



# Leadership Redefined

**GROW MENTORSHIP AND COACHING  
PROGRAM FOR CEHURD/AHAKI  
-SENIOR MANAGEMENT TEAM**

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I am a member of a team, and I rely on the team, I defer to it and sacrifice for it, because the team, not the individual, is the ultimate champion. Mia Hamm

Compiled by Grace Kabatangare



# GERTRUDE NAKANWAGI

**'Strive not to be a success, but rather to be of value.' Albert Einstein**

**G**ertrude can best be described as generous, kindhearted, highly organized, result oriented, ambitious, people person, proactive, supportive, enthusiastic and observant with a positive outlook on life. I love to travel, read and listen to gospel music. I enjoy Ugandan local dishes, specifically matooke and meat in groundnut paste. Honesty, integrity and passion drive my work; I am endowed with natural ability to build productive relationships and efficient structures. I am accountable, self-motivated, a fast learner, and a team player with excellent interpersonal skills. I am committed to continuous improvement through acquiring new skills, optimism, courteousness, enthusiasm, consistence and diligence.

I have worked at AHAKI for a period of eight (8) months in the position of Deputy Director General. Before AHAKI, I worked with CEHURD and several other organizations in different capacities. My background in education is in Management. My desire has always been to impact the world through acts of kindness for the needy and vulnerable in my community. As a young girl, born and raised in Entebbe, I dreamt of wealth, opulence and exposure to the world through travel. Although I have not achieved it all, I am satisfied and happy with what I have and who I am today. I value loyalty in friendship and enjoy giving support and joy to others.

Before GROW, I feared making wrong decisions, taking risks, struggled with indecisiveness and often doubted my confidence. Today, I am a confident leader, decisive and responsible for everything within my control. I am visionary, strategic and great at turning ideas into reality. I have embraced the truth that leadership is a privilege not a title, and that through building my team, I become a better leader. I know that my potential to lead others is a direct result of how I lead myself; thus, I need to lead by example.

In ten years, I will be a great leader; so, I aspire to be innovative, hardworking, knowledgeable, compassionate, focused, supportive and visionary. I

have discovered much about myself through the GROW mentorship program; before joining GROW, I did not know or understand myself deeply as an individual and as a leader. I hardly knew my strengths, talents and neither acknowledged my weaknesses as a leader. I always relied on feedback from people I interacted with.

The Clifton Strength's survey revealed five top strengths: connectedness, individualization, positivity, achiever and arranger, their significance and application in enhancing my leadership skills. I was able to identify weaknesses, threats and critical areas of concern and acknowledge their role in hindering my progress, suffocating my potential and stealing my peace. I confronted and dealt with the root causes of self-pity and undue attention to negativity; this was a difficult but fruitful process.

During my GROW journey, I birthed and committed to nurture personal rootedness, progressive growth habits and positive energy, through daily routine activities. These routines included learning something new every week, courageously overcoming my fears and negativity, observing and learning from others, asking for feedback, practicing open-mindedness, meditating and mindfulness. Through a positive attitude, I continue to pursue my full potential by focusing on the big picture, despite the distractions; I am a life-long learner.

I have positively impacted my workmates in areas of conflict resolution, identification and application of strengths, decision making, personal development and dealing with personal and institutional crises. I am a trusted, understanding, reliable, team-oriented leader and my team is focused, motivated and committed to the organization's mandate.

As I continue my growth journey, I carry with me lessons, encouragement and resolve. Learning is a lifelong pursuit and demands engagement of body, mind and spirit. Self-assessment, self-awareness, effective communication, respectfulness, open mindedness, trustworthiness and empathy, accompany me on my journey. I am grateful to CivSource Africa for this life changing opportunity.

FOR GOD AND MY COUNTRY



# NAKIBUUKA NOOR MUSISI

**'A journey of a thousand miles begins with one step.' Lao Tzu.**

**N**akibuuka Noor Musisi is an adult female of sound mind, a proud mother of three. I am an upcoming positive and empathetic leader. I am open minded and willing to grow with others. Before GROW, I did not have much regard for the feelings or desires of others and whenever there were delays in implementing new interventions, I would quickly step in and act. I would sometimes dictate and often never listened. My leadership skills were nurtured at home where I am the last born and always strived to work hard and look out for others, so I'd be recognized as a significant member of the family. I was raised in Butambala and proudly identify as a Muganda from The Central region of Uganda. My education background is in law, and I am a lawyer by profession.

