

Watch Out, Here We





ABOUT CIVSOURCE AFRICA

CivSource Africa is a philanthropy advisory firm committed to nurturing a more sustainable, effective and connected civil society that advances the dignity and voices of all people. We do this through promoting reflective, responsive and accountable philanthropic practice.

CivSource Africa is also passionate about promoting African philanthropy and telling the stories of African giving and generosity.

Our interventions span the areas of developing and supporting grantee relationships, grantmaking, and providing space for conversations on cutting edge development issues.

We foster collaboration among Civil Society Organizations and facilitate leadership strengthening through our Mopané leadership program, Growj is one of the offerings of the mopanre leadership program. We provide technical advice for resourcing models that place a premium on the dignity of both stewards and intended beneficiaries.

In so doing, we champion good stewardship of entrusted resources for civil society.

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What A Journey It's Been!

The saying goes that a journey of a thousand miles begins with the first step. I believe though, that the first step is merely the outward expression of a journey that starts before the step is taken. I would modify the saying to **“a journey of a thousand miles begins with the first dream”**.



GROW_i, a mentorship and coaching program for leaders started long before we even had a name for it. It started with the visioning process for CivSource Africa.

As we thought about the kind of organization we wanted to be, the types of services we wanted to offer, and the footprint we wanted to leave, we were clear that we wanted to contribute to building the strength of leaders in Africa.

Being a new organization and suffering our fair share of missteps, our hearts empathized with young leaders (those biologically young, and those leaders stepping into their roles for the first time). That's how GROW_i formed in our hearts and minds.

Fast forward to today, we are glad to present you these stories from the first GROW_i cohort (class of 2021). We applaud the GROWers for investing in themselves. We applaud them for their desire to grow.

We applaud them for stepping up despite the despair of the COVID-19 pandemic, in spite of the zoom fatigue and even despite the anxiety that meeting physically in these times can bring.

They showed up. And they grew.

Of course their growth journey is not over yet. The GROW_i program was a pit stop along this journey. We wish them utmost success and flourishing as they go on to become better and stronger leaders.

We appreciate all who journeyed with the inaugural GROW_i cohort. We thank the International Coaching Federation, Uganda chapter (ICF-U) for partnering with us and offering coaches for the GROWers. We appreciate Imprint Uganda Limited that offered their time and skill and pointed us to the psychometric test that all the GROWers did. They even taught the coaches how to help the GROW_i participants interpret and work with the test results as part of the growth journey.

We appreciate all who facilitated the GROW_i modules. They each brought their A Game. Many thanks to Dr. Lydia Mpanga, Dr. Eunice Adubango, Patsy Mugabi, Alfred Agaba, Coach Samuel Bakutana and Ms Belinda Namutebi. Thank you for sharing your time, your knowledge, your skill and your vast experience. We are all the richer for it.

Many thanks to the team behind the scenes - Allen Asimwe the Associate Support of our Mopane Leadership Program; Treasure Layola the Executive Assistant, Sandra Birungi, the welfare manager and Ednah Namugere our Communication Associate. Many thanks to Penelope Sanyu who contributed to the visioning of GROW_i. All these people worked tirelessly to make GROW_i happen.

We thank Ms Denise Kekimuri who helped to document the GROW stories. We thank NZE Eve who documented GROW_i through photography. We thank Stuart Nsingwire for the design work for GROW_i.

Thank you all who were part of GROW_i 1. It truly takes a village not only to raise a child, but to GROW_i a leader.

Jacqueline Asimwe
CEO, CivSource Africa

To grow
you must
be willing to
Invest
in relationships



“

**There is Always light,
If only we're brave enough
to see it. If only we're brave
enough to be it.**





Sara is a life-loving Christian lady who enjoys reading and meeting new people. I enjoy learning, and I believe that anyone who continues to learn stays young.

GROW_j came into my life at the perfect time. I was starting a new organization, and previous discussions with the team Lead at CivSource Africa about the programs they offered led me to this program. After doing some more research, I realized that the content being offered would be extremely beneficial to me as a leader and that paying for the program was more of an investment in myself.

I went into this program thinking it would help me grow as a leader; I actually thought it would be technical teaching, such as how to write better proposals and build donor networks, but it turned out to be about ME as a human being. Understanding who I am before I can lead others has shifted my perspective; I am more than one thing. Sara has a lot of different aspects to her that I wasn't taking advantage of. I was stuck in the NGO world when I started the GROW_j program, writing proposal after proposal to no avail, and I was mentally and physically exhausted. "I may be spiky on the outside,

but I'm sweet on the inside, like a pineapple," Dr Lydia Mpanga said during the first session.



I have to remember that it is a process; self-discovery is not about destiny but taking moments to appreciate who I am at that particular stage.

Not only would being a better financial steward benefit me, but it would also benefit the organization I lead. My money habits were pervading everything I do; I've learned to keep track of where my money goes and to be aware of its growth or runtiness. Increased income streams are the only way to foster growth, which is how I ended up in the business world. I realized that relying on a single source of income wasn't going to cut it for me, and this session showed me what money circulation could do for one's dreams, but first, I had to make money in order to grow the money. Coach Eve emphasized this during our sessions, saying that I needed to develop emotional resilience because the seasons change, and I needed to be able to weather whatever life threw at me.

She could tell I was having trouble with this, and her advice, while brief, was helpful.

Unlearning and relearning, recognizing my trigger points, identifying areas where I needed to grow, and accepting that challenges will inevitably arise, but that each day I must focus on small steps toward becoming a better human being because life, like time, does not wait for anyone. I was put on this planet to contribute something, and discovering that there are layers to my being that I need to share with the world was one of the most rewarding aspects of the GROW_j program. It was a de-clogging program, and I would recommend it to other people because most of us have been raised to be one thing, with the goal of being successful, but we haven't been taught that we as human beings have layers. Sara, as I was at the start of the GROW_j program, is not the same Sara as she is now. To thrive, I've unlearned and relearned, and I'll continue to do so.

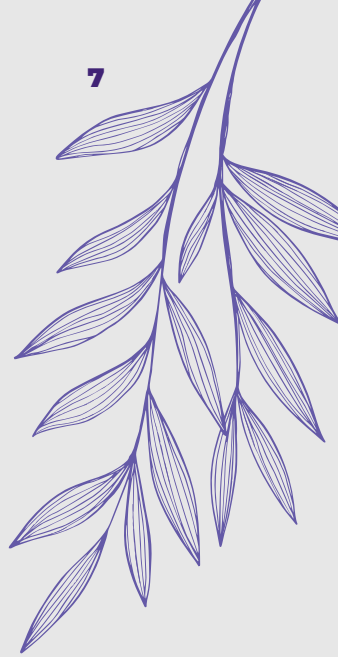
The GROW_j program can be described in one word: **UNLEARNING**

UNLEARNING



**Self-discovery
– Taking moments
to appreciate who
I am.**

By Sara Birungi



There isn't a straight line between growth and development!

By Joshua Nyakairu





Joshua Nyakairu is a husband and the director of GamCare Uganda, a non-profit that raises awareness about the negative consequences of gambling in Uganda and offers advocacy programs to combat them.

I needed the GROW_j program more than they did, and after reading the course outline, I knew I had to apply. I expected to meet with more seasoned, well-travelled professionals from across the continent who had a comprehensive understanding of what leadership meant in the twenty-first century. My expectations were met, if not exceeded, right from the start. Who knew that in order to be a leader, one must first know

themselves? That's not the case. This struck a chord with me, reminding me that I had a lot of work ahead of me. To grow as a person, you must first understand yourself. To maximize my productivity, I began by planning my day the night before. I also learned to review my day every evening to stay on track with my goals from the book *Tiny Habits* by BJ Fogg. My biggest takeaway from this program is the power of small habits and consistency.

To be successful in the GROW_j program, one must be willing to learn and be disciplined. There isn't a straight line between growth and development. There are some elements that can help one grow, but if you don't put in the effort

to multiply or apply what you've learned in different sessions, you'll stay stuck. I'd like to thank the GROW_j Team for creating a program that is inclusive of all age groups, genders, and work experiences. The physical meetups were not only entertaining and thought-provoking, but they also allowed me to interact with people I would not have met otherwise, allowing me to expand my network. Everyone, in my opinion, is a person of influence in their lives, and thus this program is necessary.

LIFE CHANGING is the best way to describe the GROW_j program.

LIFE CHANGING





NECESSARY



Isaac Imaka is a multifaceted individual who has worked as a journalist, an entrepreneur, a community mobilizer, a boy scout, a music lover who finds the dance floor to be a lot of work and is currently learning to play tennis after finding equestrianism to be too expensive.

Nothing, in my opinion, is impossible if you put your mind to it.

Having no preconceived notions about GROW_i, I went in with an open mind. I was looking to improve my leadership style and social network, as well as learn from the best in the field. So, instead of placing restrictions or expectations on myself, I decided to simply attend and improve myself with no restrictions.

Our background as Africans is that we rarely have this discussion enough in any sphere of our lives, so legacy and succession were very important as a session. For example, some of us lack generational wealth stories from which to draw experience and inspiration. We're only scratching the surface of how wealth works and how to increase it.

The importance of long-termism

was emphasized during the succession and legacy session. Even if you don't think you'll ever have grandchildren, thinking about how and what your grandchildren will find to your name can inspire them to simply add on.

Even in the workplaces where we manage others, few of us give much thought to the ability to build wealth.

The GROW_i experience has re-emphasized the fact that for an organization to grow, the process must be long-term, and leaders must consider both the here and the hereafter.

As a result, at the Gabula Royal Foundation and the businesses I own and lead, I continue to encourage my partners and teams to think beyond our current existence. To think about and make plans for the future of an organization.

However, how do I ensure that whatever I am currently in charge of will last two generations?

The facilitator explained that having this plan will enable one to easily let go of what they started and allow an outsider to manage it so that we don't succumb to founderitis because

one's focus will be on the legacies they are leaving for future generations, rather than on the meagre benefits they are receiving. This meeting helped me see things more clearly in terms of how I currently run my business. An inability to plan for the future leads to an overstaying attitude.

In order to succeed, you need a coach who understands your needs. You'll do better if you have someone cheering you on. A person who isn't afraid, to be honest, and forthright. So far, my coach has been able to do that for me. Outside of the GROW_i program, he serves as my confidant and advisor.

Anyone who decides to take part in this program should find a coach and work with them. Make every effort to remain open-minded, and don't assume you already know everything there is to know. When it comes to the mysteries of the universe, we have no idea what we are missing. In order to grow as an ambivert, I've had to get out of my comfort zone by participating in physical meetups with other people.

