

JTC TIMES

THE INSIDE JOB OF LEADERSHIP



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Editor’s Note

Welcome to this special issue of my Journey to the C-Suite newsletter. What you hold is more than a collection of reflections; it is a story of growth, challenge, and discovery. From the first doubts at the program’s inauguration to the powerful lessons from outstanding speakers, this journey has reshaped how I see leadership. In these pages, you will find insights on self-leadership, values, culture, technology, and teamwork all framed through lived experiences. My hope is that as you read, you will not only glimpse my journey but also feel inspired to reflect on your own.



High Tea, just before class begins builds Networks and Solidarities that go beyond the class.



Team Nguvu sharing a light Moment with Mrs Jennifer Semakula Musisi

Leadership is never a solo act

Team dynamics were one of the most rewarding parts of the Journey to the C-Suite program. As team leader, I had the privilege of guiding discussions and coordinating tasks, but I quickly realized that leadership here was not about directing, it was about listening and balancing diverse personalities. Our group was a mix of different temperaments some bold and outspoken, others quiet but deeply reflective, and a few who thrived by asking the tough questions that challenged our assumptions. Each of these styles added value. The outspoken voices sparked energy, the reflective ones brought depth, and the challengers kept us sharp and accountable. Together, we created a safe environment where ideas could be debated openly, tested honestly, and refined collectively. What struck me most was how our differences became strengths. JTC reinforced that leadership is never a solo act, and when diverse minds collaborate, individual insights multiply into collective wisdom

Adult learning builds on lived realities, and our team became a true example of that principle. Each session challenged us to connect theory with practice, but it was in our group where frameworks turned into practical lessons. We shared workplace stories, questioned assumptions, and turned differences into strengths.

“Leadership is never a solo act; growth happens when we learn together.”

The process reminded us that at the C-suite level, success is not only about thinking strategically but about working together to achieve impact. For me, the power of team dynamics was in seeing knowledge become action and reflection turn into growth not because of me alone, but because we were together.

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KEYWORD

Voices That Shaped My Journey

Dorcus Muhwezi’s session reframed leadership from the customer’s perspective. She stressed that customer centricity is not a department but a culture that starts at the top. Every leader must embed empathy, responsiveness, and accountability into how organizations serve their clients. She reminded us that in today’s world, customers reward authenticity and punish indifference. What struck me most was her insistence that customer focus is not about slogans but about systems that deliver consistently. The lesson for me was clear: leaders who prioritize customers build trust, loyalty, and long-term sustainability in any competitive market.

“True leadership puts the customer at the center.”

Marion Kusiima’s session on personal branding was both practical and deeply personal. She reminded us that leadership is not only about competence and delivery but also about the perception we create and the consistency we maintain. Personal branding, she emphasized, is not about logos, colors, or curated images. It is about authenticity the alignment between what we believe, what we say, and how we act. Leaders who fail to live consistently risk losing credibility, regardless of their technical ability. For me, this session was a mirror, pushing me to examine whether my words, actions, and leadership presence tell a coherent story that reflects my values and inspires trust



A milestone moment with Francis Kamulegeya and Janat B Navugga during the JTC lapel pinning, symbolizing commitment to values-based leadership.



Brigitte Kusiima engaging the class during her powerful session on personal branding, reminding us that authenticity and consistency define a leader’s reputation.

The Inside Job: Why Self-Leadership Defines the Journey to the C-Suite

When the Journey to the C-Suite program began, I carried both excitement and doubt. Excitement because I knew I would learn from Uganda’s top leaders, and doubt because I wondered if my reflections even simple LinkedIn posts would sound authentic. That hesitation revealed the truth: leadership begins with leading myself.

Self-leadership, as Francis Kamulegeya reminded us, is an inside job. It is not about position or applause, but about integrity, resilience, and consistency when no one is watching. Throughout the program, this theme came alive in different voices. Jennifer Musisi showed us that integrity is non-negotiable and relationships must be nurtured deliberately. Marion Kusiima reminded us that before leading others, we must lead ourselves through self-awareness. Robert Mutebi reframed technology as the engine of change, but warned that courage and vision must fuel it.