Along my journey of growth, I enrolled with CivSource Africa for the GROW mentorship program. The program seeks to address areas of self-awareness, institutional growth, accountability and learning. I gained deeper understanding of myself, my brand, the people around me, my relationship with money and my desired legacy. I have gained many skills and been furnished with tools to become a better listener, be fully present and patient when dealing with people and value others' input. I have learnt to appreciate the value of delegation as a motivating and empowering tool; my role in delegation is to support and follow-up where needed instead of taking over the task. In addition, the GROW mentorship course pushed me to always think outside the box and be aware of the readily available multiple solutions to problems in my environment. I am therefore always seeking to discover potential contributions to solutions, in people around me, at home and at work.

Striking a balance between friendship and professionalism at the workplace can be an uphill task especially when points of view differ. We all rely on the human relation to survive, both at home and in our workspaces. The program equipped me with knowledge to manage this balance through awareness of boundaries, conflict resolution, mutual respect and

professionalism as priority in the workplace.

The way I see myself ten years ahead is as a positive leader; empathetic, trustworthy, inspiring, ethical, collaborative and empowering. Thinking about my future gave me a chance to analyze my goals, wishes and ambitions and the opportunity to pursue my dreams. As a positive leader, I will impact my team to improve their professional environment by developing their personal abilities and focusing on their strengths. I will be a leader who empowers and mentors my team and maintains a peaceful atmosphere by facilitating timely conflict resolution. I am committed to improving my personal beneficial qualities especially temperance, prudence and flexibility. I have greatly impacted the people around me and worked out major differences and misunderstandings. The improved communication, joy, harmony and satisfaction at my workplace is evidence that the GROW mentorship program is bearing good fruit and that I am walking the talk that many are already emulating.

The positive feedback from my colleagues is catapulting me forward and motivating me to become the best I can be. I am the CEO of my life and therefore accountable first to myself and then to others in my workspace. I have an obligation and willingness to accept responsibility for my actions which makes me trustworthy and reliable. I ask for feedback, recognize when I am procrastinating, set goals, practice self-care, stay organized and reward myself. These practices keep me rooted in my quest for achievement and excellence and have caused great transformation in my life. I have a positive attitude towards learning and teaching those around me; my relationships both at home and at work have greatly improved.

Time was a great hinderance during the program because of the many other demanding obligations. I however managed to focus on the result and managed to complete all my assignments. My desire is for this content to be introduced in schools so that the young children can get a good head start. I am very grateful for this opportunity to learn, grow and thrive. I appreciate CivSource for the mentorship and stewardship of the GROW program.



# FLORENCE NAKANWAGI MATOVU

**'Discovering who you are today is the first step to being who you will be tomorrow.'  
Destiny's Odyssey.**

**M**y name is Florence Nakanwagi Matovu, a Human Resource Management Specialist and I am taking full responsibility of my growth. I hail from Masooli Gayaza and are proudly associated with my African culture. I am a Muganda by tribe and Ugandan by nationality. This country has birthed, nurtured and supported my existence, enterprise and purpose. FOR GOD AND MY COUNTRY.

Before GROW, I was mainly focused on growing my academic and professional life. Despite my growth over the years, it had not been an intentional goal but rather occurred because of the job placements and associated opportunities. As Mary Englebreight stated, 'Bloom where you are planted'. Through the GROW sessions, I learnt to be intentional about my growth as a leader beginning with personal growth, self-awareness, definition of personal vision and personal development plans. I am appreciating my growth as a journey and not a destination; it's one intentional step at a time!

Debby Ford defined self-awareness as having the ability to take an honest look at one's life without attachment to it being right or wrong. The art of self-discovery is hinged on a process of understanding your true self; your values, your need/wants, your likes and dislikes. After the GROW program, I was able to see myself clearly through the lenses of the various psychometric tests, program modules and self-assessment tools. My strengths and weaknesses are clear before me, and my focus is to be disciplined and committed to establish my strengths and to acknowledge and proactively deal with my weaknesses. My strengths are logical thinking, analyzing and exploring ideas, application of ideas and generating conclusions from established facts. I am a relator, gifted in creating harmonious and beautiful environments where people from diverse backgrounds work together for a common goal.