The GROW_i program can be summed up in one word: NECESSARY.

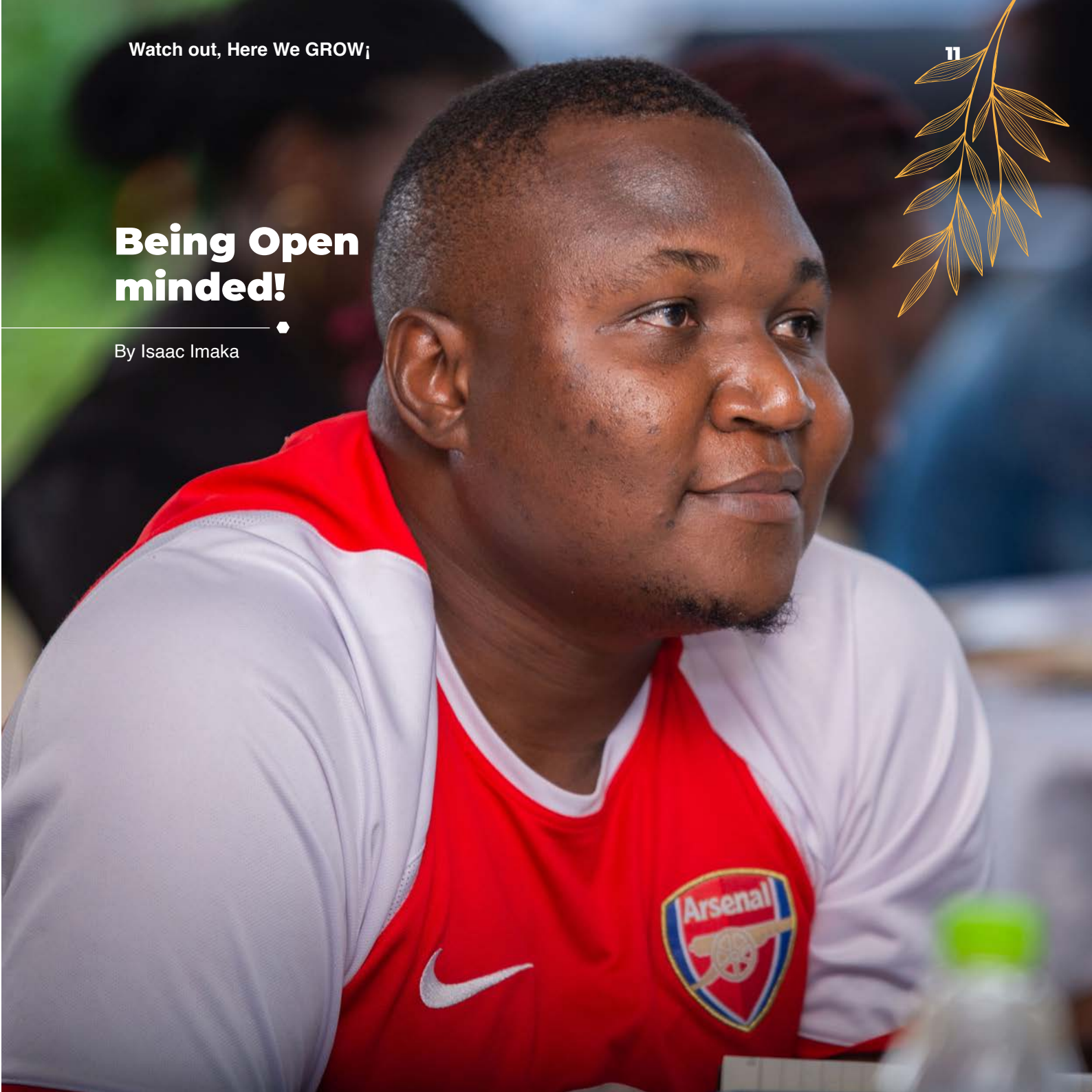
Watch out, Here We GROW;

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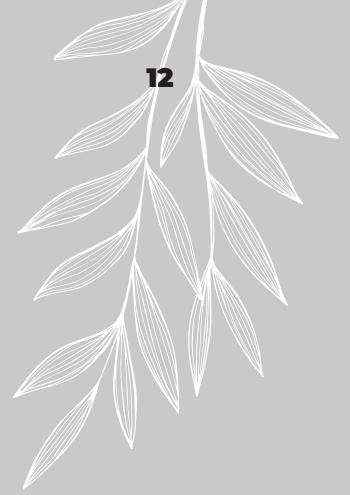
Being Open minded!

By Isaac Imaka



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Celebrating small victories!

By Kyobutungi Stella





Stella Kyobutungi is a mother who is deeply committed to helping others, which inspired me to establish the Burgess Foundation. It arose from a need in my hometown to provide maternal care, menstrual hygiene, and medical care to the elderly. I am time conscious, and I believe that no one will value your time until they value themselves. I pride myself on being an honest person who keeps her promises.

When it came to signing up for the GROW_i Program, I wasn't sure what to expect. It was recommended to me by a friend, and I knew I needed what they had to offer, but an interview was one of the requirements. My previous work in the NGO Bureau had left me exhausted by the number of interviews I'd had to conduct. After sharing my struggles with the recommender, he explained the importance of it, and I applied and was accepted. I'm so glad I did, in fact. Even as we get better at remembering and applying information, we never stop learning. In this program, I hoped to learn how to become a better leader, expand my team, and better manage my finances. I also hoped to meet other leaders and share ideas. When we micromanage, we

sabotage our hopes and dreams. Effective teams are built on a foundation of delegating. Being a founder, I was everything in the organization; my burnout rate was high, yet I had people offering to help. Growing your team with Dr Eunice shed light on the nightmare killer known as micromanagement. Even though our big goals as entrepreneurs leave little or no room for celebration, I've learned to celebrate the small victories. We are so preoccupied with reaching the goal that we fail to appreciate how far we have come since the beginning of our journey. This, along with writing down my daily to-do list, is now part of my daily routine: even the tiniest steps count. Additionally, the team has benefited from this change, as everyone now understands their roles, and Stella is no longer the starting point and ending point of their work together.

It took a while to get used to the Coaching sessions because I wasn't expecting them to be so demanding. My coach was very serious, which is the least I could say about myself. However, I had faith that everything would work out in its own time and that everything would come together. Increasing

our traction and visibility has been a result of the steps I took to improve the organization's mission and vision, as well as the policies I developed and the resources I mobilized. To be kind, we need to be crystal clear about what we're trying to accomplish and how we'll get there. It's a great feeling to see the organization's roots begin to grow. I'll always be grateful for the tough love he gave me.

The GROW_i Team did their best to keep us engaged in their Zoom sessions, which was no easy task given that most of us were already Zoomed out, so I eagerly anticipated the physical meetups, and they made them so worthwhile. This was a huge plus for me because the facilitators had put a lot of thought into the pieces of training and materials. I was able to network with other CEOs, share ideas, and learn from their experiences.

A big thank you to CivSource-Africa for putting together this much-needed program. It is true that we can't build alone.

The GROW_i program can be summed up in a single word: CHANGE.

CHANGE





**Cultivate the
dissatisfaction
required to get
better.**



You are
Beautiful, Unique,
Chosen, Set apart,
Loved...



Birungi is a mother and wife who works with an NGO to promote the rights of Ugandan women and girls with her social work background. When I first joined this organization, I was an intern, and I worked my way up from there to the position I hold now.

What drew me to the GROW_i program was its call to action for leaders who wanted to grow through a mentorship program. I had a need at the time, as I had just started a new job as the Executive Director of this organization. I knew it would help me improve my skills, but I also expected to learn from others in similar situations. After working with CivSource-Africa, I knew this would be a safe and empowering environment thanks to this group of like-minded leaders, and it would be a challenge I was willing to take on.

Knowing who we are as leaders was the most impactful session. The process of self-discovery and self-awareness on this leadership journey has truly enlightened me, and I look forward to the challenges and opportunities that lie ahead. What makes me a leader and why have I been placed in this position are the questions I must answer for myself. The process of self-discovery is important because it revealed the areas of my life where I need to improve. A weakness I thought I had turned

out to be a strength in the first session. To help the company grow, my coach helped me identify these characteristics and provided guidance on how I could put them to good use. It was important for me to learn about my team's strengths and weaknesses during this session so that I can better support them as a leader and help them to make the most of their assets. By working through this process, I've gained insight into how I can help each member of my team better understand their role in the organization's long-term strategy.

As a result of the GROW_i Program, the belief that leaders know it all was dispelled. Knowing that I am not alone in my struggles was a huge relief when I found a support group for people going through similar things. We're all doing the best we can with the resources we've been given. As a group, we supported, learned from, and improved each other, despite our differences. Knowing that I'm not the only one dealing with the challenges that come with this job has given me a new perspective on how to deal with them. As a result of this program, I can confidently say that my resilience has increased significantly. While the GROW_i participants and facilitators taught us a lot, I've already implemented a few things, such as reading, reading, reading – we were told that leaders read.

As a leader, this program was the best decision I've made this year; investing in myself means that those around me benefit as well. Knowing that my personal growth and organizational growth are intertwined pushed me to do better with myself, so my team and I are working together using the skills and knowledge I gained from the program. I would recommend this program to my peers, particularly women and young girls, because there is a lot that society and our belief systems keep reinforcing in us that breaking out of that box would be beneficial to them in whatever area of influence they hold, whether it is in their families, among their friends, or at work.

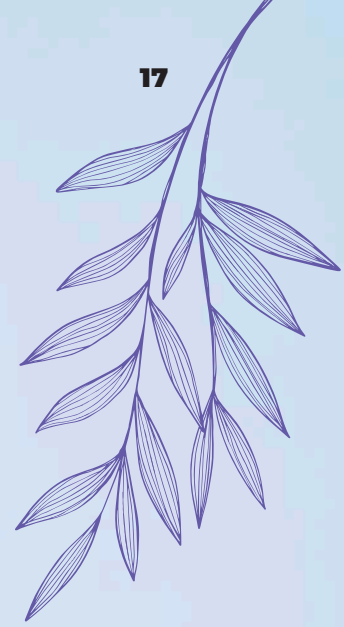
This is the show where you'll find out. To the next cohort, I would advise them to be intentional about GROWTH; we all need a helping hand, no one knows everything, and chances are, someone has faced a similar challenge and come out on the other side. It is a strength, not a weakness, to learn to reach out and ask for help.

