



CEOs APPRENTICESHIP PROGRAMME

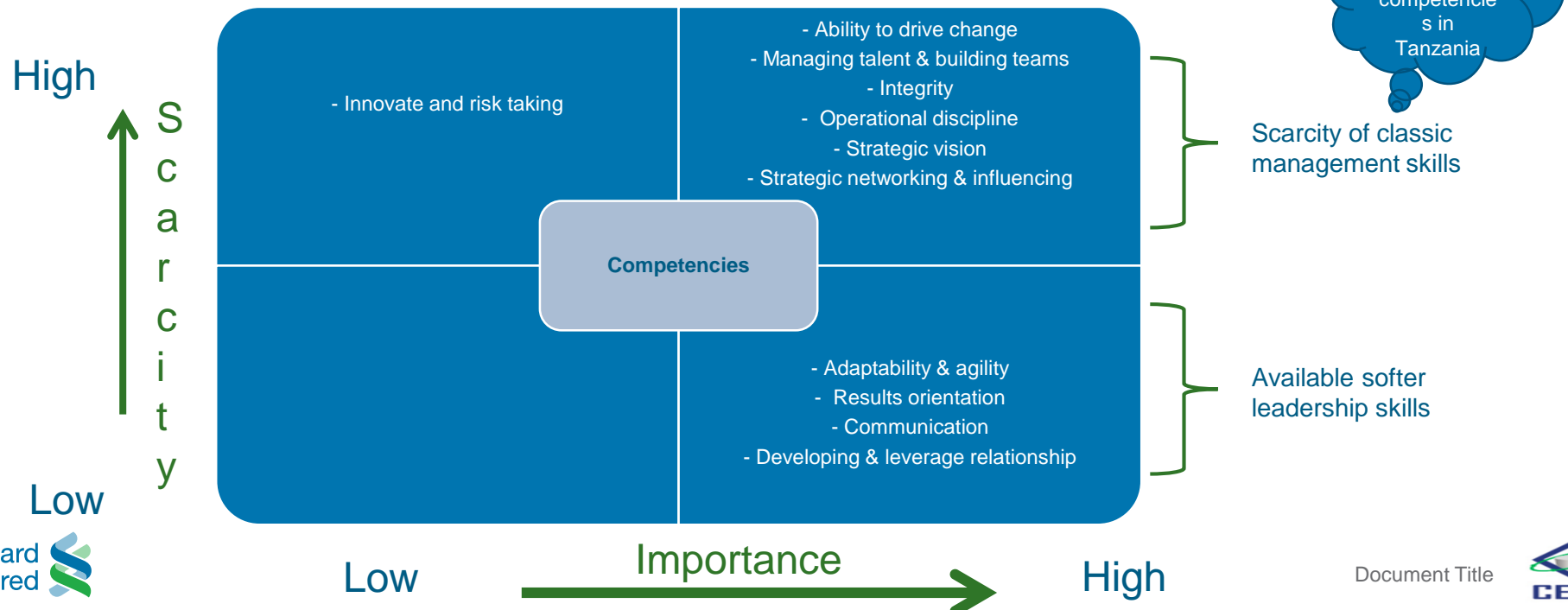
2017 DRAFT PLAN
A CEO ROUND TABLE INITIATIVE

By: Sanjay Rughani - CEO Standard Chartered Bank

CEO Apprenticeship Programme

Talent pool at executive level in Tanzania is quite thin

- For businesses in Africa, Tanzania offers exciting prospects. Aggregate annual growth exceeds 7%, amongst the fastest growing economies in the world.
- Strong growth momentum is projected to continue in the long-term largely driven by 5th phase Government agenda coupled with private sector growth, oil and gas, agriculture and improved infrastructure.
- As economic acceleration continues, the need for more executive talent only intensifies.
- However Tanzania's rapid growth, combined with historic underinvestment in human capital, is creating **a serious shortage of executive talent**—which could hold the country back from achieving its full potential.
- The Proposed CEO Apprenticeship Program (CAP) is therefore proposed out of recognition of the dearth of competent Tanzania ready to move into corporate leadership positions.