I am talented in the ideation realm, connecting dots through logical thinking as I explore, test and generate conclusions from established facts. I am skilled in the art of identifying ways in which persons of different

ideologies, backgrounds and personalities can work together productively, tapping into each one's strengths to contribute to the good of the team. I am also a developer; I recognize and cultivate potential, identify and motivate improvement, and encourage others to keep growing. My core values and beliefs continue to guide me on my leadership and life journey.

The GROW mentorship program exposed areas in my life that need attention. In life we go through many situations, influenced by circumstances and people; some of which we have no control over. GROW pointed me to the baggage I must work through in order to free myself and impact others in a positive way. I have been reserved, minding my own business and giving very little of myself to others for fear of disappointment. It is important to face my past, get closure, learn lessons and march forward in triumph and commitment to myself, to keep on track with my life's purpose. 'A life isn't significant except for its impact on other lives.' Jackie Robinson.

Today, I am described as open-minded, fun to be around, resourceful and attentive. I am accountable first to myself, my family and my employer. My value system, ambitions and expectations keep me in check. Being accountable pushes me to grow through self-development and motivated to be result-oriented. Accountability also focusses my attention to value addition through innovation and creating a conducive environment for my colleagues. I am embedding lessons learnt from GROW in my daily work routines. The relationships most affected by my transformation have been with my work colleagues. I am now in a better position to deal with them at a personal and professional level. Before the GROW session, I was more of a talker than a listener; I have learnt to listen to others and then speak. I am also training myself to speak slowly so that I am well understood. I have learnt that my potential to lead others is a direct result of how I lead myself, self-discipline, modelling leadership and good work ethic.

The GROW mentorship program was life changing despite time limitations due to hectic work schedules. I pledge to continue the road to self-discovery. I am thankful to CivSource for this great opportunity. effective communication, respectfulness, open mindedness, trustworthiness and empathy, accompany me on my journey. I am grateful to CivSource Africa for this life changing opportunity.



# JULIET NAOME NAMUSOKE

**'In one sentence, I'd describe myself as indescribable. But I wouldn't end it with a period. I'd end it with three dots.'**  
**Jason Schwartzman**

**J**uliet Naome Namusoke is a dedicated Christian, committed to serving her Heavenly Father. The Christian foundation teaches love, service and no judgement. I am adventurous and love travelling, watching movies and trying out new things. I thrive best in changing environments. I love my family and my profession. I enjoy sharing with others and training them to become better versions of themselves. I am engaged in voluntary work with my church and community. I am inspired by developmental conversation and by people with greater knowledge, skills, experience and exposure. I am motivated to continually improve and progressively grow as an individual and as part of the different spaces of which I am a part.

Before GROW, I was reserved and did not share much during Senior Management Team (SMT) meetings. I was also unaware of many aspects about myself, intimate details about my personality, money dynamics, personal brand implications and interpersonal complexities. After the GROW mentorship program, I started the learning process of engaging more and contributing to discussions. I work best within well-defined structures and systems but that are flexible and allow for opportunity to learn, unlearn and relearn within the time frame of decision making. As an accountable person, I have learnt to navigate around tempers, negotiate difficult conversations, lead with passion and keep true to my values. The GROW mentorship program challenged me to rediscover my core beliefs, identity, dreams and lessons learnt along my life. This helped me understand others from a confident and secure self-awareness lens that allows for empathy, understanding, acknowledgement and presence towards them.

In ten years, I will be a self-employed entrepreneur dealing in agribusiness; fish farming and poultry farming. I will be engaged in various community projects that aim to empower and improve living conditions in the

areas of Maya, Nakyerongosa and Zziba. As a finance specialist, I desire to pass on my skills to the teams I lead in financial management, income generation, investment possibilities, systems strengthening and internal controls. It will be my great pleasure to watch them grow and thrive under my mentorship.

The feedback from my team is evidence of the positive changes and potential for better work relationships and personal growth. Today, I am described as generous in sharing information and intentional in uplifting all members of my team. I am progressively transforming into the best version of myself, and this has benefitted my immediate family and the team I work with. I have learnt different approaches of handling the various situations within a diverse group of people; I have acknowledged my weaknesses and improved greatly in my management strategy. I now know my temperament, the weaknesses and strengths. I am more intuitive, empathetic and cautious of my boundaries. I am confident in my ability to navigate hard conversations and ensure efficiency and good feedback mechanisms within my team and I am also open to feed back.