This program has made me a better person, and I intend to continue to grow as a leader in both my professional and personal life by intentionally leaving a positive legacy.

The GROW_i program can be described in one word: TRANSFORMATION.

TRANSFORMATION





Dispelling Beliefs!

By Frances Birungi





**A farmer's work
is bound together
by faith and
hope_Gleaning
from the
experience!**

By Atai Jessica





Atai Jessica is a rising leader who was born and raised in Uganda's eastern region, in the Teso sub-region, and is currently employed as the Chief Executive Officer of Mount Elgon Hospital in Mbale.

The GROW_i program was recommended by a friend to whom I had expressed my desire for a mentor, a guide, and someone to hold my hand as I navigated this new role. I was ecstatic at the prospect of improving my leadership skills. I hoped that this experience would sharpen me, as the Bible says in Proverbs 27:17: "As iron sharpens iron, so a man sharpens his friend's countenance." That's exactly what this program promised.

The psychometric tests, for example, helped me see Jessica in a new light. Seeing myself in a new light, I was able to gain a better understanding of my own strengths and weaknesses. In this particular session, I was roused to action, prompting me

to reflect on my performance and that of the team as a whole.

I hadn't previously considered the organization as a whole, its goals, mission, and objectives, as a way to focus on my own personal development. Knowing how to harness and build on their strengths was helpful to the hospital and themselves and the people in close proximity.

Although I went through a difficult period from December to March that pushed me to retreat into myself, the coaching sessions were very effective in helping me achieve my goals. I am grateful that my coach didn't give up on me and kept pursuing me. To my great relief, I was able to put this challenge in perspective and gain a new perspective on how I view personal and institutional challenges, as well as the feelings of our patients throughout their entire stay at our hospital and after they return home. I am grateful to

the GROW_i Program for giving me this opportunity. Taking advantage of the lessons learned this season and applying them has resulted in a shift in the attitude of both staff and patients.

One must be focused on the process in order to GROW_i. Growth isn't easy; it takes a lot of effort for a seed to become a seedling, and the roots must establish themselves firmly before we see any results, but the farmer's work is bound together by faith and hope.

This is what I've gleaned from my experience. As a GROW_i seed, I must be dedicated to growing, and I must use all of the resources available to me, some provided by the farmer (coach), and others provided by my surroundings (community), to produce fruit and firmly ground myself.

The GROW_i program can be summarized in one word: ESSENTIAL.

ESSENTIAL





Iwear many hats, including that of a leader. A community member, a social protection practitioner, a lawyer, a human rights advocate, a town and regional planner, and a lawyer.

After hearing about the GROW_i Program at the Mopane Experience hosted by Civ Source-Africa, I expressed interest and applied. The sessions immediately proved to be exactly what I needed at the time, and I was not disappointed. The psychometric tests revealed that what I thought were my flaws in life and leadership were actually my strengths.

This small clarification altered the way I saw myself and, as a result, how I would lead my team. In addition to the coaching sessions, My coach went above and beyond to ensure that I recognized the uniqueness I possessed within myself, even enrolling me in a Leadership workshop that strengthened my resolve on self-discovery in terms of developing my legacy and leadership footprint. It would be a lie to say that I had a goal

or a plan for how I wanted to leave my mark, but Coach Sam guided me through the process. He was extremely helpful in guiding me through this process; many areas needed to be refined, and he was patient and approachable.

The Legacy and Succession session was extremely informative; For example, I had no idea that one can leave both positive and negative legacies. Also, I had no idea that a person builds a legacy over the course of their lifetime. This was a huge “Aha!” moment because we rarely consider the extent to which our daily interactions have an impact on the people with whom we come into contact, yet this is what matters most.

Big visionaries who build cities and shift paradigms are important, but so are the incremental steps taken by everyone. Over time, a small collection accumulates. When I read the book *Tiny Habits*, I learned that the GROW_i program helped me develop small, consistent habits, such as reading a chapter per day and setting personal goals,

no matter how small. I had no idea how important these weekly staff meetings were to the morale of my coworkers, but after attending them for the first time, I realized how important it was to show up on time every week. There’s been a significant increase in productivity.

It is up to the leader to decide whether or not to use the tools provided in the GROW_i program, which can lead to a variety of outcomes. It’s a one-of-a-kind program because it focuses on the leader, not the institutions he or she is leading. I’ve been to many leadership programs, but this is the only one that focuses on the leader. Every session was unique and energizing, and I advise the next cohort not to miss one. You can learn a lot from your fellow GROWERS, and I doubt that one can ever have the chance to interact with such a diverse group of leaders who are breaking down barriers and setting the pace in Uganda.

EMPOWERING, INSPIRING are two words that come to mind when describing the GROW_i program.

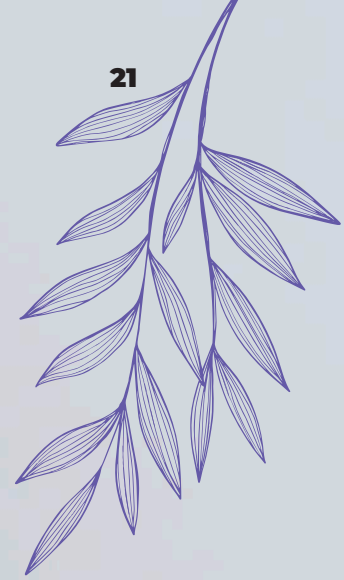
EMPOWERING,

INSPIRING



Watch out, Here We GROW;

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My Flaws! My Strengths!

By Grace Mukwaya-Lule



GROW; program - a hundred-fold investment!

By Immaculate Mukasa





Immaculate Mukasa is passionate about teaching girls and young women to value themselves and take responsibility for their actions. It being my second year in the position of Executive Director of the Young Women's Mentoring and Empowerment Program, I wanted to learn how to deal with leadership challenges while remaining afloat – not sinking or drowning. This is exactly what I hoped the GROW_i program would accomplish. To begin, the know yourself to grow yourself session reminded me that, despite being a leader, I am still a person. I am a living creature.

I had to learn to ground myself first because self-direction can only come from me. Learning that the world will continue to spin around the sun even if things don't go as planned: my job is to pick myself up in a way that

doesn't distort my vision or goals. Self-care is an important tool in this process of self-discovery. I created a personal development plan, which I review at the end of each month. It's difficult to break the habit of caring for others when your cup is empty, but I've realized the importance of pouring from a full cup, and I'm doing my best to do so.

In my mind, I was a good leader because I tried to connect with my team, but in reality, I didn't go very far. After Coach Eunice Adubango shared about her staff, she felt as if they were her own children. I aspired to do the same for my team. We've been able to develop more effective objectives and goals by considering both their individual aspirations and the company's long-term vision. There had been a lot of tension and mistrust between the team and I, so

this was a huge success for both of us. Since then, we've been able to walk in harmony and learn to have difficult conversations right away, rather than letting them fester. The team has a better understanding of the work they are doing on a personal, organizational, and national level thanks to the reflective meetings I introduced every two months.

The GROW_i Program is not worth the money we spend on it. How does one get so much for so little with such a hundred-fold investment? I'd like to express my gratitude to the GROW_i Team for putting this together; I've gotten more out of it than I would have if I'd done an MBA. I'm speechless with amazement! Wow, just WOW!

The GROW_i program can best be described as MIND-BLOWING.

MIND-BLOWING









Felix Okumu is a dedicated, enthusiastic fitness instructor who is mindful of the physical well-being of the human body. He leads a team of fitness instructors who are also punctilious about the physical, mental, and spiritual well-being of their clients.

In my opinion, to be healthy, I believe one needs all three (mind, body, and soul) to be in perfect harmony. To take care of one's soul, one must take care of one's body first.

The GROW_i Program was exactly what I needed because I lacked the experience to lead both my team and me, and I was confident that this training would fill that void. My willingness to accept this challenge stemmed from my appreciation of Civ Source-holistic Africa's approach to this particular program. My ambition was to improve my leadership abilities.

Because I work in the corporate world, I was eagerly anticipating the Know Your Brand session. It did not disappoint. As a leader, you

need to know who you are, what your market is, what your product or service is, and what sets you apart from the competition. Attending this conference was a great benefit to me. A knowledgeable lady who led us through this training session opened my eyes to some things I had previously overlooked. Since I'm into fitness and health, I should be the reference point for this service I'm providing. It dawned on me later that my mentees would be the ones to benefit most from my completion of this program, so I applied everything I'd learned to them. My team's growth has been a joy to watch and experience. With their enthusiasm for our work, they've also come to realize how important fitness is in everyday Ugandans' lives.

In the GROW_i Program's Coaching component, the first coach assigned didn't quite understand me, so when I was reassigned to another coach, we immediately started talking, and it was a match made in heaven. Because she provided me with numerous opportunities

to better understand who I was, she was able to gauge the level of assistance I would require. I'd never experienced anything like it in my life, and I was grateful for it. Because I learned to respect her time, I learned to respect myself as well. I later instilled this with my team, if a session starts at 7:00 am, everyone should be in the studio warming up: and waiting for the clients.

I would like to express my gratitude to the GROW_i Team for making special accommodations for me during the program. The food served at the physical meetups was excellent, and I greatly appreciate the effort that went into it. I'd advise the next group to jump right in from the start. Each session is designed to stimulate the mind, body, and spirit in a variety of ways. Be open-minded and flexible instead of rigid, and you will undoubtedly GROW_i.

