

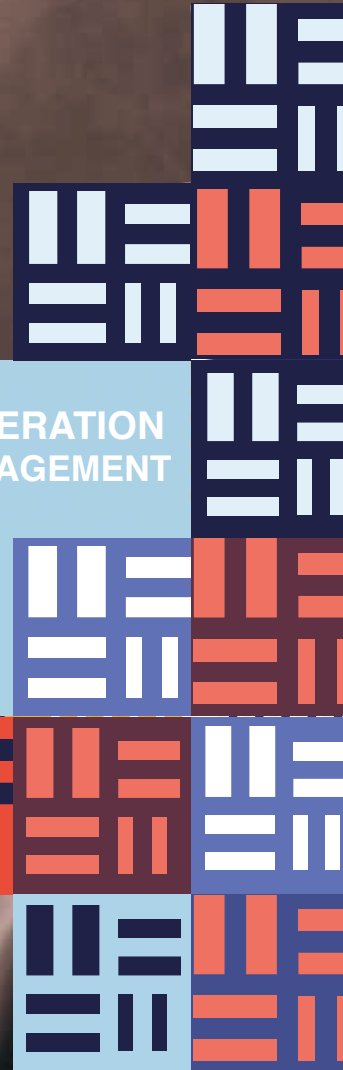


RIKA  
LEADERSHIP  
PROGRAMME



Building the NEXT GENERATION  
of HUMAN CAPITAL MANAGEMENT  
LEADERS for AFRICA

2024





## “RIKA”

Is a common word in Bantu languages that stands for a group of individuals coming of age who have undergone a significant initiation ceremony together and emerged on the other side ready to have lasting impact and to fulfil their destiny.

## RIKA STARTS WITH THE WHY?

Building adequate human capital is more critical in Sub-Saharan Africa than anywhere else in the world.

While the continent boasts a young and vibrant population it does not have sufficient catalysts to transform the available talent into human capital assets.

In several global surveys, Africa-based companies have reported major challenges in attracting and retaining the talent they need to run and grow their businesses.

This reality can be turned around...

## PROGRAMME OVERVIEW

The RIKA Programme bridges the gap between traditional human capital management practices and more holistic leadership.

Created to help fast-growing companies, RIKA prepares high achieving HR professionals and business leaders for tomorrow's senior-most roles, enabling them to release serious long-term value in their companies. Every aspect of the programme is designed to shape and nurture leaders who will make a big difference and add value.

The programme has been created by highly qualified professionals with a wealth of real-world HR experience.

## WHO IS THIS PROGRAMME FOR?

- Leaders preparing to take on increasing levels of responsibility and challenge as they move into more senior leadership/management roles.
- Directors and senior-level leaders in functional roles.
- High potential, mid-career talent with established track records and significant managerial responsibility.
- High potential cross-functional leaders with general management aspirations.

## KEY DETAILS

- **Duration:**  
**4 months**
- **Class size:**  
**25-30**
- **Average age range:**  
**33- 45**
- **Average work experience**  
**8-15 years**

## THE CURRICULUM AT A GLANCE

### ORGANIZATIONAL HR LEADERSHIP IN THE FUTURE OF WORK

Re-tooling the HR function for The Future of Work through Re-imagined Organizational Design – Talent Management & Total Rewards.

### LEADERSHIP FOR THE 21<sup>ST</sup> CENTURY WORKPLACE.

Making the Leap from Functional to Organizational Leadership.

### SHARPENING COMMERCIAL ACUMEN.

Sharpening business understanding – Financial Agility and Business Partnering for a seat at the table.

### APPRECIATING TECHNOLOGY & DATA.

Applying HR technology – Data Analytics and Design thinking in people management solutions.

### LEADING CHANGE.

Embrace disruption and shift your mindset towards facilitating and guiding transformation. Explore the core principles of effective change management and empower the human aspect of change within your workplace.

