



Annual Leadership Conference

Leadership skills, traits, and strategies are enhanced through knowledge, critical introspection, and implementation. The purpose of this publication is to bring awareness to the practice and educational efforts of leadership and followership through the Leadership Development Institute at Al Akhawayn University in Ifrane, Morocco. The newsletter is a biannual publication and available to anyone interested in the topic of leadership and excelling in this critical professional competency.

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Spring / Summer 2013



### Leadership through Visionary Living

By Avis Winifred Rupert, LDI Coordinator  
Al Akhawayn University

She started with \$200, a box full of names written on little cards, a dozen volunteers, and a commitment to make a difference on behalf of a dying sister, Susan G. Komen. The woman to whom these facts belong is Nancy Brinker. Ms. Brinker's passion and leadership started a foundation that had raised in two years over 1.5 billion dollars for cancer research.

During a workshop on strategic planning, conducted with LDI participants and Al Akhawayn University campus club presidents, February 2013, I shared these powerful facts. Today I believe, on a smaller scale, I have modeled what a leader with a great team, passion (or heart as one of my colleagues has termed the trait), commitment and a focused plan can create—a legacy to transform the practice and view of leadership on Al Akhawayn's campus and beyond through the Annual Leadership Conference. [Click here to continue to page 5](#)

### Leadership as the Art of Creating Leaders

Christopher Evan Longhurst, Professor of Philosophy  
Al Akhawayn University School of Humanities and Social Sciences

Many thanks and congratulations to those who led the First Annual Conference of the Al Akhawayn University's Leadership Development Institute. It was a tremendous success. As a presenter and a participant at this conference I can say with confidence that I personally benefited immensely from each role. The opportunity to practice leading future leaders is undoubtedly valuable to all those in positions of authority and decision making. Plato points out in his *Republic* that societies are invariably formed for a particular purpose and as individuals, we are not self-sufficient, and no one alone can acquire all that is necessary to flourish in society, so we constantly gather together and enter into relationships for the mutual achievement of our common goals. The Annual Leadership Conference not only taught this, it put it into action with a focused vision—to extend leadership knowledge into the larger community through its participants coming together then returning home with the learned skills to exercise good leadership and achieve success in corporate strategic planning.

For me personally the conference showed, in the realm of sharing knowledge and skill, the truth of that pithy Latin saying: *Nemo dat quod non habet* ("no one gives what he does not have"). This was no ordinary academic conference. It was a professional's practicum and opportunity to share particular leadership aptitudes. It showed that teaching and learning about leadership is leading the way. It revealed that leadership is the art of creating leaders and it demonstrated how true leaders get others to do what they would like done because those others want to do it. This is precisely what the organizers of Al Akhawayn University in Ifrane's 1<sup>st</sup> Annual Leadership Conference did. Well done! And thank you!



### Thoughts from an Intern in Morocco *Hugo Arruda, LDI Intern*

Shortly after I completed my undergraduate degree in Brazil, I decided to quit my job and try experiencing life from a different perspective — socially, culturally, and economically — from my native country.

After applying for different traineeship/internship positions all over the world through AIESEC, I discovered Al Akhawayn University and its Leadership Development Institute. After extensive exploration of the program, my contributions and a successful interview, I got on a plane and landed in *Al-Maghreb*, as Moroccans call their country.

This is how my story in Morocco and with the Leadership Development Institute started. [Click here to continue to page 6](#)

*Leadership is unlocking  
peoples potential to  
become better.*

— Bill Bradley

## Major LDI Spring 2013 Achievements

1. Developed the Annual Leadership Conference to support future financial independence and stability while disseminating leadership knowledge and skills in Morocco and eventually the MENA region
2. Collaborated with LDI and AIESEC to initiate LDI Intern position
3. Increased representation among AUI faculty in hosting LDI workshops
4. Supported leadership development on AUI's campus by collaborating with Community Partnership, the Center for Excellence in the School of Science and Engineering, AIESEC, Student Club Presidents, the Language Center's Service-Learning program coordinated by Brian Seilstad, and the Cinema Club
5. Disseminated and collected a 360° evaluative process of LDI Workshops
6. Organized and clearly presented a student-led LOTY Awards Ceremony



LDI Retreat



Power of the Pen  
Panel Presentation



Ethics Workshop



LOTY Award Ceremony



"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has." — Margaret Mead



Visit to Azrou Center for  
Community Development

Our **MISSION** is to develop, implement and disseminate effective leadership development in Morocco, Middle East North Africa (MENA) and other developing countries by adapting best practices from successful student leadership development programs to Moroccan culture.