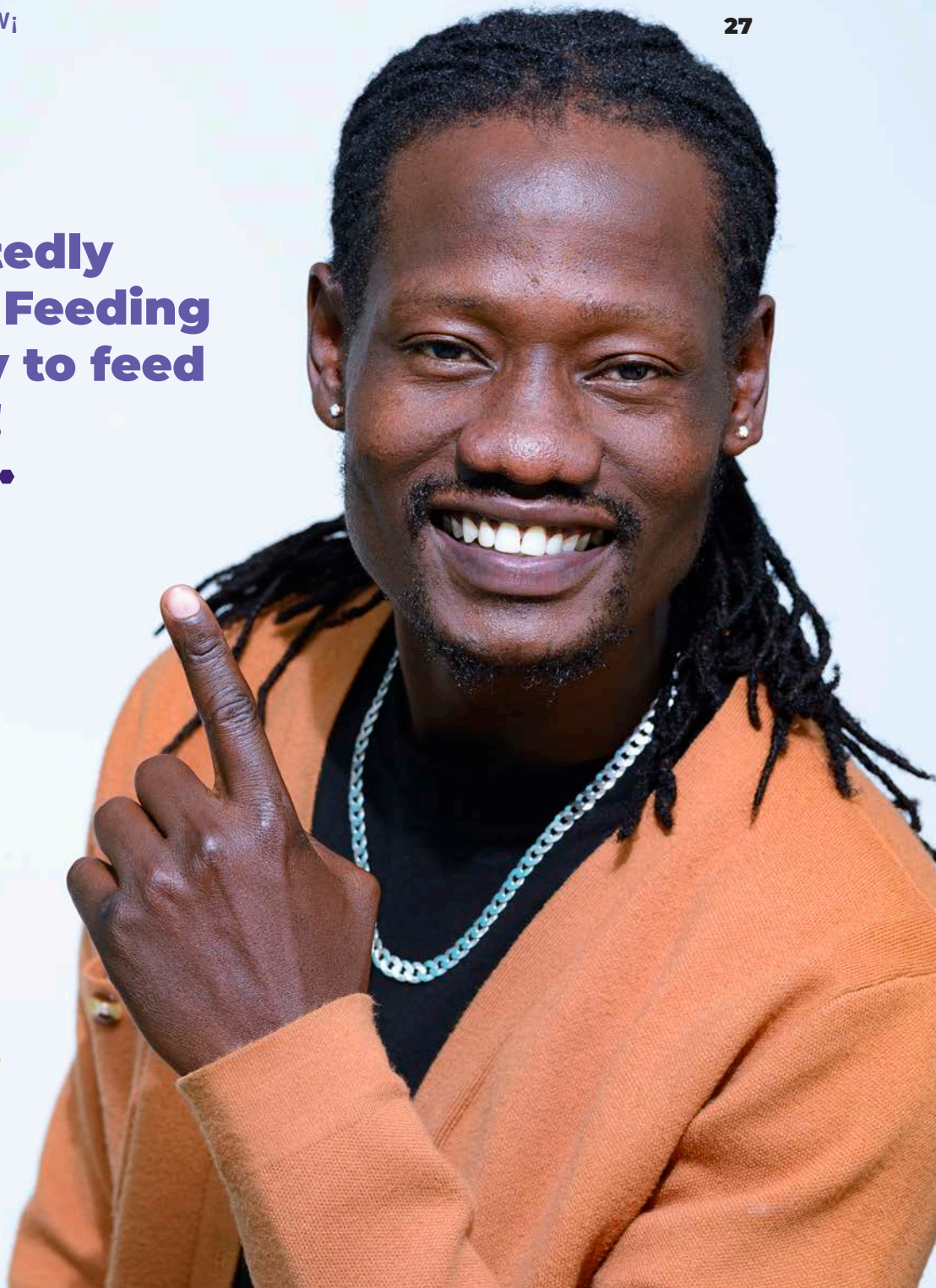
The GROW_i program can best be described as AN ENLIGHTENER.

ENLIGHTENER



Undoubtedly GROW;: Feeding the body to feed the soul!

By Felix Okumu



GROW; – My compass!

By Moureen Wagubi





Moureen Wagubi is a mother, social entrepreneur and currently the Executive Director for Institute for Social Transformation, pursuing Masters in Management Studies.

I'm delighted to have been a part of the first cohort to go through the GROW_i Program. Mentorship from those who have gone before us is necessary for young leaders to shine a light and pay it forward in order to start a chain reaction. This was a conversation I had with Jackie Asiimwe after attending the Mopane` Leaders Experience retreat. This is precisely what the program accomplished for me. GROW_i's mentorship program went above and beyond the usual sit-and-talk; the coaches took it very seriously, and I was ecstatic. Nothing stings like having a coach who is only half-committed.

The coach I was assigned was

very thorough, dedicated, and open; the GROW_i process is never-ending, and having someone to push me forward is probably the best part of the program for me. Coach Josephine taught me to be proud of my small victories; I'm of the school of thought that says "get it done and move on," as if there isn't always another obstacle to overcome.

As one might expect, this has left me feeling unfulfilled. Why? Because I never took the time to reflect on my journey thus far. Since I began the GROW_i Program, everything has changed. I'm still goal-oriented, but I've learned to take a breather, pat myself on the back, and get back to work. There's no harm in praising a job well done, no matter how minor.

My lack of financial knowledge was unquestionably a gaping hole in my organizational leadership journey. I had to re-order the statements I needed

from the accountant, beginning with the monthly statements. I keep track of my expenses on an excel sheet and never throw away receipts. I took away from this session a sense of accountability for every shilling, not just for the donors, but also for myself as the Executive Director, who should know the ins and outs of the finances.

It would have taken me over five years to build up the network opportunities that GROW_i has deposited in my social capital bag. This diverse group of CEOs and leaders could not have been found anywhere else in Uganda. I am grateful to the GROW_i Team for broadening my social network and, more importantly, for placing me in the capable hands of Coach Josephine, who has served as a true compass as I navigate this new role.

The GROW_i program can be summed up in one word: AMAZING.

AMAZING





OUTSTANDING



Grace Nayiga is a wife, mother, and a practising social justice lawyer with UGANET, focusing on access to justice for vulnerable communities, which she has done for the past ten years. As an advocate, I am passionate about women's and girls' human rights. Writing provides me with comfort.

After attending a CivSource-Africa program, my former boss recommended the GROW_i Program to me. She'd been telling me about her experiences in that program and how much she thought I'd gain from it, and she wasn't wrong at all. "Just do it" was my mantra when I took on the challenges that arose in my career, and I ran through the leadership ladder not intentionally, without any conscious effort on my part. For me to appreciate the responsibilities and work-life balance experienced by those who have reached this level of leadership, this program was exactly what I needed.

While I was unprepared for the first session of the GROW_i Program, the second session provided a solid foundation upon which I could build. These tests helped me better understand myself, pointing me in the right direction and helping me recognize my strengths instead of downplaying them. As a result, I felt motivated to strive

for personal growth. I used to believe that being a leader was all about managing other people and teaching them how to think for themselves, but now I see that it all starts with me. Unlearn and relearn how to be a feeler, a thinker, and a choice in the face of my emotions, thoughts, and choices. This was an onion-button moment in which I realized that I had a lot to learn about myself and the world around me.

The best part of the session was learning about my brand. When I hear the term "branding," I immediately think of large corporations, their marketing departments, and the enormous amounts of money they have to spend. As far as my personal life was concerned, I had no idea. A new side of myself was exposed to me when I learned more about my brand as a leader and how to grow it in my everyday life. The legacy and succession session was actually intertwined with this one. What or how will people remember me by? The caring, fun-loving advocate or is it the mother who gave to her children and loved each of her kids uniquely or the child of God that has never had a bad hair day?

I was impressed by the facilitators' view of this particular session. Personal branding is never-ending, keep improving on myself and be aware of what I am sending out to the people

in my proximity. The facilitator's perspective on this particular session impressed me greatly because even the tiniest details matter. Personal branding is a never-ending process; I must constantly strive to better myself while also being cognizant of the message I am sending to those around me.

In many ways, working with Coach Rosemary was like working with a guardian angel; our sessions felt more like counselling than mentorship. With her hand on mine, she helped me navigate a season of transition and is still there to help me develop a personal growth strategy that speaks to all of my facets. Life has thrown me multiple curveballs, yet I have managed to rise in spite of it all. As a result of numerous life challenges, I have risen to the occasion. In the past, she's shown this to me over and over again. My thoughts and outlook have completely shifted. To the CivSource Africa Team, I express my gratitude for this never-ending present. My gratitude for being a GROWER fills my heart to overflowing.

The GROW_i program can be described in one word: OUTSTANDING.

Gratitude that is overflowing!

By Grace Nayiga



Leap of Faith (My GROW_i Journey)

By Jacqueline Asimwe

Before starting GROW_i, I had attended many civil society leaders' meetings at which we often spoke about the lack of a structured leadership program for CEOs of non-profits. Many people start their organizations from a place of passion and to meet a need. While passion and need are good seeds, they do not necessarily a good leader make.

Secondly, I had been approached by several people who wanted mentorship. While I was glad

to offer some mentorship, I did not have enough time to provide the one-on-one support needed for such an endeavour. So, I thought that rather than continue to say no or wait, I could instead respond to the expressed need for growth each time I was approached.

I sent out a brief questionnaire asking if leaders would commit to a one-year mentoring and coaching program and what they would like to learn. We collected and collated the responses to

come up with the 5 modules of GROW_i, and we sent out a call for applications.

I had initially thought we would mentor 12 leaders. That was not to be. We got 51 applications and had to set up a system to assess the applications, shortlist candidates and then interview them. We ended up with 29 leaders for the first cohort, and by the end of the first year, the cohort was 26.

I participated as a GROWER because I too, desire to become





REPLENISHING



a better leader. I attended all the sessions except one when I was travelling. I did all the assignments and was keen to apply many of the lessons we learned.

From the first module, about knowing oneself, we did an extensive exercise to define our personal mission statement. Throughout the year, with the support of my coach and other mentors in my life and through reading, I continued to refine my mission statement. It is now at a point where I am comfortable with it, and I use it as my guiding post for the work that I do. As a result of refining my personal mission statement, I have now embarked on upgrading my coach certification because coaching is central to my mission.

From what I learned in the module of Knowing my People to Grow my People, I instituted an internal GROW_i program for my team. The CivSource Africa team has grown to the level where we have two tiers of leadership – senior and middle management. This year, we are undertaking learning and coaching sessions so that we can improve the way we lead. We contracted a leadership trainer and coach, and the program is well underway. We are learning about decision making, strategic thinking, prioritizing, giving and receiving feedback, key habits of managers and many more. Beyond the leadership team, the whole staff team does a Master

Mind together every Thursday. This year we are reading the book “No Limits: Blow The Cap Off Your Capacity”.

I also had one-on-ones with each of my team members in February and March this year. The aim of these sessions was to learn more about my team members as well as receive advice from them about how I can lead better. I also intentionally celebrate the team and say thank you to them for the work they do.

I am growing in awareness of and paying better attention to our finances. I now know what financial documents to ask of my Finance Manager. As a senior leadership team, we systematized our meetings to dedicate one of the monthly meetings to an in-depth discussion about the organization’s finances. In addition, we hired a Director of Strategy and Growth, and in the few months she has been with us, she has helped us streamline some of our systems that can enable us to track our growth and consciously plan for financial resilience. These are all lessons I took away from the Know Your Money to Grow Your Money sessions.