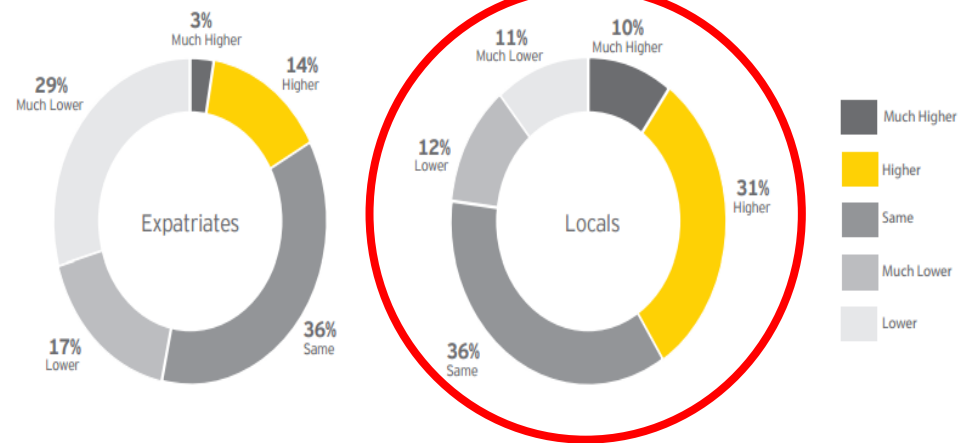


CEO Apprenticeship- External Perspective

Average time to fill vacancies - expatriate vs. local



Anticipated recruitment needs - expatriates vs local staff



- 224 (whereby 18% were from the Public Sector and 81% from Private sector comprising of multinationals (49%) and indigenous (32%) companies participated in the Survey across 23 countries in Sub-Saharan Africa, representing approximately 392,000 employees. **(EY 2014-Talents Trend in SSA)** which indicated:
 - There is a growing demand for African Executives , however challenges remain on the supply side.
 - Research show that it takes shorter period to recruit local executive provided there is a right supply
- In Tanzania, practical experience as pointed out by recruiting firms including Radar and HR Consultancy companies indicate that the status is almost similar to as indicated by the SSA survey.
- A recent PWC report that surveyed 201 CEO's across all countries in East Africa (including Tanzania) and 6 other countries in Africa, 75% of the CEO's indicated that lack of available talent is a threat to the growth of their companies.

Programme Details

Target:

- C-Suite members of organisations.

The Goal

- Develop corporate leadership potential.
- To develop a generation of globally competitive techno and innovative savvy corporate leaders
- Develop technological abilities.
- Develop analytical abilities.
- Develop conceptual abilities.
- Develop leadership abilities.

The impact

- Transfer of learning
- Creation of a capable pool of future Tanzanian CEOs and similar leaders
- Bridging the leadership and skill gap that exists in Tanzania.



**What Got You
Here!
Won't Get
You There!**

“

What is clear to us is that we Africans are presented with a **wonderful opportunity** to make a genuine difference in our working lives. This is the time and place for **Africa's future**; it is our generation of **leaders** that can make it happen.