Other speakers echoed the same truth. Muyobo called us to discipline our focus and move from firefighting to strategy. Kasakya reminded us that culture starts with the leader’s own example. Each session challenged me to reflect on whether my daily actions align with the leader I aspire to be.

In the end, the greatest lesson was simple: if I cannot lead myself well, I cannot earn the right to lead others



Shared moments of learning during JTC sessions, L-R, Eva Nazziwa, Pauline Nassali, Melody Atim

The Power of Shared Learning

One of the most enriching aspects of the Journey to the C-Suite program has been the opportunity to learn alongside peers who share the same drive for growth. This photo captures the energy and warmth that came with every session not just the knowledge shared, but the joy of experiencing it together. The laughter, side conversations, and collective insights created an environment where learning felt natural and inspiring. Leadership is often thought of as an individual pursuit, yet here I was reminded that it flourishes in community. Growth becomes deeper, richer, and more sustainable when we journey together.

Teaching and Learning: Reflections on the Built Environment

Hosting a session on the built environment during the Journey to the C-Suite program was one of the most defining experiences of my leadership journey. Standing in front of peers, I was not only sharing knowledge but also testing my own growth in confidence and clarity. The built environment is more than buildings; it is about shaping spaces where people live, work, and thrive. Connecting my professional expertise to the broader themes of leadership helped me see how technical knowledge can inspire strategic thinking. It was a moment of pride and responsibility, a reminder that leaders must also be teachers.

What made the session even more special was the presence of Jennifer Musisi, a leader whose legacy in Kampala’s transformation remains unmatched. To stand before someone who redefined the city’s built environment and speak on a related theme was both humbling and inspiring. Musisi’s example of conviction and courage in leadership provided a powerful backdrop to my own reflections. Her journey showed us that leadership in the built environment is not about structures alone, but about systems, values, and resilience. Hosting class in her presence challenged me to match knowledge with authenticity, and to believe that even local actions can shape national legacies.

The experience reminded me that leadership opportunities often come disguised as moments of service. By teaching, I was also learning to organize thoughts, to connect technical detail with human impact, and to communicate with influence. I walked away with deeper respect for the role of the built environment in shaping societies and a stronger belief in my voice as a leader. The session affirmed that leadership is not limited to boardrooms; it is expressed whenever we stand to share insights that can shift mindsets. In that moment, I was not just a participant I was becoming a leader.



Sharing a light moment with Mrs. Jennifer Musisi before the fireside session anticipation and excitement for the lessons to come.

Fireside Wisdom with Jennifer Musisi.

The fireside conversation with Mrs. Jennifer Semakula Musisi was one of the most unforgettable highlights of the Journey to the C-Suite program. In that setting, the lessons of leadership felt personal, real, and deeply practical. She spoke about values with clarity, reminding us that integrity is non-negotiable, faithfulness matters most when no one is watching, consistency sustains trust, and relationships, especially with family, must be nurtured deliberately. What struck me most was the humility with which she shared her story. She spoke not only of her triumphs as Kampala’s first Executive Director of KCCA, but also of the sacrifices, the resistance she encountered, and the courage it took to stay the course. Her reflections on transforming Kampala’s built environment revealed that true leadership is about service anchored in conviction, not applause. As I listened, I felt both inspired and challenged to measure my own leadership against these principles. That fireside session was more than a dialogue; it was a call to live authentically, lead courageously, and leave a lasting legacy.

Lessons That Redirected My Path

The Journey to the C-Suite program was filled with powerful lessons, but three turning points stand out. The first was realizing that accountability, not position, defines leadership legacy. Titles fade, but credibility is built when leaders take responsibility, even in difficult moments. The second was learning that crisis communication is not optional. Brigitte Kusiima emphasized that silence or defensiveness in times of crisis erodes trust faster than the crisis itself. The third was discovering that authenticity is the foundation of influence. Without it, leadership becomes shallow and short-lived. These moments reshaped how I view leadership at every level.

“Crises reveal character, not titles.”

