



Submission No 102

**Review of Australia's Relationship with the
Countries of Africa**

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Organisation: Leading Initiatives Worldwide Pty Ltd (LIW)



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of leadership

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Inquiry into Australia's Relationship with the Countries of Africa

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31st January 2011

TERMS OF REFERENCE

The Joint Standing Committee on Foreign Affairs, Defence and Trade shall inquire into and report on Australia's relationship with Africa, with special emphasis on:

1. Bilateral relations at the parliamentary and government levels;
2. Economic issues, including trade and investment;
3. Cultural, scientific and educational relations and exchanges;
4. Development assistance cooperation and capacity building;
5. Defence co-operation, regional security and strategic issues; and
6. Migration and human rights issues.

The Committee will consider both the current situation and opportunities for the future.

Dr John Carter
Inquiry Secretary, Joint Standing Committee
on Foreign Affairs, Defence and Trade
Parliament House, CANBERRA ACT 2600
AUSTRALIA

31st January 2011

Dear John

**LIW Submission to the Joint Standing Committee on Foreign Affairs, Defence
and Trade: Inquiry into Australia's Relationship with the Countries of Africa
Jan 2011**

LIW is delighted to enclose our submission regarding the Inquiry into Australia's Relationship with the Countries of Africa. LIW is a global leadership consultancy based in Sydney partnering with countries, corporations and communities to achieve transformational success by developing leadership capacity at all levels. Our existing relationships in Tanzania, Kenya and Madagascar are a testament to our area of expertise, our company philosophy and our approach to building a legacy of leadership.

Since 2002, LIW has been working in collaboration with the Government of the Republic of Tanzania in developing the leadership of over 2,500 public and private sector leaders in order to align them to achieve Tanzania's Vision 2025. LIW has developed local and global programs which bring together government and private sector leaders from Tanzania and Malaysia in a bid to share global leadership learning, foster bilateral relations and strengthen strategies in alignment with respective national visions.

In this submission LIW will address four of the six terms of reference as follows:

1. Bilateral relations at the parliamentary and government levels:

This will focus on LIW's involvement in Africa to date and suggest broader opportunities to strengthen bilateral relations between Australia and Africa.

2. Economic issues including trade and investment:

LIW will demonstrate its capability to assist organisations and governments to gain clarity in what they are trying to achieve with their leadership, assess their current situation and create strategies that deliver increased outcomes, trade, investment opportunities, and relationships.

3. Cultural, scientific and educational relations and exchanges:

LIW has delivered a number of face-to-face leadership programs in Australia as well as East Africa, which has, on an ad hoc basis, enhanced perceptions and interest in Australia. Our partnership with the Global Development Network (GDLN) enables the virtual delivery of leadership programs with highly cost effective and scalable approaches. We have hosted 10 Tanzanians Ministers on two separate global leadership programs in Sydney and we see considerable opportunities to scale this approach whilst actively involving Australian government officials to share best practice.

4. Development assistance co-operation and capacity building:

LIW will demonstrate its experience and capability to develop capacity across Africa through the broad range and instructional design of its leadership solutions. These enable leaders at all levels to have a common understanding of leadership and maximise application in the work place to generate tangible results. We will also leverage our extensive network to build leadership alumni and enhance co-operation across nations.

Thank you again for this opportunity and we trust this paper assists you in your Inquiry.

Yours Sincerely



Ms Pia Lee
Chief Executive Officer,
Leading Initiatives Worldwide Pty Ltd

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1. Executive Summary

Australia's Department of Foreign Affairs and Trade (DFAT) has a strong focus on strengthening relationships between Australia and Africa. LIW's purpose is to create a legacy of leadership across countries, corporations and communities.

Over the past nine years, LIW has successfully partnered with East African governments, agencies and organisations to build and develop effective leadership capacity at all levels. These initiatives are designed and delivered to support national strategic reform programs that are being driven by senior leaders; from Ministers, Ambassadors and CEOs to local government officials.

LIW has developed the leadership capability of over 2500 senior government and private sector officials across a number of African nations. We have created a legacy in Tanzania by training local consultants to design and deliver senior leadership programs.