# THE LEARNING MAP

## + Week 0-1

### Self-Paced Induction

1. Josh Bersin Academy Registration.
2. Josh Bersin Capability Assessment.
3. Emotional Intelligence Assessment.
4. Myers Briggs Temperament Indicator Assessment.

## + Week 2

### Virtual Synchronous Programme & Technology Induction

1. Guest Lecture - Setting the Stage: The Imperative and promise that is Africa
2. Guest Lecture - The Imperatives for Human Capital Management in the 21<sup>st</sup> Century

## + Week 1

### Live / Virtual

1. Individual Development Planning
2. Development Feedback & Career Advisory
3. JBA Assessment Results
4. Psychometric Assessment Results
5. Personal Branding Session

## + Week 3-20

### Live Synchronous

- Module 1
- Module 2
- Module 3
- Module 4
- Module 5
- Faculty Training
- Peer Group Sessions
- Industry Speakers

### In Person/ Live

- Annual Networking Event.
- Hard Copy Certificates.
- Inter-cohort Networking.
- Interaction with Industry Experts.
- Engagement with Programme Faculty & RIKA Board/Trustees.

### Online

- Graduation Certificates dispatched

## The Learning Journey

The Rika Curriculum recognizes the busy and multi-faceted lives Rika Fellows lead. The 20-week programme emphasizes flexibility and convenience and limits the number of mandatory class times. Fellows are expected to follow a self-paced learning which is mixed with live synchronous plenary sessions where faculty lead discussions and group breakouts encourage sharing and peer learning. The programme also provides mentoring opportunities with global CHROS and CEOs that spend quality hours with each Fellow.

## 10 CORE ELEMENTS THAT MAKE RIKA DIFFERENT



Live online sessions with high tech and interactivity, plus productive 'coffee break' chats.



Industry leading content designed by experienced, innovative practitioners.



Highly respected local and global thought leaders across the faculty.



Perfectly timed online learning delivered to minimise disruption to your work.



Insightful reference material such as case studies and toolkits.



Detailed assessments and technical evaluation to build self-awareness.



Real-world business challenges that allow you to apply learning to genuine issues.



The chance to forge long term friendships with like-minded peers.



Coaching and mentorship from Silicon Valley pros with priceless experience.



Real-world top-level guest lecturers such as CEOs and leading industry experts.

# 2024 RIKA Programme Calendar

Two Cohorts  
February – May 2024  
August – November 2024

<b>Admission Registration Online Assessment</b> (Jan 23 – 30) (July 24 – 30)  <b>Virtual Session</b> (Technology & JBA)	<b>Induction &amp; Development Sessions</b> JBA Capability Emotional Intelligence & Self Awareness feedback Personal Branding Learning Log	<b>The Context</b> The Power and Potential of Africa Prof. PLO Lumumba	<b>Module 1</b> Human Capital Management in the Future of Work
		<b>The Context</b> Human Capital Management Module in the 4IR Prof. Dave Ulrich	The Future of Work Is All About People
			Organization Design for the Future of Work
			The New Talent Experience
			The Future of Reward
Cohort 1: Jan 23 - 30	Cohort 1: January 30	Cohort 1: January 31	February - 6, 13, 20, 27
Cohort 2: July 24 - 30	Cohort 2: July 30	Cohort 2: July 31	August - 6, 13, 20, 27

<b>Module 2</b> Leadership for 21 <sup>st</sup> Century Workplace	<b>Module 3</b> Technology, Analytics & Design Thinking	<b>Module 4</b> Financial & Commercial Acumen for HR Leaders	<b>Module 5</b> Change Leadership for the 21 <sup>st</sup> Century
Principles of Leadership in the 4IR	Identifying & Leveraging HR Tech	Driving Financial Awareness	Change Leadership 4.0
Strategic & Agile Leadership	People Analytics Method	Leveraging Commercial Acumen	Taking Insights to Action
From Function to Organizational Leadership	Applied People Analytics	Strategic Business Partnering	FINAL ASSIGNMENT (May 15, November 15)
Personal Leadership & Leadership in 4IR	Creativity, Design Thinking & Innovation	Consulting with Agility and the Future of HR	CERTIFICATES (May 30, November 28)
March - 5, 12, 19, 26	April - 2, 9, 16, 23	April - 30 May - 7	May - 14, 21
September - 3, 10, 17, 24 <i>March 19 &amp; September 17: CEO Guest Speaker</i>	October - 1, 8, 15, 22	October - 29, November - 5	November - 12, 19