For posterity, I have already put in place a succession plan enabled by delegation, training and grooming potential successors within the team. This has enhanced a greater sense of ownership, responsibility and motivation among the team; the potential of the pool of opportunities and strengths within the team is a primary driver toward its growth and sustenance. Despite the time limitations during the program, I am forever grateful for this opportunity to grow and learn life changing lessons among which gratitude and generosity top the list. Having the opportunity to walk back into my history and acknowledge all who contributed to the person that I am today, was most humbling and significant. Documenting my leadership journey was mind blowing; realizing that leadership does not start when we get into positions of responsibility but as early as we are born and start our life journey. My earliest leadership role was as a class monitor.

I am forever grateful to CivSource Africa for this great growth opportunity



# GRACIAS ATWIINE

**G**racias Atwiine is an accomplished and seasoned leader that leads from his soul and heart. I'm a team player that appreciates the power of collective responsibility and ownership for decisions taken by senior management and my own decisions

As a leader, I learnt a lot in the GROW mentorship program; I encountered new aspects of my leadership abilities and the concept of leading from the soul. Leading from the soul has changed the inner me, my leadership approach and style; I now appreciate and acknowledge the organization and all its aspects from a completely different point of view. I am a better leader having learnt that leadership is a shared role and responsibility; we have different responsibilities on the leadership ladder aiming at the same objectives and goals. Ten years from today, I will be a leader that leads from the soul; I will acknowledge all team members and offer my full presence as a sign of respect, humanness and togetherness. I will stay relevant to the team that I lead, consult more and ensure a shared understanding of the vision, mission and direction of the entity.

Through the different psychometric tests, my profile outlined my management, thinking and learning styles. I saw a reflection of my strengths and weaknesses and was equipped with tools to leverage them as a leader. There is need for me to consult more and embrace divergent views and opinions.

Leadership is a journey I am walking with my team; together, the pool of strengths forms a beautiful synergy that completes the leadership puzzle in my organization.

I have positively impacted the CEHURD team and more importantly, the team I supervise. The team has benefited from my being compassionate and leading from the inner me, leading from the soul. Today, I am described as a changed and forward-looking leader with resilience and resolve to do more and impact others. I'm accountable to the beneficiaries we serve and strive to make their lives better. I'm accountable to myself, my team and to the entity's accounting officer. My attitude is positive and open to learning from my seniors and junior staff. I have constantly reminded and encouraged my team to be more receptive, open to learning and adaptive.

Based on the 5 GROW modules, now better than before, I appreciate and acknowledge myself, the brand I represent, my associations and my money. I would like to be remembered as that leader that led by example and groomed others for the same roles. I am compassionate and intentional about how I lead and daily endeavor to apply the lessons learnt in the GROW mentorship program.

I thank CivSource for this great opportunity of growth.



# FATIA KIYANGE

All leaders have assumed new leadership roles, either the first or one of many new challenges. The time of transition is one of great personal and professional growth, when taken step by step while following basic principles. Getting off on the right foot as a leader is essential and involves a leader's ability to learn, assess, communicate and act. When I joined the GROW mentorship program, I was a new Executive Director of CEHURD working through how the leadership transition would go in its first year, 2022. This was a transition from a Founding Executive Director and with a newly constituted senior management team; with some staff new to the organization and others promoted into senior management roles. Agility and adaptability are mandatory as a leader prepares, manages and reinvents themselves in order to navigate the twists, turns and transitions before them. I was at this point in my life when the timely opportunity to join the GROW mentorship program presented itself. Tao Te Ching, 'When the student is ready, the teacher will appear.'

The GROW mentorship program offered great insight into in-depth self-awareness, people management skills, beneficial communication matrices, money matters and the importance of legacy. Today, I am a more confident Executive Director and I enjoy a grounded and professional relationship with the senior management team. I know my strengths and acknowledge areas of vulnerability. I am comfortable with sharing my weaknesses as I seek support in some areas. I have reflected on my leadership journey and taken into consideration the past, present and the future. I have a clear vision of the future and a strategy for dealing with any hinderances along the way. I actively reflect on how others perceive my words and actions and work to change my approaches so I can lead my team more effectively.