We now have a refined and succinct vision for the organization regarding legacy and footprint. We know where we want to go and how to get there. Last year, we experimented with a rotational leadership model as part of our leadership transition

plan. I appointed one of my colleagues to act as CEO for four months (October 2021 to January 2022). She took full charge, and she led the team well. It enabled us to all learn. This year we will continue with the model under a new Acting CEO so that we strengthen our capacity and readiness for transition.

The session on Knowing our Brand to Grow our Brand was very insightful. We are now thinking more carefully about our brand promise as an organization and in the various program/business areas of CivSource Africa. We are also improving the processes for our work to deliver on our brand promise with excellence and consistency. Part of this process has been reviewing how we can improve GROW_i as we look forward to receiving the 2nd cohort.

GROW_i has been a rich experience of learning and unlearning. It has been heart-warming to connect with leaders and watch them grow. The icing on the cake? Last year as we started to GROW_i, we asked the leaders to name what they would do if they were unafraid. Many of them said they would go bungee jumping. So, on 4th June this year, we are going bungee jumping as a cohort. We are doing the jump as a representation of facing our physical fears and our fears as we lead. Life and leadership are, after all, great leaps of faith.



Linda Asaba is a mother of two who is passionate about assisting children, particularly young boys. As someone who works in spaces promoting gender equality, I've noticed that young boys are being left out, so I focus on equity rather than equality. I work for the United Nations Association of Uganda, and through it, I founded a baby organization that focuses on equity rather than equality.

The GROW_i program piqued my interest because of my long-time admiration and awe for Jackie Asiimwe. Instead of looking for mentors outside of Uganda, I relied on Jackie because she has been there and done that, making her an ideal role model. I hoped to leave this program with a thorough understanding of the ins and outs of leadership. As part of GROW_i we were given coaches to work with. My first choice was Coach Jackie, but I ended up with Coach Sam, who turned out to be a perfect match for me at the time. It was the first time in my entire

life that I had had a coach or mentor to turn to for advice. I'm grateful to the GROW_i program for introducing me to this new concept and area of my life. Having a live soundboard in Coach Sam has helped me understand myself and the various teams I lead.

Even though I went in expecting a classroom set-up, timetables, tests and to-do lists, the GROW_i program far exceeded my expectations. It was a journey of self-discovery. It was not until I was a student in this program that I learned to read on my own. My passion for writing has been reignited, and I've had three articles published in national publications, including New Vision and Daily Monitor. Things that I could not have imagined are now a part of my routine.

Prior to the GROW_i program, I used work output as a way to manage my team. After all, I assumed we were all adults, so I did not bother to follow up or ask how WE could best

achieve the goals we set. In the Know Your People to Grow Your People module, Dr. Eunice Adubango challenged me to invest in knowing my people better. Knowing their strengths and weaknesses helped me place them in areas where they can shine. I can confidently say that the team I have now is a far cry from the team I had in September of 2021. And all this is thanks to GROW_i

Tiny Habits were a big takeaway for me from this program. I have lost over 10 pounds since making dietary and exercise changes part of my daily routine. I am a member of the 5 a.m. club, which has given me a new outlook on life, despite my preference for sleep. Getting up at 6:30 a.m. and driving to work has allowed me to get a lot more done, both with my team and with my family.

To sum up the GROW_i program in a single word: ONENESS.

ONENESS



Having a live sounding board

By Linda Awebwa Asaba



Watch out, Here We GROW;

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Intention to GROW;

By Gloria Mugarura



Gloria Mugarura is an artist who is attempting to monetize her work. I'm the CEO of Papura LTD, a stationery company that specializes in high-end stationery that looks great on a desk or shelf.

When CivSource Africa sent me an invitation to the GROW_i program, I jumped at the chance to learn and network as a newbie working from home. GROW_i been an eye-opening experience because, as humans, we tend to believe that anyone can start their own business and do well. However, I was aware that there was a great deal more to learn. It has been a mixed bag; while the wide range of backgrounds represented in this group was encouraging, networking was hampered by our aversion to social interaction. This is because we were under lockdown, and as a result, no physical meetings took place. However when we did meet up, it was a truly wonderful experience for both of us.

Dr. Eunice Adubango's "Know Your Team" session was eye-opening. She was truly inspirational. People stay longer because of the way she brings them into the fold to figure out precisely what is happening with each one. In this case, everyone benefits. The team can only imagine what they see, feel and touch but hearing it from the Team Leader may not be as easy to understand..."

During GROW_i, I learned about the secret of Tiny Habits. Make a small change and keep doing it every day. I go to the gym first thing in the morning. That's one of my little idiosyncrasies. Once I've donned my workout attire, I'm motivated to work out in order to get a sweat on me to wash off. My excuses for not following through were endless before the GROW_i program but managing my goals in bite-sized chunks has made it easier for me to achieve them. It has been a blessing to have a mentor/

coach to help me rethink how I approach running a business in the current context. We don't have a clue as to what we don't understand. Being able to put that knowledge to good use is essential if we want to stay one step ahead of the pack.

The next cohort should know not to sign up unless they intend to grow. You should buy the books that have been recommended as part of this GROW_i journey because, as a writer, I can attest that it is time-consuming to write and publish. As a result, they will have a better time and reap more benefits if they fully commit.

The GROW_i program can be summed up in a single word: TRANSFORMATIVE.

"GROW_i evokes a sense of beast to princess, we are not quite there yet. It's a slow change and challenging."- GLORIA. B. MUGARURA.

TRANSFORMATIVE



**I demonstrate
a Lifestyle of
Learning.**



You are
hands down
my favourite
person

Creating meaningful connections and learning!

By Aganza Kisaka





Aganza Kisaka is an artist and theatre director who runs the Yenze Theatre Conservatoire. Yenze has been open since March 2021.

Having just applied for the Kuonyesha funding opportunity through CivSource Africa, I saw the GROW_i Program advertised on social media and decided to check it out since I had just started my own business and needed some guidance on how to run a successful one. CivSource Africa Team's Lead has my full trust, and I thought it would be a great networking opportunity for CEOs and startups and an opportunity to share ideas on how to navigate the current economic wave. My hopes were that I would be able to connect with young CEOs and learn how a founder/CEO expresses themselves in terms of financial and organizational systems knowledge about running a business through the various templates and frameworks. With a curriculum that included so much literature, I hoped it would be engaging,

challenging, and fascinating.

Because we held the majority of our meetings via Zoom, it gradually became apparent that my expectations of networking and connecting with others would not be met. In spite of the government's strict COVID guidelines, the CivSource Africa team went out of their way to create a welcoming atmosphere.

Know Yourself to Grow Yourself was a great way to begin this program because how can you lead others if you don't know how to lead yourself first? It was Dr. Lydia Mpanga, one of the best instructors in the program, who opened my eyes to parts of myself that I hadn't seen in a long time. This self-discovery made her one of the best teachers I have ever had. In spite of our differences, my coach was able to track me down and teach me about one of the most difficult aspects of running a business; Taxes. Having her walk me through every step of Uganda's domestic tax system has been wonderful. The Module on Know

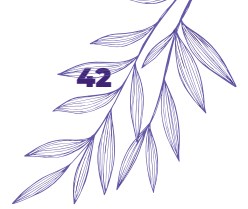
Your Money to Grow Your Money helped me with my finances. I learned things like how to budget, why it's important to keep track of my spending throughout the year, and funding cycles exist were clearly explained. In the end, I gained a better understanding of how to run Yenze Theatre Conservatoire.

To those who follow us, I would tell them that they are the ones who are responsible for their own success in this program. Rather than relying on others to tell them what to do, one should decide for themselves what they want to achieve from the start of the program. As a general rule, you should only take what is relevant to your current situation. Make as many contacts as you can within the program because you will not find such a diverse group of people outside of GROW_i.

The GROW_i program can be described in one word: VALUABLE.

VALUABLE





Achiro Sarah is a lifelong learner who enjoys learning new things, particularly in the area of personal development. She also enjoys writing and runs the Readers' Room, a book club that focuses on personal development. Spanora Media LTD's Corporate Services Manager is me. By position, I am a rising leader, but in terms of expertise, I'm still developing.

The GROW_i program was a direct result of this. For the greater good of the company, my supervisor/our CEO shared the link to the GROW_i program, which was actually something I had been looking for as a first-time leader. There is a big difference between being aware of the gaps in your knowledge and finding the necessary fillers. When I found this program, or rather, when it found me, it was an answer to my prayers because it was exactly what I was looking for.

Friends who have taken leadership programs have all mentioned how intense they were, and I was hoping that

the GROW_i program would be the same. First and foremost, I found this to be a very diverse group. The program's coaching component piqued my interest because it was something new for me. In the two sessions we had together, my coach pushed me out of my comfort zone and encouraged me to think like there was no box because the answers were within myself.

As a businessperson, I was thrust into the role of leading a team of creatives, and I had to learn how to blend business etiquette, ethics, and morals with my own creative instincts. Becoming a leader who cares about her employees means I must show up and be deliberate every single day. I am building a legacy, and I must be intentional about this. If I want to be known as a benevolent leader, I need to act in a way that is true to my values of honesty, truth, and justice.

Every effort was made by the GROW_i team to exceed expectations. The sessions were led by people who had a thorough understanding of their

subject matter. Since Zoom was our first point of contact, the in-person meetings were fantastic. It was great to meet the other leaders and put a face to a voice. The GROW_i team's generosity showed us that we mattered, which is uncommon in Ugandan organizations.

It is difficult to catch up because the sessions only happen once a month, so my advice to anyone considering signing up is to free up their schedule. It is imperative that you take the time to get to know the other participants in the program, as there is a wealth of information to be gained by interacting with one another. Outside of the program, pursue these connections.

To sum it up, the GROW_i program is all about EXPANSION.

"Change starts from the mind and the mindset; the GROW_i program gives people an opportunity to change how they think and thus how they act." – Sarah Achiro

EXPANSION

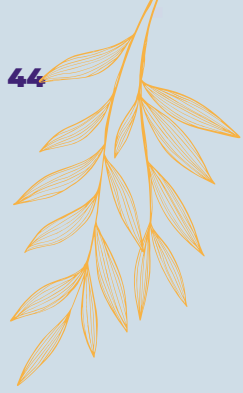


Finding the necessary fillers

By Achiro Sarah



Watch out, Here We GROW;



Expanding my horizons

By Birungi Phiona Ocheng





In addition to her love of children and mathematics, Birungi Phiona is a talented Ugandan chef.