As for our **VISION**, we seek to graduate students with the leadership skills and values needed to lead highly effective economic and social development programs. We seek to be exemplary in all that we do, to develop and maintain high credibility and legitimacy, and high standards, and to be a model student leadership development program for Morocco and the MENA region.

## LDI Spring 2013 Workshops

*LDI Participants engage in a structured and demanding calendar of events to support development of leadership tools and to host the Leader of the Year Award Ceremony.*

### Ethics in Leadership

Speakers: Christopher Longhurst

### Facilitating and Leading Effective Meetings

Speaker: Benjamin Yumol

### Effective Leadership through Planning

Speaker: Avis Rupert

### Entrepreneurial Outlook and Fundraising

Speakers: Abderrahman Hassi

### Emotional Intelligence

Speakers: Aure Veyssiere and Sarah Postich

### Stress Management

Speaker: Steve McDaniels

### Interpersonal and Organizational Communication

Speakers: Abderrahim Agnaou and Mohamed El Marzouki

### Writing and Research, A Publishable Leadership Article

Speaker: Nancy Hottel

*A leader is one who knows the way, goes the way, and shows the way.*

— John Maxwell

## The Annual LOTY Award Ceremony

By Soukaina Digua

Spring 2013 Al Akhawayn Student

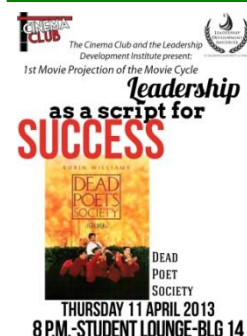
Each year the Leadership Development Institute awards several community organizations operating in Ifrane and surroundings for their efforts in promoting social development. Al Akhawayn University hosted this year's annual Leader of the Year (LOTY) ceremony May 5, 2013, on the University campus. During the ceremony the vision and mission of the LDI were highlighted, the community organizations were awarded with different prizes, and LDI participants were honored.

"Making a positive impact is an ultimate responsibility for noble leaders," said Dr. Avis Rupert, Assistant Professor of English in the School of Humanities and Social Sciences at Al Akhawayn University and the LDI Coordinator. During the opening remarks, Dr. Rupert insisted on the essential values of the Leadership Development Institute founded in 2009 by Dr. Duncan Rinehart. As pointed out during the LOTY ceremony, the Leadership Development Institute aims at promoting a model student leadership development program through enhancing skills and promoting values needed to lead development projects. The LDI mission collaborates with associations in order to bring a positive change to the region and nearby communities.

During the LOTY ceremony, several community organizations were introduced and their work was acknowledged. To support the event, LDI organizes an annual application process. Three associations were awarded prizes from LDI. *Al Atlas pour le sport et le développement humain* received a prize of 10,000 MAD that will help the association continue their work for educational and human development. *Ait Tizi pour les oeuvres sociales* received construction supplies valued at 2,500 MAD to aide in building a mosque. The third prize went to *Ifrane et le monde pour le développement*. This association received musical instruments valued at 2,500 MAD to support music instruction.

Towards the conclusion of the ceremony, Fatima Benachour, the representative of the first place winning association, *Al Atlas pour le sport et le développement humain*, thanked the LDI students for their inspiring initiative and their outstanding contribution to social development. Additionally, the President of Al Akhawayn University, Dr. Driss Ouauicha, congratulated the LDI participants for their remarkable efforts in collecting donations and participating actively in the development of the region. The Vice President of Student Affairs, Dr. Belfkih, encouraged students to work hard and become the future leaders of the country.

The values of humanism, respect and active participation promoted by LDI were demonstrated during the LOTY ceremony and will be practiced thanks to its concerned achieving members.