\*CLASSES TAKE PLACE BETWEEN EAT 3:00 – 5:30 PM

# HOW TO APPLY

RIKA has an on-going admission process offering two cohorts in a year.

## 01

Admission starts with completion of an online Application Form which is opened 3 months before the programme start date.

## 02

This is followed by an Interview from the Programme office to ensure that candidates meet required qualifications which include:

- Motivation
- Academic Capacity
- Leadership experience and potential
- How you can contribute to RIKA during & after the programme

## 03

The Interview is followed by completion of financing and payment prerequisites.

## 04

On Admission, Induction Materials are dispatched to you, and you are requested to register and initiate your Josh Bersin Capability Academy Membership.

### ONLINE APPLICATION:

To secure a place in the programme, simply complete the online Application Form at [www.rikalearning.org](http://www.rikalearning.org)

### REGISTRATION & PAYMENT:

Complete your registration with full payment by 30<sup>th</sup> December 2023 for February 2024 Cohort  
30<sup>th</sup> June 2024 for August 2024 Cohort

### APPLY TODAY:

We recommend applying as early as you can, as interest in the Programme is strong.

## FINANCING & SCHOLARSHIPS Fees:

Tuition Fees for 2024 intakes are USD 6,500.

### Scholarships:

To ascertain access and diversity, Blue Haven Initiative offers a number of partial scholarships which are offered on a first come, first served basis subject to meeting entry criteria.

### Installments:

The fees can be paid by installments but payments must be completed one month ahead of the start date.

### Graduates:

Of those graduating in 2023, 20% received scholarships.

RIKA is shaped & delivered by a global faculty & guest speakers

At the heart of the RIKA HR Leadership Programme you'll find an extraordinary team of world-class teachers and speakers: CEOs and CHROs from global brands. Influential thinkers and innovative leaders from Africa, Europe and the Americas: each one a source of priceless knowledge and frontline experience at the highest level.

### Dave Ulrich

Professor, Ross School of Business, University of Michigan and Partner, The RBL Group



### Susan Githuku

Former CHRO, Coca Cola Africa (Kenya)



### Deborah Exell

Founder & CEO Exell Intelligence (UK)



### Debbie Hollis

Director, DevLinks Limited (South Africa)



### Taaka Awori

Founder & CEO Busara Africa (Ghana)



### David Ssegawa

Group HR Director, Equity Group Holdings (Kenya)



### Professor PLO Lumumba

Professor of Public Law, Advocate, and Pan-African Activist (Kenya)



### Martin Oduor-Otieno

Founder & CEO The Leadership Group (Kenya)



# TESTIMONIALS

Class of 2022 & 2023

“I am in the right direction in terms of the value I bring to business as a HR Leader”

Everything about RIKA was the sharpest edge of world class! The faculty comprised top end global professionals with unrivalled leadership experience and technical expertise.

These professionals liberally shared their immensely transformational knowledge and wisdom with us. The content of the programme was both current and future-focused, with such depth and breadth that we all entered an altogether new dimension of learning.

**Alex Obuhatsa (Kenya)**

“The Rika Leadership Programme has definitely enhanced my ability to function effectively in a leadership role by equipping me with the knowledge, skills and mindset required to tackle the challenges of today and tomorrow. I am grateful to have participated in such a world class programme and now belong to the RIKA Network.”