I signed up for Coach Jacqueline Asimwe's GROW_j Program because I have complete faith in her programs and information. During my time in this program, I hoped to grow as a leader, as I currently run two businesses: a restaurant and a private school. I hoped to expand my horizons, learn new things, and hone my leadership skills for the upcoming season. Like a branch that needed to be cut back to reveal a newness, this was my time to prune.

Know Your People to Grow Your People was the focus of one of the sessions that really resonated with me. Dr. Eunice Adubango debunked the myth that "there are no

good people." She explained that the key was to know people's stories before bringing them into your circle and then to bring out the best in them by maximizing their potential. People who were not team players were fired, and others were given challenging new roles to prove their abilities. This revelation had a profound effect on my organization. I have removed the "just people," - those who are neither for nor against me. While it was a heavy burden to bear for me at first, it was ultimately beneficial to the companies. Both companies have allowed me to take on the role of midwife to ensure that my team's needs are met both individually and collectively. As a leader, you are expected to look out for the well-being of your employees.

The coaching sessions gave me the tools I needed to create systems that would last long after I am gone. I would not have picked these aspects of personal and team growth from a book. Helping me see things that I had previously missed has been made much easier thanks to my coach.

I recommend this program to anyone who is brave enough to do so! Apply! Even though GROW_j is not as intense as other leadership programs, participants are still expected to take responsibility for their own development. Be prepared to expand your horizons.

The GROW program can be summed up in one word: A PLANT.

PLANT



Violet Alinda is a trained conservation biologist who has learned over the years that conservation is impossible without people. This drew me to a participatory approach to natural resource governance. At Twaweza East Africa, I am the Country Lead for the Uganda Office and currently lead a unit focused on enabling community participation and raising citizen voices. I used to be more of a community conservation foot soldier in my early career, and over the years, I've found myself learning to lead on the job. However, in 2019, I found myself in a senior leadership position, which raised the question of whether or not I was up to the challenge. As a result, my motivation to enroll in courses or programs that would improve my leadership skills and add value to the team was now at an all-time high.

Because of the excellent leadership and guidance I've received, I've developed a preference for particular characteristics of those who have been in charge of and supported me. In order to effectively lead others and fulfil the demands of one's position, I believe that one must be in a good place of one's own self. In response to a tweet from Jacqueline Asimwe, in which she asked a slew of light

questions about leadership, I submitted an application. After the first psychometric test session, I was even more confident that I had made the right decision for myself in 2021. On the one hand, the results showed that I had a more empathetic personality, a strong desire to help others, and a low score on the other leadership competencies. As I read the report, a wave of 'butt naked' anxiety washed over me, as if my incompetence had been revealed from the beginning. When you're from a scientific background like mine, you don't really have control over the limelight, so it's nice to be thrust into it. As a boat skipper for two years, I had no technical training but somehow managed to dock the vessel without incident. These outcomes compelled me to work with my coach to strengthen my weak areas.

My coach was a young person initially. I wondered why I had been paired up with a 'young girl' as a coach, but this was a brilliant decision from GROW_i team. They turned my personality flaws into leadership strengths that I could build on in the future. GROW_i taught me that a leader's three primary responsibilities are to direct, communicate, and motivate their teams. Because of the GROW_i program, where I

learned to be a better director, reading is now a necessity in my life. If you do not have the facts, you can't effectively communicate, direct, or even motivate others. Every month, I read two books. As a result of the spillover, my team has delivered, thanks to clear communication and expectations. In order to help the staff achieve their goals, I've forged close relationships with them.

I have already recommended this program to other young people because it features speakers from a variety of backgrounds and stages of their leadership journeys. Because of this program's ability to both validate and challenge, I've gained more self-confidence. Once you realize that anything is possible, you will see that a cheerleader is not always necessary.

The word that sums up the GROW_i program is METAMORPHOSIS.

"The intervention of the GROW_i program is very strategic, especially in terms of how to re-invent the Civil Society Organizations in Uganda. You can't develop citizen agencies when the leaders are grossly lacking."

METAMORPHOSIS



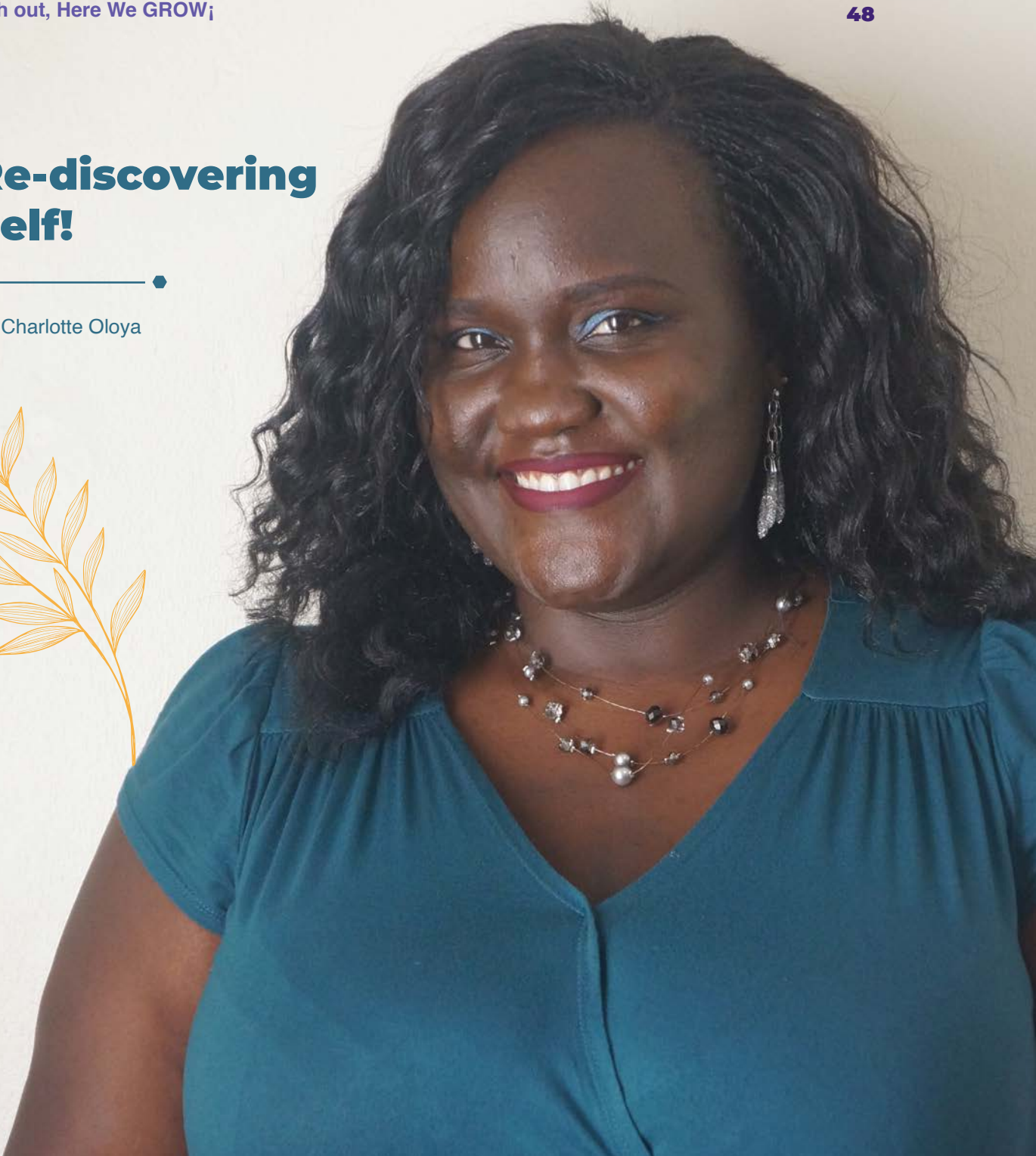
Strategic interventions

By Violet Alinda



Re-discovering Self!

By Charlotte Oloya





Re-discovering herself, Charlotte Oloya is discovering how her passion for leadership should look at this stage of her life.

It was during this period of uncertainty and unanswered questions at work that I decided to enroll in the GROW_i program. To me, the coaching/mentoring component of the program was a selling point because I had previously participated in coaching sessions and knew this approach worked.

I hoped this would help me learn how to handle the challenging position I was in. In the face of a stellar lineup of facilitators, I decided to sign up. I had already

imagined that my mind would be opened up. It's like a spark-igniter for the fire.

What is it that leaders do? This was a session in which I was able to reflect and grow as an individual. There were so many insightful moments in Dr. Lydia Mpanga's presentation that she kept me on my toes the entire time, even though I was exhausted from Zoom. The extra reading she provided, which I was able to engage with, showed that she was well aware of her own strengths and weaknesses, and it was relevant to my current situation, making it extremely insightful.

Motivating others is a difficult task. How do you

ensure that everyone is on the same page? A flurry of activity left me with a lot to mull over. In the sessions, one could tell that the facilitators had put a lot of time and effort into creating this content.

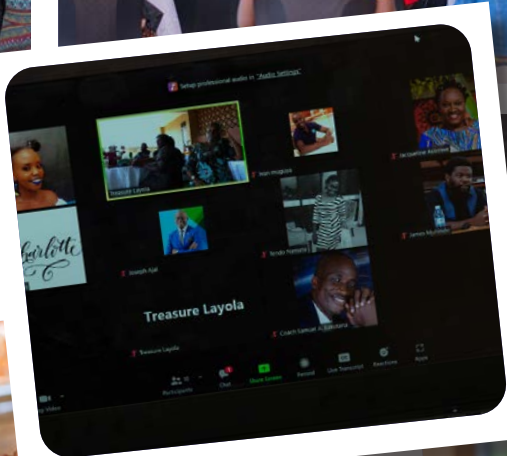
If you do not get along with your coach, the program can get hectic because you don't have anyone to hold your hand through it all. Be more deliberate about the coach you choose. Coaching is all about chemistry. Travelling with a coach is a lot more enjoyable than going it alone.

The GROW_i program can be described in one word: PROMISING.

PROMISING

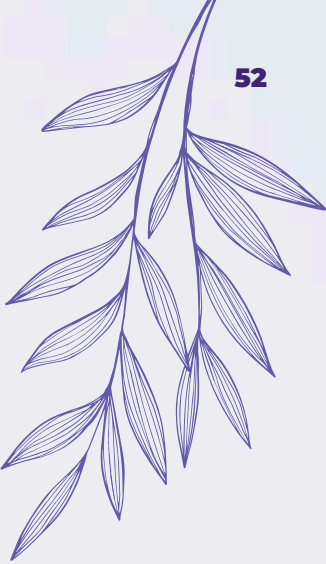






My Turning Point!