LIW is passionate about making a difference on the African continent for African people and we have been endorsed by the World Bank as a preferred supplier for capacity building. We have a scalable global network to support ongoing growth and we have forged bilateral relations between senior public service leaders both between African nations and between Malaysia and Tanzania. In addition, we are involved in an ongoing process to provide the forum for cultural exchange which further enhances relationships and potentially strengthens trade.

We firmly believe that leadership is the key strategic enabler for sustainable success and the major focus for creating enhanced engagement between the continents of Australia and Africa.

LIW looks forward to working with DFAT to further promote bilateral relationships between Australia and African nations by initially connecting senior government officials to explore mutual opportunities using the capabilities we have developed and our network.

2. What LIW aims to achieve in relation to Africa

With regards to Africa LIW aims to:

- a) Significantly expand our organisational leadership offerings across African nations including Francophone countries
- b) Increase trade relations and deepen bilateral government relations by connecting our African network to relevant departments within the Australian government
- c) Assist the Australian government and businesses who operate and/or wish to operate in Africa to develop a mutually beneficial model.

Our organisational approach is based on a methodology which supports and aligns leaders at every level to unlock the potential of their people. This is achieved through a coherent framework called the **Organisational Leadership Architecture® (OLA™)**. It is based on leading academic research into the value and results gained by distributing leadership across an organisation. In order to ensure its effective use, LIW has developed a framework which is pragmatic, easy to understand and easy to apply; importantly, it is a framework which generates tangible results.

LIW aims to positively impact as many people as possible on the African continent through assisting African leaders to develop a leadership architecture that enables many others to maximise their capacity and thus catalyse transformational change. Simply put, our approach challenges the 'traditional' view of leadership by moving leaders from 'command and control' thinking to a mindset that asks 'how can I set my people up for success?' This cascades throughout the organisation and ensures that everyone contributes to the achievement of results. In Africa, we help people to understand that in order to create large scale change, leaders must exist at every level and their primary role is to set a clear direction, align a forward thinking mindset and create the right conditions for others to be successful. Our approach in Africa is focussed on **enabling** 'people to fish' in order to build and develop the human capacity to ensure sustainable success.

We believe that the Australian government can make a significant difference in Africa whilst learning vast amounts from its African leaders. LIW looks forward to partnering with DFAT to further the impact and value of enhanced leadership capacity.

3. What has been achieved since 2002?

(Addressing TOR no. 4: Development assistance co-operation and capacity building)

In 2002 LIW was approached by the World Bank initiated Global Development Learning Network (GDLN). This is a global partnership of more than 100 learning centres (GDLN affiliates), which provide advanced information and communication technologies to people working in developing countries around the world.

One of its affiliates, the Tanzania Global Development Learning Centre (TGDLC), requested LIW to develop an initial pilot leadership program ('Leaders of Change') for 6 participants, who were Directors within the President's Office, Public Service Management. The five day program was designed to develop effective leadership skills and behaviours to support Public Sector Reform Program Phase I in order to build effective capacity.

This initial program was instrumental in cascading a better understanding of Tanzania's 2025 Vision¹. Participants in the government and private sector gave feedback that for the first time, they understood their role in building a sustainable economy and eradicating poverty and that they now knew how to cascade this to others. The methodology for this program was experiential and highly interactive which enabled maximum understanding and immediate application in the workplace.

As a result of this successful pilot program in 2002, LIW has partnered with TGDLC in the delivery of a range of leadership development programs for over 2500 government officials and members of the private sectors. These include:

- Ten Tanzanian Ministers who attended two leadership development programs at the LIW Centre for Leadership in Chowder Bay,² Sydney in 2005 and 2006
- Fifty four Ambassadors to Tanzania attended a 'Leaders of Change' Program in Dar es Salaam which was endorsed by the current President of the Republic of Tanzania, Hon. Jakaya Kikwete in 2005
- One hundred and twenty District Commissioners attended a 'Leaders of Change' Program in 2006 in Dar es Salaam
- Sixty of the most senior leaders from the government of Zanzibar attended a program in 2007
- Scores of CEOs, Directors and thousands of senior government officials across a broad range of ministries, agencies and departments.