LDI in collaboration with the AUI Cinema Club hosted a discussion about leadership using cinema. After watching *Dead Poets Society*, a lively discussion about leadership and influence transpired following the film. The creative venture is another strategy LDI uses to engage the campus community in dialogue and reflection about leadership.

## The Importance of Writing in Our Modern World

By Asma Eladaoui

Al Akhawayn University

Thursday the 25<sup>th</sup> of April was a cool breezy evening. My professor invited our Composition class to attend a panel presentation titled *The Power of the Pen*. The event was co-created by LDI, the English Unit, Community Involvement, and the office of the Chaplain. The presentation started at exactly 7:00 PM. As I entered the room, I found many of my classmates and others I'd seen around campus. Most of the chairs were occupied; I took a place in the second row and sat down quietly. The presentation had already begun, so I opened my little notebook and started taking notes.

The first speaker was a woman; she had light brown hair and a child-like smile. Yet, she was speaking in a strong confident voice that made me want to listen more carefully. Alice Barnsdale discussed education and children. She continued on with a *Prezi* presentation where she showed us a number of pictures that she felt were inspiring. These pictures had profound meaning. For example, one of the pictures that caught my eye was the one where two circles were combined with a highlighted area in the middle. One circle included the word *me* and the other included the word *them*. In the intersection, the word *us* appeared. The image and words made me think of my life in a different way. Some of us forget the fact that these children are exactly like us. As the speaker said, "They just want to play, hug and have fun." These young children also dream of a better future. They also want to be productive parts of our community. This picture also helps us, as stated by the speaker, "celebrate likeness and forget the differences." Mrs. Barnsdale ended by stating the following: "Education is for life; help children obtain a better life."

The second speaker was Mr. Myron Hardy. His presentation was about poetry and its power. He said that poetry has the ability to slow time, the making of it and the writing of it. The power of poetry lies in the way it is said, the feelings it brings up and the power it has to connect people with differences, according to the speaker. He continued by reading several of his own poems. From the captivating selections, I learned that poetry has the power to invoke deeper thought.

Mrs. Karen Smith, the third speaker, is the president of Interfaith Alliance Club. She is a kind woman who holds great knowledge on several religions. I view her as an inspiring woman on campus. She began her presentation by talking about the people of the book--Christians, Jews and Muslims. Mrs. Smith said that these religions have similarities one of which is the scriptures that followers read and recite. She then continued by saying that writing is not only a creative act but also a moral act, in writing we think more honestly therefore we express our emotions and thoughts in a direct genuine way. These thoughts and emotions we write are better received by the people who will read them because they touch the heart and soul. She ended with a question: "Who has the word to close the distance between you and me? She answered the question by stating, We do!"

From the presentations, it is clear—*The Power of the Pen* has potential to make the world a better place.



## Morning Keynote Speaker

Mr. Larbi Belarbi



Mr. Larbi Belarbi is a graduate of Ecole Supérieure de Commerce de Lyon, with an MBA degree from HEC Paris and additional training in International Marketing at Harvard University and in Leadership and Business Management at Stanford University and INSEAD.

He began his career at Editions "Hachette" as Head of the Maghreb Educational Center. He then joined the textile group ICOMA as a Sales Director. Soon Mr. Belarbi was entrusted with the general direction of the Moroccan subsidiary of International Telephone and Telegraph Group for Africa and the Middle East.

Later on, Mr. Belarbi leaves for Canada where he joins Mallette Benedict Montreal as a consultant, and then Mittal Group as Director of Marketing and Administration.

Today Larbi Belarbi is a member of the Economic, Social and Environmental Council, Chairman of the Academic Committee at Al Akhawayn University in Ifrane, Vice-President of the Moroccan Association of Competitive Intelligence, is the Honorary Consul of Japan in Morocco and works as a director for several public and private companies.