By James Muhindo



James Muhindo is a father and husband and a lawyer from the slopes of Mt. Rwenzori, who has been actively involved in social justice advocacy and related work for the past ten years. I recently started a new job as a Public-Private Dialogue Specialist with a USAID project, which entails creating and facilitating an environment in which the government, private sector, and general public can share ideas on how to improve Uganda's domestic revenue generation.

On the CivSource Africa website, I applied for the GROW_i program. One of my goals this year was to be more deliberate about my development as a leader. After working in the oil and gas industry for nearly a decade, I had reached a turning point in my career where I was going from following orders to giving them myself in leadership positions. All of this had happened on its own, without any of my involvement. This was my chance to get better prepared. Grow allowed me to learn the skills and knowledge I needed to succeed in this endeavor. Additionally, I was excited about the program's potential to help me lead my team to success beyond my own personal development.

As exciting as meeting other leaders on the same path as me was the opportunity to socialize with them.

Understanding the difference between those who lead and those who are led is rooted in the collective strength of the group, not just in your personal leadership abilities. The team's output reflects the leadership indirectly. I have learned to assist my team members instead of running around and doing everyone's work. This lesson has made me a better person. To be a good leader, one must resist the temptation to carry out tasks that he has already delegated. I have found that following up on tasks and holding others accountable for their actions or inactions has helped me in this new role.

I had no idea that self-awareness would be an important part of my leadership journey. At first, I did not think much of it because I assumed it came naturally and didn't need attention. However, self-governance is essential at every level of leadership. Over the course of six months, I worked closely with my coach to learn how to improve in areas where I had weaknesses revealed by the psychometric tests. Indeed, the executive coaching component is an

excellent addition to the entire program, which I believe should be maintained. Midway through Grow, I struggled with the issue of leaving my previous job without jeopardizing the coalition. I was able to make better choices because I had a coach to guide me through this transition.

I have expanded my network by connecting with other leaders doing GROW_i who share my interests. Because of GROW_i, I learned about a fitness program run by one of the participants that is conveniently located near my workplace, and I plan on attending his sessions. Another cohort-mate, who runs an NGO in my home district, is also in close contact with me. Among the speakers were some of the most accomplished professionals in their fields. The GROW_i team did a great job at making the sessions enjoyable and encouraging participants to share their vulnerabilities. – Because of GROW_i, I was able to meet other business leaders facing similar problems and develop a sense of belonging.

The GROW_i program can be described in one word: TRANSFORMATIONAL.

TRANSFORMATIONAL





Iwould describe myself as a joy-giver and a life-eater. I'm a communications and business development strategist who is passionate about establishing long-term relationships.

I was in the middle of a career change when I applied for the GROW_i program. I was trying to start a business and advance in my career at the same time. I knew I could not do it alone, and I knew I needed help. I joined GROW_i in the hopes of meeting CEOs, mentors, and coaches who could assist me in gaining clarity for my business and career. As I was figuring out the business dynamics, I was looking for a mentor/coach/guide. I had previously struggled in a senior management position, and looking back, I believe that if I had someone to guide me through that season, I would have thrived. I was wiser now, and I knew exactly what I needed, which the GROW_i program promised to provide.

Nothing beats a personality test to take the wind out of your sails. Despite the fact that I walked around with such confidence, these tests

revealed that I was having a real struggle. The truth was right there: I was that person with huge self-limiting beliefs and a lot of blind spots, as evidenced by the results. With simple things like sending me affirmations, my Coach assisted me in working through my self-doubt. He would make me recite a poem to boost my self-esteem.

Our biggest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves, Who am I to be brilliant, Gorgeous, talented, fabulous?

Actually, who are you not to be? You are a child of God. Your playing small does not Serve the world. There is nothing enlightened about shrinking so that other People won't feel insecure around you. We are all meant to shine, As children do. We were born to make manifest the glory of God that is within us.

It's not just in some of us; it's in everyone. And as we

let our own light shine, We unconsciously give other people permission to do the same.

As we are liberated from our own fear, our presence automatically liberates others...
- Marianne Williamson.

This is a powerful poem that I will definitely carry with me wherever I go, especially when the imposter syndrome and self-doubt are particularly loud.

Growing through this past year of the program was enjoyable, albeit uncomfortable at times. The legacy and footprint session were fantastic. This played right into the work that I do, primarily because I want to build a legacy business and help other organizations and businesses do the same.

The GROW_i team went above and beyond especially with the care with which the facilitators were chosen. Each facilitator taught me a valuable lesson and made a significant contribution to my leadership development.

The GROW_i program can be summed up in one word: CLARITY.

CLARITY





**Our biggest
fear is not
that we are
inadequate.**

By Doreen Kihembo

Building and Inspiring not building and imposing

By Joan Amek





Joan Amek is an embodiment of so many things. I am Frontline Human Rights Defender, Activist, Community Paralegal, Protection and Self-awareness Trainer, Facilitator, SRHR Advocate, Social Innovator, Project Planner and an Entrepreneur. I am the founder of Rella Women's Foundation, an organization that works for and with Lesbians, Bisexuals and Queer women: making sure that we are able to aid in the creation of a sense of belonging among LBQ women allowing us to thrive and live in resilient, transformative progressive and sustainable safe spaces

I have been a part of CivSource Africa for a while; they fiscally hosted us when we were starting up until we were able to run and hold our own financial accounts. This relationship put us in constant communication with them. I was later nominated to attend the Mopane Experience Retreat, where I learned how to heal myself based on the energy centers. This taught me that healing myself as a leader makes the organization I lead and teams much better. When the call for action came for the GROW_i Program, I was more than excited and ready to apply. Lucky enough, I went through.

I have been looking forward to having a GROW_i crew with fairy godmothers walking side by side. This program makes this dream come to life in so many ways. I am willing to sacrifice time and funds to enable me to engage and fully participate in this program. It is about time I stopped failing myself and I started challenging myself to be better and greater. I will commit to the GROW_i program because I know my potential but with a group of determined and passionate people like me, my potential will receive the right lighting it needs to set ablaze and because I have invested in me and chosen me to grow beyond my expectations.

One of the concepts that have drained me as a founder is knowing our finances. This session Know Your Money to Grow Your Money showed me that regardless of where I envision us being, I must have the "know" of how the money

is going to come on board, sustain itself, and how will it grow. Are there systems in place to monitor and evaluate the money? All these things I had shunned. This pushed me into managing our finances as the Kahuna.

I learned a valuable lesson during the model Know Your People to Grow Your People. Build and inspire, not build and impose. Your team isn't here for you alone; they also have dreams. Was I fostering that kind of relationship to help them achieve their own dreams alongside what I was building? If I do not know them at that level, then I won't be able to inspire them to grow.

I want to thank the GROW_i Team for helping us document our stories through video. The make-up session was a highlight. It showed me that when I decide to polish myself up, I glow and grow, and putting that effort into myself showed me another side of Amek I hadn't seen. She is bold, beautiful, courageous, and confident. Thank you for bringing her to the limelight.

One word to describe the GROW_i program: WORTHWHILE.

WORTHWHILE





Johnncation Muhindo is a human rights activist who supports human rights defenders and a leader who has worked extensively with the youth movement in the Kasese region. I lead a team of about seven people who work in the Kasese and Bundibugyo districts, but we have plans to expand nationally.

Initially, when I applied for this program, I hoped to connect with other young CEOs and learn from each other's experiences. I was confident that the program would include a place where we could learn from those who had gone before us and share our own experiences in order to improve our own journeys. Since there is no formal school for CEO education, most of us are forced to learn through experience. New CEOs are fired up, but the job comes with unique challenges and responsibilities that no one else has experienced. In order for CEOs to succeed, they must have a mentorship program.

The results of the psychometric tests caught me completely off guard because the test place you exactly where you currently are. As a result of a weakness I had, I was unable to speak up for myself, which resulted in a lack of firmness with my staff, which cost us greatly in terms of meeting deadlines and adhering to schedules. The organization is now benefiting from my being more outspoken.

Understanding the differences between management and leadership and how they work together has been a valuable addition to my education. Using the diamond as an example of how a leader develops, the analogy of pressing down on a rock to produce an exquisite gem was appropriate. Do I know how much we spend each month or how much we spend each year? What was the most recent donation? If the organization is to thrive, it is essential that its finances are monitored and kept up to date. Affirmations are something CEOs require in huge volumes.

I'm particularly interested in whether or not someone in the nonprofit sector is doing well. After the facilitators asked us to speak into each other's lives, GROW_i participants told me that "the sky should not be the limit" because I had been thinking about expanding our programs to other districts, something my Coach had planted in me. After just one session of encouragement, I was able to get things moving. Use positive feedback to your advantage.

All leaders, not just upcoming leaders, should be required to take this course. However, I would caution them to apply only when they have the time, so as not to waste the time of others. Make a promise to yourself and stick to it.

Since I'm a GROW_i baby, I want to express my gratitude to the team for creating such an amazing program. I know that my journey of self-discovery and development will not end after this year.

In a nutshell, the GROW_i program is GOLD.

GOLD



Making a promise to self!

By Johncation Muhindo



Watch out, Here We GROW;

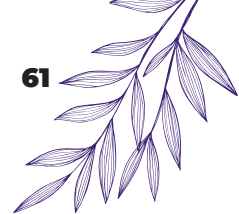
60



A new perspective on leadership

By Scovia Arinatwe





Scovia Arinatwe is the Team Lead for Rising Woman Uganda, a three-year-old movement-building organization. With African Coaching Network, I serve as a mentor and coach for social movements and peacebuilding. I am a lifelong learner, a proud mother of three (3), and a dancer who enjoys travelling.

Jacqueline Asimwe is an inspiration to me, so I decided to join the GROW_i program in order to learn from her. I had just started an organization that was doing something new, and this seemed like a good place to learn how to get it started. To see what was going on, I walked in. It was important to me to find out if there is a set curriculum or guidelines for organizational leaders that would make this journey less daunting, so I started my investigation there. What is it about these great leaders that inspire us? Going in, that was one of my main concerns.

I was in a state of disbelief after taking the assessment tests to see where we stood on a personal, professional, and emotional level. As a result of these findings, I was expected to reflect on my own feelings, thoughts, and actions. Until this point, I had no idea that such a test existed. But, the starting point was here. Understanding who I am before I even attempt leading others is where it

started for my coach and me. I needed to re-establish my footing if I wanted to be the leader I was capable of being. She helped me through a difficult season of personal growth, and I'd like to thank her for her encouragement. I believe that having her in my corner enabled me to accomplish more than I would, had I gone at it alone. I'm going to keep working on it and look to her for advice.