¹ <http://www.tanzania.go.tz/vision.htm>

² <http://www.liw3.com/CFL/>

Adding to this, our achievements so far include the following highlights:

- a) Design and Delivery of successful face to face and virtual Leadership Programs (all scoring 4 or above out of 5 for excellence):** including;
- **2002-Present - Leaders of Change Program (LOC)** – 5 day experiential leadership development program
 - **2004-LIW achieved preferred supplier status with the World Bank**
 - **2005-Present - Global Leaders of Change Program (gLOC)** – 5 day experiential leadership development program for Tanzanian and Malaysian senior leaders within government and the private sector with a global perspective. Delivered in partnership with the Universiti Sains Malaysia (USM)
 - **2005–Present - Leadership and Ethic Program (LE)** – 5 day experiential leadership and ethics program delivered with in partnership with the Tanzania Public Service College (TPSC) and Prevention and Combating of Corruption Bureau (PCCB) with Dr Vincent Kihyo (PCCB Director of Research and Education) as a key facilitator and speaker
 - **2004–Present - Leadership and Ethic Program (gLE)** – 5 day experiential leadership and ethics program for Tanzanian and Malaysian senior leaders within government and the private sector with a global perspective. Delivered in partnership with the Tanzania Public Service College and Prevention and Combating of Corruption Bureau (PCCB) with Dr Vincent Kihyo (PCCB Director of Research and Education) as a key facilitator
 - **2004-2007 Japan International Cooperation Agency funded programs:** The Director of Ethics (PO-PSM) Mrs Nyondo heard about our LOC programs and asked us to design a leadership and ethics program in order to address corruption issues within the government. JICA heard about this program and funded eight programs for over two hundred participants
 - **2007: Zanzibar government attended LE program:** Forty Secretary Generals and Permanent Secretaries from the government of Zanzibar attended a Leadership and Ethics Program in Stonetown, Zanzibar
 - **2007- Present - Leaders of Change Breakfast Video Conferences** – monthly 3 hour series of leadership topics and discussion points delivered via the GDLN video conferencing facilities to Tanzania, Kenya, Ethiopia, Uganda and Madagascar
 - **Rollout March 2011 - Leaders of Influence (LI)** – 4 day Video Conference leadership program for senior government and private sector leaders in Kenya and Tanzania

The face to face programs have been delivered in Sydney, Dar es Salaam, Bagamoyo, Zanzibar, Arusha, Dubai (UAE) and Kuala Lumpur (Malaysia).

The virtual programs have been delivered to participants in Tanzania, Uganda, Ethiopia, Kenya and Madagascar.

b) Developing local facilitators (*Addressing TOR no. 4: Development assistance co-operation and capacity building and TOR no. 3. Cultural, scientific and educational relations and exchanges*)

In order to fully unlock local capacity, LIW identified the need to nominate participants with leadership capability as potential trainers and developers of the programs in Tanzania. Consequently, LIW has developed the facilitation and consulting capability of Tanzanian public servants, university professors and private sector consultants through structured and fully supported 'Leaders of Change Train the Trainer' 5 day program, facilitators' guide and follow-on mentoring and coaching.

To ensure the facilitators were appropriately equipped to deliver to the local market, LIW specifically designed a Tanzanian facilitators' guide plus the template and guidelines for a facilitator competency matrix. The matrix was designed for facilitators wanting to develop their skills in delivering the LOC and LE programs and is highly customised with each co-facilitators' empowerment in mind. It combines the behaviours and skills necessary for delivering the LOC and LE programs against the different levels of The Leadership Pipeline.³ This process has allowed local facilitators to deliver LIW material in a consistent manner. It has helped them to highlight their own leadership strengths and development needs and enabled them to practice their delivery and become strong lead facilitators.

In total 17 'LOC' local facilitators have been trained by LIW to co-facilitate and lead the leadership programs. This has been extremely valuable in embedding leadership skills and behaviours, setting a strong local example, localising content as appropriate and supporting the creation of a legacy of leadership. Our next steps in ensuring the legacy continues involve signing a licensing agreement and exit strategy for the delivery of all local programs. We aim to do this in 2011 through an important opportunity with a large number of Tanzanian judges who have expressed interest in our leadership and ethics programs.