## A Glimpse of the First Annual Leadership Conference

### AL AKHAWAYN UNIVERSITY ANNUAL LEADERSHIP CONFERENCE

Saturday, June 8, 2013



### "Leadership in Strategic Planning for Realizing Extraordinary Results"

SPEAKER	TITLE
Hugo Arruda	Culture and Creativity: Managing Knowledge for Successful Planning
Amina Mokannef	Information System (IS) Leadership Planning
David A. Wyrick	Program Assessment: Customer Focus for Uniting your Staff
Abderrahman Hassi	Credibility: sine qua non condition for effective Leadership
Hiam El Hilali	How Positive Thinking Leads to Great Results
Erin Harte	Storytelling for Leadership Success
Raina Rutti	Will you take the Leadership Challenge?
Bouhida Amal Rkia	Strategy as Practice

8 of the 15 Conference Sessions

*The growth and development of people is the highest calling of leadership. — Harvey S. Firestone*

## Leadership through Visionary Living

By Avis Winifred Rupert, LDI Coordinator  
Al Akhawayn University

While I was not encouraged by a dying sister, I have a life mission to make a difference for the good in the arenas where I enter. The mission is threefold: believe in others, encourage others, and help others to live out the vision and mission they have developed. For Al Akhawayn University administrators, the mission of this institution is to prepare future Moroccan leaders who will lead locally and beyond. For the Leadership Development Institute, the mission is to disseminate leadership knowledge and skills in the MENA region. And for the people who attended the First Annual Leadership Conference there is a goal to improve their surroundings and improve their personal contributions by developing leadership skills and knowledge.

All three aspirations are being supported through the Annual Leadership Conference. Through one woman's vision and mission many are fulfilled.

## Afternoon Keynote Speaker

Mr. Darron Anderson



After graduating with an engineering degree, Mr. Darron Anderson worked for a major oil company for 8 years. At the age of 29 he became an entrepreneur in the oil and gas service space. Within two years he had started and sold his first oilfield service company.

His most recent challenge came in 2010 when he stepped into a CEO role and led Express Energy out of bankruptcy to today's current successful status of nearly half a billion dollars in total revenue, 2000 employees, and operations across the United States.

He was a nominee of Ernst and Young's 2012 Gulf Coast Region Entrepreneur of the Year and his company has added nearly 900 jobs over the past 2-1/2 years.

Mr. Anderson's greatest personal accomplishment is helping people achieve their professional dreams while constantly reminding them of the important things in life. Other interesting facts regarding Mr. Anderson are as follows.

He continues to sit on the Board of the American Heart Association in Houston.

He is also a volunteer for Yellowstone Academy where he serves as a donor and Shepherd for student education.

## Leadership Tips

### Tip 1: The Importance of Planning in the Leading Process

By Mehdi Lasfar

Spring 2013 Leadership Development Institute Participant

Leadership is not only the art of influencing a group of people and focusing their concentrated energy towards a common goal but is also the *savoir-faire* of planning. Through a leadership experience, I learned this lesson the hard way. I was the leader of the LDI spring 2013 fundraising team, and our team had to contact businesses which would hopefully sponsor the LOTY, the Leader of the Year Award. This event recognizes local leadership and awards the top three winners with a monetary award or materials to continue their community service. In fulfilling our responsibility, one of the problems encountered was that potential local potential sponsors had already given to an Al Akhawayn University (AUI) organization during the semester. In fact, this AUI organization had contacted most of the large companies and banks we were targeting. We often heard: "We just sponsored your University two weeks ago!" As a leader, if you want to raise funds for an event, find which events fall during your event and take the initiative to contact potential sponsors before anyone else does, and make sure there are alternative fundraising strategies in place. Acting with forethought marks a true leader.

### Tip 2: Seize the Opportunities

By Marwane Chtioui

Spring 2013 Leadership Development Institute Participant

One's life is defined through an array of experiences and challenges. A real leader should, by default, have accumulated a number of lessons from experiences to meet the requirements and standards required in leadership. Furthermore, a leader, in its broad context, should hold the trust and hope of others to show them the way. In order to meet these requirements and exceed in these demanding expectations, a leader has a duty to know the path, take the path and then show the path. Therefore, the best way to accumulate and intensify these values is through seizing every given opportunity in life and getting involved in different activities on and off campus. Interaction with people and processes support positive growth. In fact, every experience and challenge in life is, in itself, a chance to acquire both knowledge and skills to progress in personal and professional contexts.