Each of these turning points revealed that leadership is more about choices than circumstances. Choosing accountability over excuses demonstrates strength and earns respect from both peers and superiors. Choosing transparency in moments of crisis communicates empathy and builds lasting trust. Choosing authenticity over performance makes influence sustainable because it is rooted in who we are rather than what we project. These realizations challenged me to think differently about my own leadership practice. They reminded me that growth is not about collecting frameworks, but about living the values we speak of. At the C-suite level, where scrutiny is constant, these turning points are not optional; they are the essentials that separate genuine leadership from empty authority.



“Deep in thought during a session moments of reflection that challenged assumptions and reshaped understanding of leadership.”

What Comes Next

As I look ahead, my greatest responsibility is to ensure that the lessons from the Journey to the C-Suite program translate into tangible impact in my current role and beyond. This means holding myself accountable to three commitments. The first is to champion values-based leadership, anchoring every decision in integrity, consistency, and respect. The second is to lead myself before leading others by practicing self-leadership daily, aligning my choices and actions with the values I want to be remembered for. The third is to embrace technology and transformation as strategic engines of innovation rather than background support functions. By doing so, I will remain adaptive, forward-looking, and prepared to guide teams into an environment of continuous change. These commitments are not temporary goals but long-term disciplines that must guide me throughout my leadership journey

The larger journey is only beginning. Leadership, as I have come to understand, is not defined by titles or positions but by the choices we make daily. Every moment offers an opportunity either to reinforce the values we claim to live by or to compromise them. The JTC program reminded me that authentic leadership inspires both upwards and downwards. For those above me, it is about demonstrating reliability, accountability, and the courage to take ownership. For those I lead, it is about modeling resilience, empathy, and integrity in action. When leaders stay grounded in values, they create trust that cascades across every level of an organization. If I lead myself well, I will inspire confidence in those who guide me and those who follow me. That is the legacy I want to build one of influence rooted not in authority but in consistent, values-driven choices.

LEADING SELF, INSPIRING OTHERS



If I cannot lead myself, I cannot earn the right to lead others

My Special Tribute

As I reflect on my Journey to the C-Suite, I feel deeply grateful for the incredible speakers who walked with us and poured their wisdom into our growth. Each of you left a unique mark on me, shaping the way I now understand leadership.

Jennifer Musisi reminded me that integrity is non-negotiable and that consistency and faithfulness outlast titles. Marion Kusiima held up a mirror, showing me that self-leadership and authenticity must always come first. Robert Mutebi reframed technology as strategy, demanding courage to fuel transformation. Marion Muyobo challenged me to move beyond operations into true strategic influence. Alfred Agaba grounded me in execution, teaching that vision without discipline is only a dream. Moses Kasakya reminded me that culture, if left unattended, always trumps strategy.

Brigitte Kusiima taught me that in times of crisis, people remember how you make them feel. David Kaggwa showed me that calmness is strength and adaptability is survival. Paul Senyomo reminded me that results without character are hollow. Francis Kamulegeya pressed home that self-leadership is an inside job. Dorcus Muhwezi emphasized that customer centricity must be a culture, not a slogan. Emmanuel Otuko widened my vision on sustainability, urging us to lead with resilience and stewardship for the future. Sylvia Mulomi inspired me to clarify my executive value proposition to define, articulate, and live my purpose with confidence.

Pamela Nantamba left me reflecting on resilience, presence, and authenticity in leadership, showing that even in challenges, leaders must inspire by who they are. Hassan Saleh reminded me that leadership in today’s world must be bold, adaptable, and built on trust in a digital-first Africa. Joseph Kaggwa reminded us that numbers always speak, and leaders must not only understand them but also know the right questions to ask in order to turn data into insight.

Together, you gave me more than knowledge; you gave me courage, clarity, and inspiration. This is my special tribute to each of you thank you for shaping not just my leadership journey, but my conviction to lead with purpose.

And to Mrs. Janet B. Navugga, the founder of JTC, and her dedicated team thank you for creating this platform. Your vision, sacrifice, and commitment have not only shaped us as participants but have ignited a movement of leaders who will carry your legacy into boardrooms, institutions, and communities for years to come.

“To the Inaugural JTC Cohort, The first, The bold, and The unforgettable.”