³ *The Leadership Pipeline* Charan, Drotter, Noel (Jossey-Bass; 1 edition November 1, 2000)

As part of our commitment to developing local capacity, we are coaching the Madagascar Development Learning Centre Training Co-ordinator pro bono. The Madagascar Learning Development Centre is currently facing huge challenges as a result of its country's political and economic climate so we are coaching the training co-ordinator through this situation in a bid to unlock her capacity, develop her understanding of our leadership materials and potentially work with her in running LIW leadership programs in Madagascar.

As a result of our success in Tanzania, in November 2010 LIW was shortlisted from a large number of global consultancies to tender for a transformational change management opportunity with fourteen GDLN affiliates in Africa – termed the Association of African Distance Learning Centres. The tender decision will be made public in February 2011.

c) Alumni and partnerships with senior leadership of the Tanzanian government (*Addressing TOR no. 1: Bilateral relations at the parliamentary and government levels*)

As a result of the effectiveness of our leadership programs over the past eight years, we have an extensive alumni network which includes strong partnership with key senior members and decision makers from within the Tanzanian government. We see an opportunity to connect this Tanzanian network into the relevant Australian public service senior members in order to open the doors for bilateral trade relations including:

- Hon. Frederick Werema: Attorney-General and qualified LIW Leaders of Change program facilitator
- Mr George Yambesi - Permanent Secretary of Public Service Management (PSM) and qualified LIW Leaders of Change program facilitator
- Mr. Joseph Rugumyambeto – previous Permanent Secretary of Public Service Management (PSM) and qualified LIW Leaders of Change program facilitator
- Hon. Hawa Ghasia - Minister of State in the President's Office for Public Service and Management (PO-PSM)
- Mr Shukuru Kawambwa - Minister for Education and Vocational Training
- Mrs Selina Mkony - Program Coordinator, Public Service Management Office, and qualified LIW Leaders of Change program facilitator
- Mrs Selina Lyimo – Director of Human Resources, National Audit Office and qualified LIW Leaders of Change program facilitator
- Mr John Chiligati - Minister of Lands and Human Development
- Mrs Adieu Nyondo - Director of Ethnicity & Inspection

- Mr Eric Shitindi - Director of Management Services (PO-PSM) and qualified LIW Leaders of Change program facilitator
- Mrs Margaret Sitta - Minister for Community Development, Gender and Children
- Mr Charles Senkondo - Executive Director of the Tanzanian Global Leadership Agency, Secretary of the Africa Association of Distance Learning Centres
- Mr Mor Seck, Executive Director of Senegal Development Learning Centre and President of the Africa Association of Distance Learning Centres
- Mrs Njambi Muchane - Executive Director of the Kenya Development Learning Centre
- President Jakaya Kikwete who opened the 120 strong District Commissioners' program in 2007 and declared that the LIW-Tanzanian government partnership would be 'one for life.'

d) International Partners (*Addressing TOR no.1: Bilateral relations at the parliamentary and government levels and TOR no. 2. Economic issues including trade and investment*)

Our collaboration with a broad network of organisations, agencies and alliances is enabling LIW to broaden our scale and impact a greater number of individuals. We have developed active partnerships with the World Bank as a preferred supplier, the World Bank Institute and the Global Development Network.

We have been working closely with Mrs Yoke Lim Khor, Associate Professor from the School of Communication, Universiti Sains Malaysia (USM) to bring together Tanzanian and Malaysia public and private sector leaders to share leadership learnings, exchange culturally and assist one another to develop and commit to clear action plans. Professor Khor has collaborated in organising Malaysian public and private sector participants for our gLOC program held in Malaysia over the last three years. We are currently in dialogue with Professor Hasnah Haron who is the Dean of the Graduate School of Business in Universiti Sains Malaysia discussing synergies and possibilities for future collaboration.

Our LIW presence has been established in Tanzania through a partnership with Kim Consulting, a leadership and management consultancy based in Dar es Salaam. Isaac Kiwango, the Director is currently positioned to head up our proposed team for the African Association of Development Learning Centres (AADLC) proposal and has had eight years of experience facilitating and consulting with LIW Intellectual Property and approaches.