### Tip 3: Laughter, Cookies, and Verbs in the House: Modeling the Way

By Avis Winifred Rupert

LDI Coordinator

Walking into the corner store, I look for something that will create a memorable tutoring experience. With cookies in hand, I think about the various sentences we might compose: I broke the cookie. I will break the cookie. The cookie has been broken.

Today's lesson focuses on verbs: past tense, future tense, and some of the more challenging tenses.

This exercise does not take place in a university classroom but rather in the *Dar Al Muwatn* (House of the Citizen), a little community center in the Atlas region some 10 minutes away from Al Akhawayn University. In this setting, for about a month, I tutored high school students who will complete the Moroccan baccalaureate exam in the early summer. Though their teachers have worked with them extensively in preparation for the test, I give my time to support additional preparation.

At this point, you may be asking: What does the above have to do with leadership?

The Leadership Development Institute is committed to contributing to its surrounding community, and as the Institute's Coordinator, it is unacceptable to ask the LDI participants to commit, engage, and sacrifice time in ways that I am unwilling to do likewise.

In the words of James Maroosis, "The difference between followers and leaders is that followers need leaders to help them follow what leaders themselves are following. This relationship takes the form of a shared response-ability to a shared calling. Both find each other in a true fellowship to create the world responsibly."

*We must become the change we want to see in the world.*

— Mahatma Ghandi

## Thoughts from an Intern in Morocco

Hugo Arruda, LDI Intern

In a country where tradition and modernity share the same time and space, where the level of public/state institutionalization is consolidating, where public and private spheres are still somewhat merged, and where the gap between the richest and the poorest is still quite wide, I wondered how a recently graduated student of public policy could contribute to the future of Morocco through the work with an institute that seeks to foster leadership. My contribution, beyond completion of my office tasks, has been to use my background and experiences towards an attempt to design, implement, and evaluate components of a co-curricular program for students in a highly renowned university.

As indication of the Moroccan reality, the university reflects the social division of resources and the status quo economy — formal education means a lot and thus costs a lot, and unfortunately only part of the Moroccan population is able to afford such. According to the *Carte de la Pauvrete 2007* released in 2010 by the *Haut Commissariat au Plan du Royaume du Maroc*, in 2007, the poverty line was defined at 3834.00 dirhams per person per year in urban areas, and 3569.00 dirhams per person per year in rural areas in Morocco. The same report states that in 2007, 2.8 million people lived below the poverty line (approximately ten percent of the population). This means that these people would live with less than 10 dirhams (approximately one US dollar) per day; although we should bear in mind that poverty and its forms are not restricted to the lack of economical resources.

Nevertheless, one of the principles that tackles those issues and steers Al Akhawayn University is the promotion of social welfare. It is stated in the university's Dahir,

*"Considering the decisive role of science, technology and arts in the emancipation and prosperity of modern nations and the need to promote them so as to preserve our assets and consolidate our country's identity as a land of dialogue, liberty and tolerance, a fact in which our Kingdom takes deep pride."* (Royal Decree Law N.1-93-227 of Rebia II 1414, 1993)

In other words, investing in the development of the University and thus its students is a strategy adopted to expand emancipation, prosperity, liberty, and tolerance — values that are essential to social welfare and development.

Within such a context, my concern was that a program focused on developing leadership should not reinforce those problems aforementioned, i.e., promote leaders who would perpetuate unequal social and economic conditions. Other than that, I believed that the Leadership Development Institute should touch base with strategies that would contribute to *development*, the idea constructed by Amartya Sen in which **development correlates with freedom and fighting poverty relates to fighting capability deprivation**. And so, I expected that our program would enable students to not only become qualified members of the workforce but also citizens who are critical thinkers and conscious of social responsibility, well prepared to direct their decisions as leaders.

But how would a leadership development institute contribute to diminishing the socio-economic inequalities, empower citizens, so that they become able to find solutions to social and economical needs, increase the quality of life, and promote the enforcement of rights? In other words, what kind of leader should LDI develop, and what would be the roles of such a leader in Morocco?