A new perspective on leadership emerged for me when I realized that I was not the only one dealing with similar challenges. As a participant in GROW_i, I really appreciated the participants' openness in sharing their own challenges, mistakes, and lessons learned in this space. During the break-out sessions, I was able to see the reality of life and leadership in new ways. I looked forward to these. Because the GROW_i Team selected presenters who I looked forward to learning from. I left each session well fed on knowledge.

TINY HABITS!! This book should be required reading for everyone. This book has essentially replaced my entire religious library. Until recently, I did not know that things that begin small can eventually become character traits. Even though I was a terrible time manager, one of the things I set out to do was complete

small tasks and saw how much more I could get done: I accomplished a lot! This is a book I will keep referencing in trainings and referring to anyone who will listen to me. Getting started with a small amount of money. Appreciating the humble beginnings of one's career. Take each step as it comes.

Anyone considering applying should do so immediately. This program has the potential to accomplish incredible things. Decide on a time commitment and stick to it. Personally, I believe that personal transformation is essential to transforming an organization. If you have not transformed yourself, how can you expect your organization to change? What I have learned in these sessions will undoubtedly have an impact on the future design of the organization.

The GROW_i program should be taught to people who are preparing to be leaders, from governing themselves to their families to their workplaces or teams and finally to nation-building. I'd like to see the GROW_i Team push this into the political arena because that session on self-awareness is one that every aspiring leader needs to go through.

The GROW_i program can be summed up in one word: REVELATION.

REVELATION



you're
A limited
edition



Learning never stops.

By Joseph Ajal

CivSource Africa, under the leadership of its CEO, Jacqueline Asiimwe, came up with the GROW! Mentorship Programme for young CEOs in the Civil Society space in Uganda in 2021. Unlike the corporate sectors, the Civil Society has not had a deliberate CEO mentorship programme in Uganda. So the GROW! The programme was a first of its kind in the industry and

was received very well. As good planning would have it, around this time, the International Coaching Federation (ICF) was running a competition for chapters around the world to win a grant from the ICF Foundation of \$5,000 to enable chapters to build on their Visibility.

ICF Uganda Chapter, under the leadership of its Founding President, Coach Joan Mugenzi, PCC entered

the GROW! Programme into the competition, and lo and behold! GROW! I won the grant!!! To get ready to launch this programme, Coach Jacqueline Asiimwe, a member of the ICF Uganda Charter Chapter and her fellow Mentor in the GROW! The programme, Penelope Sanyu attended a 3-day 3-Dimensional Mentorship training facilitated by Chris Tenga from the International Talent Management



Academy (iTMA) and All Aboard Africa as well as Joseph Ajal of PrecisionHR Proprietary Ltd. Also noteworthy was the fact that out of the Coffee Chats, one of which was moderated by Coach Dr Lydia Mpanga Sebuyira, a partnership to facilitate the programme through mentorship was born. Other coaches involved at this stage as the support team included Joan Mugenzi, ACC, Samuel Bakutana and Joseph Ajal.

GROW! also attracted other faculty like Eunice Adubango from Eunie's Kitchen as mentors. As a Coach, I was privileged to Coach Doreen Kihembo, a Founder of a Communications Agency and a Communications Specialist in an NGO in Kampala, as well as James Muhindo a CEO of a Natural Resources Civil Society Coalition, and a Lawyer, both of whom were very ambitious. The 6 coaching sessions scheduled for them were run in the 6 months from August 2021 to February 2022 and were very successful.

What drew me to the GROW journey was the opportunity to meet complete strangers who were eager to advance in their careers and personal lives and persuade them to embark on

their own exponential growth journey. The icing on the cake is that as a result of the 6 months coaching relationships, both of my clients are making big career transitions into promotional roles, a focus and commitment that became even stronger with each passing coaching session.

The greatest benefit of participating in GROW_j as a coach was the authenticity of the conversations we have had. Meeting the mentees and coaching clients in person and seeing their eyes sparkle with excitement at the possibilities available for them to explore and harness. I have also developed more patience as a Coach to work at the clients' pace.

The most important thing I've learned as a coach is that learning never stops. To continue to impact my clients and unleash the spark of genius in them, I must commit to this journey of continuous personal growth without pausing.

Both of my clients made firm commitments to their career advancement journeys during the coaching period, and by the end of the coaching period, both have since then been promoted to higher positions.

Growing up as a coach has been fascinating; I've learned to listen more and become a lot more patient because of it all. I've also pushed myself to take on more responsibilities, and I now lead the ICF Uganda Charter Chapter as President. I also joined the Lubowa Toastmasters Club and completed my four Level 1 projects in just four months, as well as serving as Toast Master of the Day (TMOD) in three clubs, visiting clubs in Zimbabwe, Kenya, Uganda, and the United States both virtually and in person, and winning two back-to-back Table Topics speaking contests in the West Austin Toastmasters Club in Austin, Texas, in a field of eight contestants. As I see the results of my coaching and mentoring efforts in my mentees and coaching clients, my determination to continue coaching grows even stronger as my clients and their businesses grow.

----Joseph Ajal, ACC, CTP, CHRBP, Fellow - AAPM, BSP, MSc. HRM/D Associate Certified Coach, President ICF Uganda Charter Chapter CEO, Precision HR Proprietary Ltd, Business Development Director, CMA – EA



That this Mentorship, Training, and Coaching journey has included me makes me very happy. As a coach, one of the most rewarding parts of my job is the opportunity to sit down with my clients on a regular basis and help them make sense of their own professional and personal lives as leaders.

My greatest benefit from participating in GROW; as a coach has been the opportunity to influence a few more leaders in my immediate vicinity who have other leaders who follow them and are followed by others!

Two things about myself as a coach were revealed

during this journey. First and foremost, I am not easily defeated. Even if some things don't turn out the way I planned, I keep going until I see results. Second, I became more conscious of the fact that generosity doesn't have to be monetary; it can also be a way of extending non-monetary value to those who need it. I never imagined myself offering pro bono coaching to anyone before the program for a year or more. The three most significant changes I noticed in my two mentees during the time I worked with them were: First, they figured out what they wanted to do with their lives. Two, they became more organized in their daily routines. Three, they learned

how to work tirelessly toward a common goal. At the start of the journey, I didn't notice any of these three characteristics.

I've personally GROWN as a coach as a result of this journey because I've had to schedule, reschedule, wait for agreed-upon action steps to be completed, wait for assignments to be returned, and so on. I've improved!

Thanks.
#YouWillManage

Samuel A Bakutana,

MA, CPC
Certified Executive Coach,
Leadership Consultant,
Global Speaker & Author;
CEO-Inspired Leaders
International

MANAGE

#YOUWILL



Live. Love. Lead.

By Samuel A Bakutana





True Transformation

By Christine Mukasa-Mugerwa



To participate in the program's first cohort of mentors. Being able to lend support to the endeavour in order to ensure that it was fruitful. It was the aspect of the GROW_i journey that most piqued my interest.

Knowing that I supported someone on their journey to becoming the leader they want to be and watching it unfold was the greatest benefit of participating in GROW_i as a coach. This was by far the most rewarding aspect of the experience.

As a coach, the GROW_i journey taught me that I have something to offer, even if it's just to listen, and that's something I can pass on to

my clients. I picked up some new skills from my mentees as well. There were a great number of illuminating moments. When the mentee started to open up, there was a fair distribution of value and thoughts.

According to the observations that I have made, the quality that has developed the most noticeably throughout the time that I have been mentoring the participants in the GROW_i program is self-confidence. This is the trait that has developed the most noticeably during the time that I have been mentoring them. True character can be seen in people when they put themselves in dangerous situations and still manage to

achieve their goals in spite of the obstacles they face. They experienced a true transformation as a result of the supportive leadership that was provided to them as well as the feedback from the other members of their team.

As a result of this experience, I've become a better coach in a variety of ways. Confidence in my abilities as a coach has risen significantly. While coaching peers or children is a common practice for me, I have gained some experience coaching leaders as a result of the program. I am thankful.

----- Christine Mukasa-Mugerwa

THANKFUL



As someone who is passionate about working with up-and-coming female leaders, I was particularly excited to be a part of the GROW_i team.

I've had a lot of female leaders as my mentee, but their average age has been higher than the women ladies featured in the GROW_i journey, which is a nation that is a lot younger. So attending GROW_i was an excellent way of interacting with a new generation of female leaders and entrepreneurs.

As stated above, this was a fulfilment of my desire. Furthermore, participating in GROW_i gave me the chance to expand my professional network and meet more women leaders and entrepreneurs my own age.

When I realized that one of my mentees had such faith in herself and in me, the journey humbled me completely. Confidence in both coach and student was bolstered greatly by this activity. During the time you worked with the mentee, I noticed an increase in their desire

to better themselves in areas other than just their career.

If it weren't for the encouragement of my coaches, who demonstrated their ability to go the extra mile, I wouldn't have taken on this additional project. As a result of watching these women overcome their daily challenges, my empathy has grown as well.

----Josephine N.
Mukumbya

Going the Extra Mile!

By Josephine N. Mukumbya





Building my Muscle

By Grace Muwanguzi

It is energizing to be able to walk journeys with young people who are breaking the stigma of looking for jobs and living their dreams. This was the aspect of the GROW_j Journey that I was most looking forward to.

Being able to take part in GROW_j in the capacity of a coach has been an absolute joy. The participants' passion and determination to make an impact really served as an inspiration to me. I believe there is hope for this Country. To everyone on the GROW_j team, I want to encourage you to keep up the good work.

The power of conversation was extraordinary, and both on a personal level and in my capacity as a leader, I gained a lot from participating in the sessions. This journey has shown me that I have a lot to offer as a Coach, and I am grateful for that opportunity. Transforming communities takes place one influential person at a time.

As a result of the GROW_j program, growth is unavoidable. As I reflected on my journey with the mentee, it also served as an opportunity for me to reflect on that journey. Because I have witnessed the progress that can be made with

coaching, I am resolved to develop my skills further. It is crystal clear to me why I should be helping other people become the best version of themselves.

In the end, MCC was just taking baby steps.

First things first, I got my certification to become a strengths-based coach. As I work toward mastery over the next two years, I will continue to hone my coaching skills and build my muscle.

- Grace Muwanguzi

**Growth is
an intentional
process**



Watch Out, Here we GROW;