As a result of our work in Tanzania and within Australian government agencies, we were recently asked to guest speak in Kuala Lumpur, Malaysia at the Public Sector Reform Best Practice Workshop organised by Austrade, the Australian High Commission, the Australian National University and the Australia-Malaysia Institute. We addressed seventy of Malaysia's most senior public servants who are trying to escape the middle income trap by becoming a country of 'high income through inclusiveness and sustainability.' During the workshop, we ascertained the Secretary and Director Generals' biggest leadership barriers, provided them with an organisational leadership framework and helped them to analyse their barriers using this framework. The results were impressive with many public servants seeing their challenges in a new outcome focused way. It was interesting to note that they are facing similar leadership challenges to their counterparts in Tanzania and in Australia. An opportunity exists to bring these senior civil servants together to help them discover global best practice, share learnings and build their global leadership networks. This will not only build bilateral relations between Australia and African nations, it will also build the Malaysia-Australia bilateral relationship.

e) Australian and African Partnerships (*Addressing TOR no. 1: Bilateral relations at the parliamentary and government levels and TOR no. 2. Economic issues including trade and investment*)

- i. Australia Africa Business Council (AABC):** LIW is a member of and has a strong partnership with the Australian African Business Council, which promotes bilateral trade between the two continents. One of our Managing Consultants, Lucy Rowe will be travelling on the AABC's annual trade mission in March 2011 to visit Botswana and South Africa.
- ii. Australia for United Nations High Commissioner for Refugees (Australia for UNHCR):** LIW has partnered with Australia for UNHCR since 2006 to support their strategic focus by developing leadership capability.
- iii. Australian Business Volunteers (ABV)** is a client of LIW's and we have a strong partnership with the senior leadership of this organisation
- iv. Kim Consulting:** LIW has partnered with Mr Isaac Kiwango, Director of Kim Consulting in designing, delivering and tailoring leadership development programs in Tanzania since 2003.

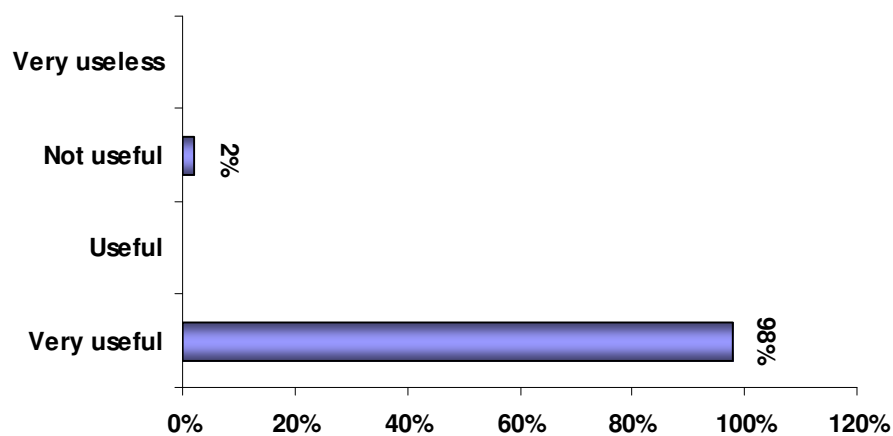
4. Changes in Tanzania

Aligning economic success of a nation to the investment in leadership is often difficult to measure however qualitative and quantitative feedback we have received suggests that tangible value has been gained. This aligns with research on Tanzania's economic growth during the last decade. "Tanzania has increased its economic growth of an average 7% GDP from 1998 to 2009 and poverty has also dropped in relative terms. Tanzania ranks at 151 out of 182 countries in the world with a GDP per capita (at purchasing power parity) of around USD 1,150, but only USD 430 in nominal terms".⁴ A 2006 review of 50 Tanzanian past LOC participants reported the following three evaluations on the impact of the leadership development programs attended:

