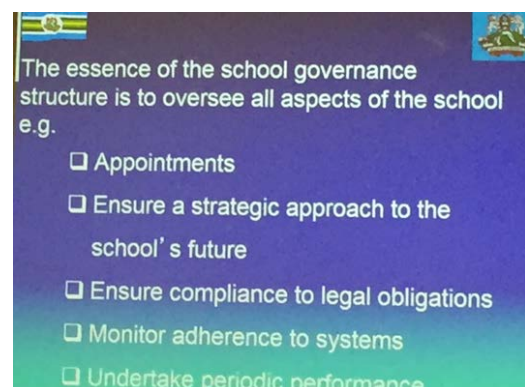
<http://www.confedent.fi/icp2015/program-presentations/invited-speakers/olive-mugenda/>

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)

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"