**Siphiwe Namposya Mwaba (Zambia)**

“RIKA has imparted skills, and knowledge which has caused a complete mindset shift for all of the fellows. We now have an obligation to reframe how we position ourselves for the next phase our career and deliver differently: With the RIKA stamp of excellence, passion and commitment.”

**Brendah Nambalirwa (Uganda)**

For HR professionals to dine with the Kings and Queens without raising their voices during a business argument, more of our leaders need to partake of what was served in RIKA in plenty. They need to improve their financial acumen, be at ease with data analytics, be esteemed mentors and coaches and more so, confident consultants.

Deborah (A member of the faculty) would say that with these skills, they would then be respected internal consultants, able to ask the why questions, be good advisors, not be bullied by the CFO, and maintain perspective while creating a unique selling proposition (USP) for HR.

**Thomas Omondi (Kenya)**

“RIKA has cemented my resolve to be a Human Capital Leader”

The RIKA Leadership Programme truly ignited my leadership capabilities and helped unlock my potential into championing design thinking and data analytics. The programme was customized to meet the specific needs and challenges of a particular industry, organization or target group of leaders.

“The programme has greatly empowered me with improved resources, an expanded professional network, and elevated my tenacity to embrace and champion strategic challenges geared towards repositioning/reinventing talent management practices.”

**Doyinsola Atanda-Obalagun (Nigeria)**

# THE RIKA STORY

## WHERE IT STARTED

In 2019, Blue Haven Initiative, an Impact Investment family office based in Boston Massachusetts conceived the idea of supporting organizations in Africa to realize their full potential through investment in the management of human capital management. BHI partnered with Human Performance Dynamics Africa (HPDA), a human capital management firm based in Kenya to develop a leadership curriculum for professionals across Africa.

The chief goal was to build the next generation of Chief Human Resource Officers armed with knowledge to meet emerging demands of the fourth industrial revolution on a continent that demonstrates

A Triple-Pronged Confluence Of Factors Made The Proposition Particularly Timely:

1. First, the Continent is seen as the next global frontier of growth. According to a 2019 Brookings Institute Report, Africa's population of about 1.2 billion people is projected to reach 1.7 billion by 2030. The World Economic Forum also estimates that by 2030, Sub Saharan Africa will be home to 20% of the working-age population, expanding its workforce by more than the rest of the world combined.
2. Second, the 4th Industrial revolution has brought about a global convergence of physical and virtual environments and unleashed a new age of Volatility, Uncertainty, Complexity and Ambiguity (VUCA), rendering unpredictable socio-economic outcomes and tenuous workplaces that have new and changing requirements. As the ultimate responsibility for organisations coping with the challenges of VUCA lies with its leaders, particularly those charged with the responsibility of stewarding the human capital management function, the spotlight fell on these functional leaders who must be equipped to be anticipatory game changers .....those who must navigate ambiguity and complexity and never lose focus on employee engagement and productivity.
3. Third, not all leaders of the function are equipped to adapt or demonstrate requisite agility.. Indeed , despite the evolutions the HR function has gone through over the last several decades, doubts about the value it adds to organizational performance remain. Global studies suggest HR departments may be poised for impact, but require additional support to re-configure their work and add value in the new dispensation. A 2020 BHI commissioned survey of over 400 CEOs, HR and other functional leaders in Africa suggested that HR leaders demonstrate certain technical and soft skill capability gaps that prevent them from unleashing the power and potential of the function

Over a period of 2 years from 2019-2021, BHI sponsored the development of a clearly articulated Curriculum conceived by former Fortune 50 CHRO, Susan Wakhungu-Githuku with the support of a global founding Advisory Taskforce.

A total of 38 global organizations were provided the Terms of Reference and invited to bid for the development of the Curriculum. Amongst them were such noted institutions Wharton, INSEAD and University of California Berkeley. Exell Intel, a UK based strategic consulting company founded by former Accenture and Coca-Cola Talent Executive Deborah Exell won the tender and subsequently developed the programme.





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