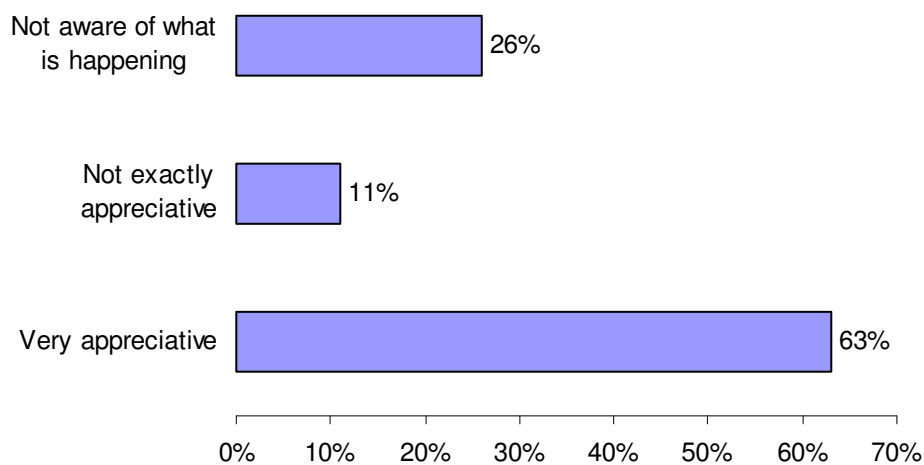
Comments	Agree/Strongly Agree
• Overall I was satisfied with this Leadership program	100%
• The skills that were taught in this program apply directly to the type of work that I do as a Public Service Leader	100%
• I already have several ideas about how I can use the skills/knowledge taught in this workshop on the job	100%
• I would recommend this workshop to other public service employees	100%
• My leadership skills improved after attending this program	100%
• Overall my peers or co-workers support my efforts to apply new skills/knowledge acquired in this program	89%
• I have many opportunities to use the skills/knowledge taught in this workshop while on the job	100%

⁴ Source: http://www.fowpal.org/f/english/F_d_381.html

Was the 'Leaders of Change Program' worth Government investment?



Does your supervisor appreciate your new leadership style and skills in your work place?



In addition, other results include:

- A significant number of senior leaders have been promoted to more strategic roles within 18 months of attending development
- Primary school attendance rates are set to achieve the 100% set as an audacious goal in 2006 by the then Minister for Education (Mrs Margaret Sitta) during one of LIW's Leaders of Change (LOC) programs⁵
- Government officials attending the LOC programs have reported examples of enhanced quality and impact of community and local reform programs
- Emergency response to natural crises have been colloquially reported to have been managed more effectively using organizational leadership frameworks from the LOC program
- Business terms within Ministries have been reported to be more effective and efficient using leadership frameworks gained on the LOC and gLOC programs.

5. Future opportunities

In order to fulfil our purpose of creating a legacy of leadership in Africa, Australia and beyond, LIW is actively embarking on a significant expansion program. This is focused on:

- Building our organisational leadership offerings and scale across African nations in public and private sectors.
- Supporting bilateral trade relations between Australian and African governments by connecting our African network to relevant departments within the Australian government.
- Assisting the Australian government and businesses who operate and/or wish to operate in Africa to develop a 'partner leadership' model whereby both parties utilise a common organisational leadership language in order to work effectively, efficiently and achieve common objectives.

We would very much welcome an opportunity to discuss our engagement in Africa further and to explore opportunities for collaboration that enables Australia to play a significant role in the future of the African people.

⁵ Extracted from Tanzania Mid-way Assessment at Glance of the MDGs Report 2009, for Tanzania Mainland at page iii

6. Appendices

- a) LIW/USM gLOC global Leaders of Change Program Flier
- b) LIW/TGDLC/KDLC
- c) Case Study: Our work in Tanzania-present

a) LIW/USM gLOC global Leaders of Change Program Flier Face to face program run in Kuala Lumpur, Malaysia

The 'Global Leaders of Change' (GLOC) program is a once-in-a-lifetime development experience in a multi-cultural environment, shared with international leaders.

You will leave equipped with the self awareness, motivation, leadership skills and the international connections to enhance your success at work and in life.



GLOBAL LEADERS OF CHANGE
LEADERSHIP DEVELOPMENT PROGRAM

Are you a leader of change with a global perspective?

→ Are you focused on creating success in your organisation and in developing links with leaders across the globe?

→ Are you passionate about making a difference to the world?

→ Are you responsible for developing the capacity of others to excel in an often turbulent global economy?