Ajen Sita, CEO of EY Africa

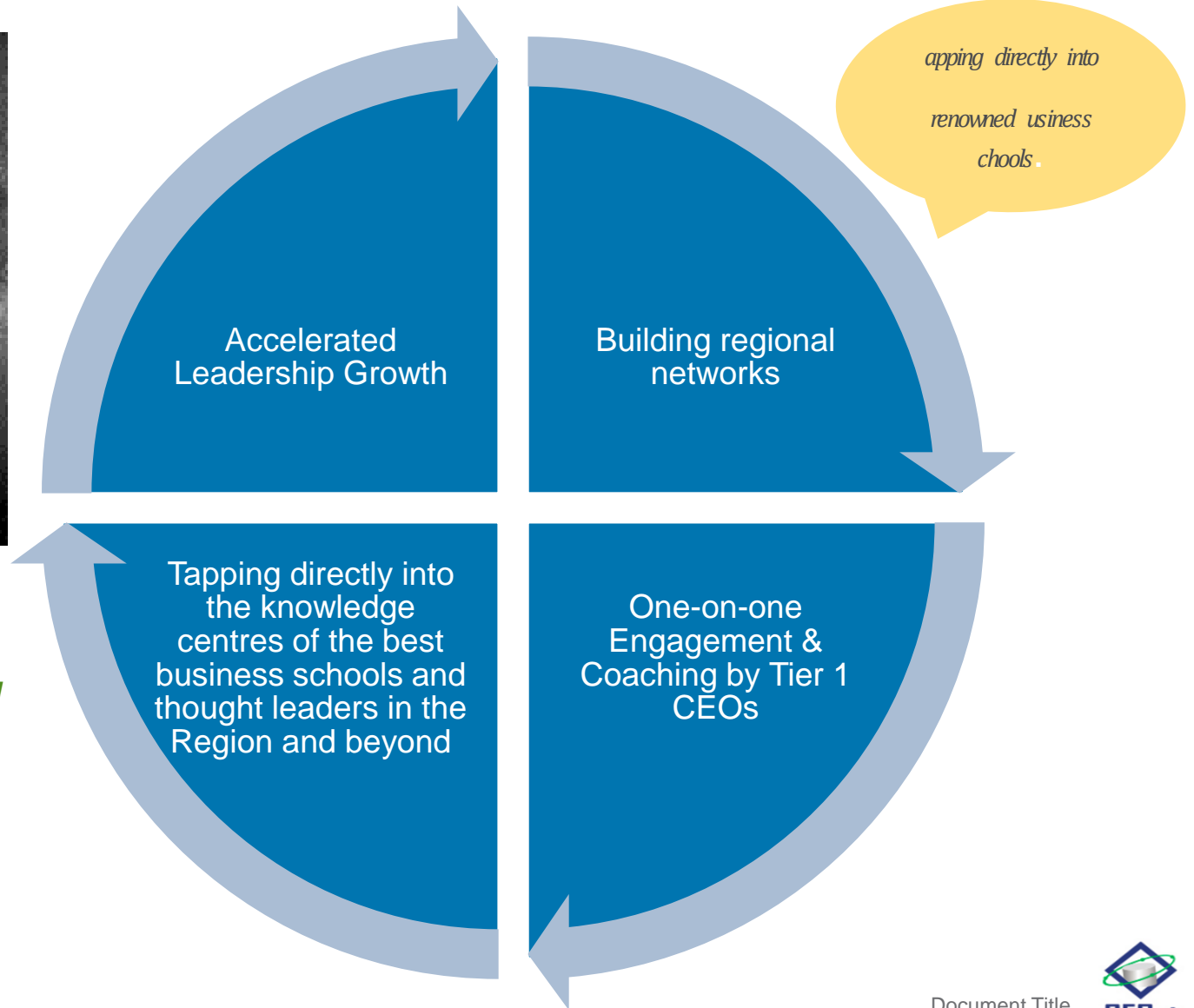
”

**Selected executives
will be placed on a 12
month leadership
development
programme + 6
months of being
engaged in a strategic
leadership initiative**

Achievable benefits



Changing the status quo by developing a pool of local Executives equipped with the right skills to hold Executive positions in the country.