My improved decision-making skills help me assess a situation and determine how the organization may proceed; I apply logical reasoning, collaboration, creativity, problem solving techniques and feedback mechanisms. These are all anchored by my personal and institutional values. I make decisions in difficult situations and focus on debate, clarity and closure of issues. My delegation skills have also significantly improved with a good understanding of the different

roles and responsibilities of the different players within the delegation process. Delegating is a powerful tool for building trust within the team and offers me freedom to concentrate on specific assignments.

Today, as a leader, I am full of gratitude; appreciating the people behind CEHURD's success and acknowledging the contributions they make each day. Gratitude increases productivity, sense of connection, instills humility in leaders and nurtures in them a growth mindset. I am committed to keeping a gratitude jar and intentionally practicing being grateful each day. I am also grateful today, for who I will be in the future. Ten years from today, I will be an inspirational leader, full of positive energy and equipped to train, mentor and impact society. I will look back to a well accomplished and celebrated leader with a legacy that others will strive to emulate.

A great discovery along the GROW journey was that my thoughts and actions are often in the right direction, even in those times when I have doubts. Having a coach has enabled me to discover this truth and created authentic confidence in me. This has boosted my decision-making abilities and given me freedom to always trust myself. During the program, I identified, named and faced fears related to sharing my vulnerabilities. I realized I needed to always celebrate and reward my wins and be kind to myself each time I felt I had failed.

I have positively impacted the entire CEHURD team through compassion, empathy and mindfulness. The program enhanced my emotional and social intelligence acumen which reflect in my quest to advocate for a psychologically safe environment for all staff. Today, I am best described as a great leader who pays attention to detail and is professional, analytical, empathetic, loving and caring. During the GROW mentorship program, I birthed and committed to nurture self-love, conscientiousness, timely identification and action on stress triggers and quality time for myself. I also committed to worrying less, focusing on areas within my control, communicating and protecting personal boundaries.

I am thankful to CivSource Africa for the opportunity to learn, grow and thrive.



# CHRISTOPHER BAGUMA

**C**hristopher is a committed team player, a good listener and with impeccable planning abilities. I am calm, hardworking and innovative. My hobbies include watching soccer, enjoying nature and making new friends. My education background is in the field of Education and Public Health and my work focusses on Research and Grants Management. Before the Grow mentorship program, I was reserved and did not freely express feelings or opinions about things happening around me. I performed my work duties as required and always contributed to the team effort.

After the GROW mentorship program, I discovered many new aspects concerning myself, the brand I represent, the people in my life, my money beliefs and the legacy I should prepare to leave behind. There are many registered transformations both personally and at managerial levels; especially in the areas of decision making, planning, mindfulness, people management, self-management and dealing with change.

Ten years from today, I will be a practical leader; practicing discipline, developing situational awareness, discerning listener, inspirational, resolving conflict and always learning. I will be an encourager who appreciates the teams' collective decisions and follows rules of engagement for every assignment.

The GROW mentorship program unearthed my previously unknown natural gifts of counselling and mentoring others. I have positively impacted team members and motivate them to believe in themselves and have confidence that everything is possible. Additionally, I have encouraged them

to be resilient, trust work processes and approach all challenges as learning opportunities.

Through the program, I learnt that for leaders to be accountable, they need to be committed to the organization and to the people. Leaders must take their role as people leaders seriously, building trust among team members, clearly communicating goals, objectives, key results and fostering alignment and team focus. As I am accountable to my immediate supervisor and my team is accountable to me, emphasis is placed on deliverables based on common purpose, clear expectations, communication and collaboration.

Based on the 5 GROW modules, I have come to know my 'whole-self' better in terms of my strengths and weaknesses, new leadership concepts, efficient teamwork strategies, decision making tools and self-management routines. I now appreciate the parallel spheres of 'control' and 'no control' and stress less about those areas outside of my influence. I have greatly improved my planning and scheduling through to-do lists, work plans and prioritizing. GROW has been a learning space that has helped me discover, learn, unlearn, relearn, question, think, rethink, Let go and embrace a lot of things. The selfcare sessions helped me reflect and energize myself at work. I have adopted reflection sessions with my team for purposes of bonding, idea generation and collective decision making.

During the program, I encountered hindrances of time management and competing priorities. I am thankful to CivSource for this opportunity to discover myself and continue to grow.



A black and white photograph of a window with a view of a building and a desk with a pen and papers in the foreground. The window is the central focus, showing a reflection of a building and some trees. The desk in the foreground has a pen and some papers, which are slightly out of focus. The overall tone is professional and clean.

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# GET IN TOUCH



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