What The GLOC (global Leaders of Change) program addressing:

- Global leadership challenges
- Creating the conditions for success
- Change & innovation
- Emotional Intelligence
- Coaching & feedback
- Application from international case studies

Why Connecting global leaders to discuss leadership challenges and share solutions at a time of global change

Who Senior executive leaders with a global perspective

Where Grand Dorsett Subang Hotel, Kuala Lumpur, Malaysia

When 8-12th November, 2010

How Experimental learning, group simulations, feedback, reflection
1:1 coaching, post program online alumni

please contact
Mr Charles Senkondo
Executive Director, TGDLC
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ph: +255 22 2123705

← For more information



b) LIW/TGDLC/KDLC Leaders of Influence program Flier Virtual program run via video conference



An exciting virtual leadership experience giving you a global network and the skills & behaviours needed to influence others in order to build capacity and gain results.

You will leave equipped with a leadership toolkit to enhance your success as an influential leader at work and in life.

Leaders of Influence (LI)

Are you a leader who needs to influence others? *Good. You're invited.*

What | *The Leaders of Influence (LI) Program is part of the transformational Global Leadership Series (tGLS) discussing:*

- The demands of effective leadership and influence
- Positive psychology and its impact
- Leadership Skills (IQ) and Leadership Awareness (EQ)
- Neuroscience: how will it help you understand behaviour?
- What the limbic brain wants: SCARF
- Skills and frameworks to build empowering leadership
- Locus of control and influence
- Learned Optimism and Learned helplessness

Why | *Unlocking your influencing skills to enhance results*

- Turning cutting edge leadership theory into everyday practice
- Building influencing skills and behaviours for greater impact
- Learning a language to enable effective leadership influence

Who | *Senior Leaders in both the public and private sectors*

- Senior Leaders who are leading and influencing others

How | *Pragmatic and highly applicable 5 day virtual program*

- 5 day, 3hours/day dynamic videoconference program
- Latest leadership & influence thinking
- Dynamic interaction between participants
- Multiple GDLN sites encouraging cross cultural learning
- Individual & pair work with feedback & reflection
- Certificate accreditation at completion
- Alumni membership



For more information, contact Executive Director, TGDLC
tza_csenkondo@gdlmail.org ph: +255 22 2123705

c) Case Study: Our work in Africa from 2002 – today

Case Study: Our work in Tanzania 2003-present



Year	Examples of impact/results
2002	Pilot Leadership Program – Leaders of Change - 6 pax
2003-5	Leaders of Change delivered to 500 people senior government officials including Ministers and Ambassadors
2006	Leadership & Excellence (Ethics) Program designed as a result of our findings from LOC programs, that government officials were not aware of what is and is not ethical behaviour. Fourteen local co-facilitators selected for development to run the leadership programs
2007	Over 180 Regional Commissioners (RCs) attended our 5 day Leadership Excellence (Ethics) Program which was co-facilitated by Tanzanian & Australians. Officiated by Tanzania's President, Jakaya Kikwete who declared that the 'LIW/Tanzanian Government' relationship would be one for a lifetime
2008	2000+ government officials attended the 5-day 'Leaders Of Change' (LOC) program, including the provision of leadership skills & behaviours to Ministers, Permanent Secretaries, Regional Commissioners, District Commissioners and Directors in both the local & central government. 100% of participants on the programs felt satisfied with the content and 100% declared that their leadership skills had improved as a result of being on the leadership program
2008	A PWC report declared the LOC program was the 'most effective' program' to have been conducted over the past 4 years for Tanzanian government officials
2009	global leaders of change (gLOC) program designed & run in Kuala Lumpur bringing together Tanzanian & Malaysian leaders to combat global issues impacting locally
2009	global leadership excellence (gLE) program designed/run in Dubai analysing global ethics with a local application
2010	2500 leaders have been developed through the LIW programs, global leaders of change Safari program designed and run in Arusha followed by leadership reflections in the Ngorongoro crater. LIW selected as 1/6 global consultancies to respond to a tender for a knowledge management transfer for AADLC, 14 DLCs originally set up by World Bank across Africa
2011	February: Pilot 5day Videoconference rollout for Tanzania and Kenya to commence in December 2010. March kickoff: Design & Delivery of three VDIC 'Transformational Leadership Development' programs in Vietnam (with potential to do the same in Sri-Lanka and Thailand) in collaboration with The World Bank, Vietnam Development Information Centre and the Vietnam Chamber of Commerce Training Institute.