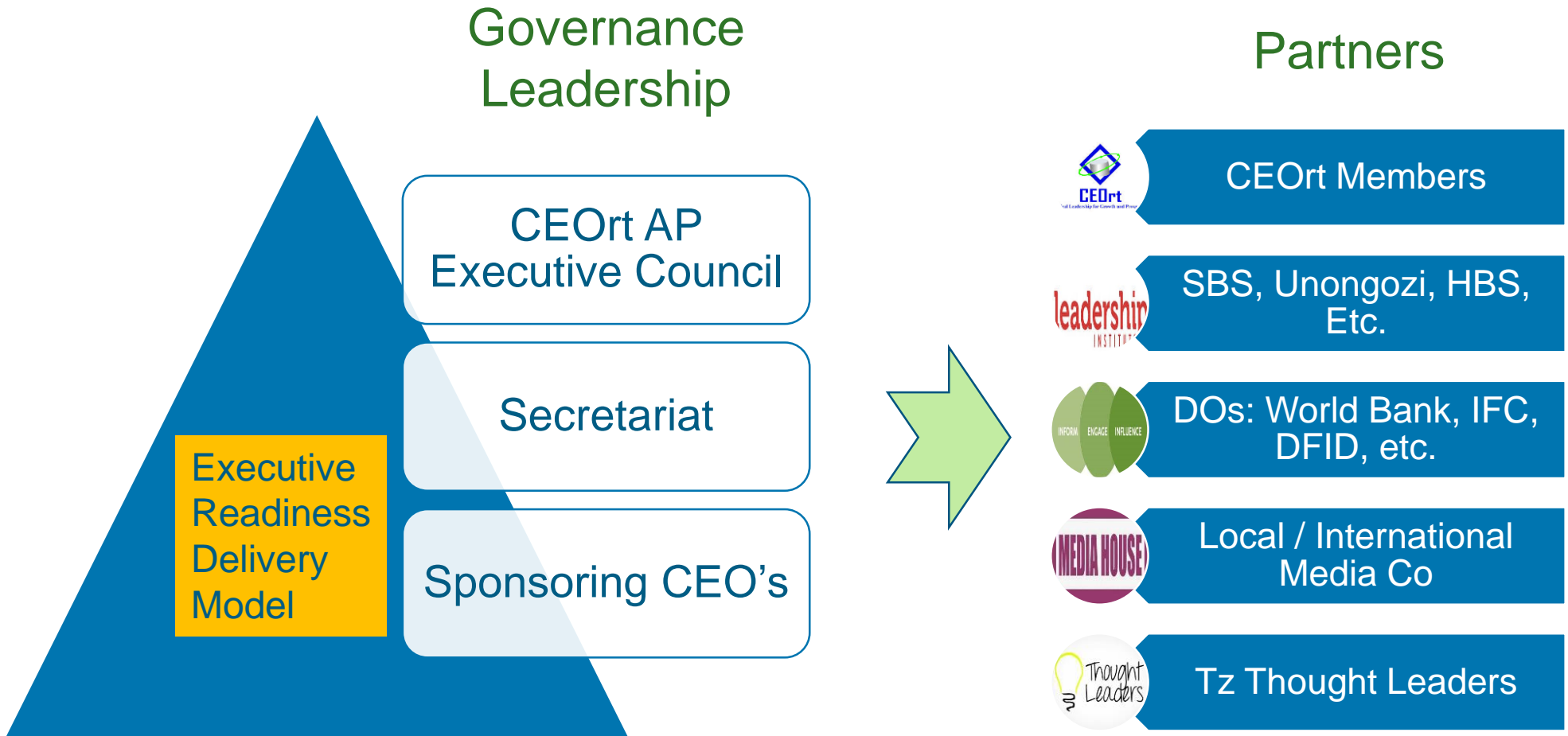
Programme Delivery Model

- How?:** The Apprenticeship Programme will be offered through Executive coaching and leadership engagement.
- Why?:** This is because; having an executive coach facilitates the performance, learning and development of executives, resulting in improved decision-making and long lasting change.
- Research** has found that executives reported improvements in productivity, shareholder value, organizational strength, and service as a result of coaching.



The executive coaching program will provide C-suite members with an opportunity to participate in a journey of self-discovery, exploring options, and taking responsibility.

Sustainable delivery model



Broader Benefits to the Apprentices



Benefits

- ✓ Leadership assessments to enhance self-awareness.
- ✓ Supportive learning and development to facilitate effective decision making, performance improvement, and lasting behaviour change.
- ✓ A basis for developing new ways of thinking and approaching business challenges, finding and evaluating opportunities, and navigating a complex business environment.
- ✓ A progress report at the end of coaching to identify change and areas for further development.
- ✓ Experienced executive coaches will employ expert skills in observation, questioning, listening and creative techniques, based on sound psychological processes, to create a conversation that is rich in insight and learning for each executive in the program.
- ✓ Opportunity to contribute to CEOrt strategic initiatives and make broader impact
- ✓ Opportunity to network with CEOrt and showcase their progress.
- ✓ Experienced insight learning opportunity to understand best practice organisational models in Tanzania.

What is required from CEOrt Members

- Are we GAME ?
- Identify future CEO-In-Waiting
- Collaborate – personal engagement & thought leadership
- Play a role – Executive Council, Coach, Etc
- Sponsor candidates – cost implications
- Identify impactful CEOrt strategic initiatives
- Seek feedback on your candidate and help close leadership & learning gaps
- Align frequencies – Private & Public Sector



*The best time to plant a tree was 20 years ago.
The second best is now.
- Chinese Proverb*