Frequently, history refers to leaders and the impact they have brought about, either locally or globally. These people are often seen as key actors in the process of leading different scenarios towards development, either bringing stability in difficult times or facilitating transitions towards new eras. Therefore, leadership, either individually or collectively, may be understood as one of the components that ensures development. In order to understand the importance of leadership in the promotion of development, I had to overcome several preconceived notions about leadership. The first *ideology* I had to deal with was that leadership always implies strict hierarchy. **With time, I discovered that true leadership, rather than solely being able to produce followers, also produces partners and more leaders.** I then understood that LDI could not only work for the development of leaders who would be placed in different strategic positions in the public and private sectors, but also promote a kind of leadership that would allow people to decide their own destiny, to become leaders of their own life.

According to Bass and Stogdill, in their *Handbook of Leadership* published by Free Press in 1990, leadership is seen and spoken of as "the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as initiation of structure, and as many combinations of these definitions." Although these schemes may drive our thoughts to picturing one single voice that stands out and echoes in everyone else's mind, it is just as important to recognize that leadership is essentially an establishment of relationship, and so, it should depict not only one individual standing ahead, but other than that, an entire system of support to *who, what* and *how*.

Yet, even if a *leader* stands out ahead, support and encouragement from *followers* are needed, not to mention resources and other tangible aspects. Hence, the development of leadership, as it appears, is rather different than solely the development of leaders.

If on the one hand, the latter would reinforce the need for specific traits, qualities and behaviors in order to be personally and/or professionally successful, on the other hand, leadership — seen as a phenomenon that happens due to and within the sphere of (human) relations — would have to do with the ideas and principles conformed to outline a subtle structure that may be established in order to respond to societal needs, and its promotion would focus on *where it happens, why it happens, when it happens, what is the role of leadership*, and so on.

Therefore, besides a solely psychological and managerial approach to the studies of *leadership development* — in which individuals are introduced to techniques about how to reach excellent performance and achieve their goals personally and organizationally — we integrated a structural outlook on *leadership and development*. This structural view helped us understand where and when leadership occurs, who the so-called great leaders in different fields (politics, communities, religion, etc.) are and what makes people become leaders, taking a role in contributing to a better future for their communities.

Balancing these two approaches, our program finally emerged. From personal development through workshops on leadership skills, through an award that recognizes the work of associations leading community development and which raises public awareness about economic, social and cultural rights, through a conference where different practical and theoretical contributions from several fields and experiences came across to disseminate the ideas of leadership as well as to build up a concept that may be accommodated within the Moroccan and Arab culture, through debates on topics like *the political front and leadership; sustainability and leadership; creativity, technologies and innovation in leadership; leading sex and gender equality; spirituality and leadership; inclusive leadership*, we, LDI and LDIs, have set the foundations of an institute that will offer a great deal to the use of leadership for the development of Morocco. Our future leaders have a great role in improving the quality of life here and beyond — either through effectively leading their businesses, working with government leaders, excelling in research that will lead to new solutions, or exercising their citizenship and leadership skills on a daily basis.

As for my personal development, my time with the Leadership Development Institute has not only strengthened my skills as a professional but it has also provided me with different insights. I was able to learn from different leaders in an array of fields — sometimes from people who did not even know I perceived them as leaders. I was also able to learn that some people sometimes simply occupy a position where leadership is expected, but they simply do not act accordingly. Especially, through LDI I was able to learn of Mary Parker Follett, to whom no "power-over" or "coercive power" should exist as "power-with" or "co-active power" should be promoted; **great leaders do not walk ahead of people but beside them, leveraging their autonomy and creativity, developing them and taking their contributions into account towards development**. While diversity exists, conflict is necessary and fruitful for dialectical engagement. By the same token, the separation of classes in hierarchy brings about a huge waste of human potential among the underprivileged. Thus, all kinds of poverty should be fought to avoid inequalities for inequalities generate distance and fear, and fear inhibits creation and participation, consequently impeding the flourishing of leadership. In Follett's words, "the essence of democracy is creating. The technique of democracy is group organization."