

A youth leadership movement in the time of COVID-19 AIESEC as a case study



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To my Mom, For Raising me, For being my first supporter and my role model and For always showing me the way

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ABSTRACT

Leadership is a broad concept itself, but we can not deny that it is very important and needed in our world specially now more than ever while we are in a global pandemic. True leaders are the ones who stand up and take actions in order to make a positive change .The reason why I have chosen AIESEC as a case study for my thesis about a youth leadership movement in the time of COVID-19 is because simply AIESEC as the largest youth run organization in the world has proven that its leadership development model and essence are stronger than COVID-19 specially with the hard strategic work of each AIESECer around the globe. What I was aiming from this research is to shed the light on the youth organization that are doing a lot of efforts in order help young people develop as leaders and humans and to understand more on how AIESEC functioned in the time of uncertainty as a youth leadership movement. Our findings indicates that AIESECers despite the crisis , they still believe in the mission of AIESEC and that the leadership development model is still relevant maybe now more than ever. Moreover , after analyzing some resources such as the social media of the organization and the AIESEC blog ; it appears that AIESEC is not only about delivering exchanges but it is about changing people's lives and even during the time of COVID-19. Since AIESEC was actively posting in the social media and asking for AIESEC members and young people to help as much as they can in order to give back . To conclude, AIESEC was founded in 1948 , which means 73 years ago, 73 years of young leaders stories and 73 years of trying to contribute to world peace. COVID-19 was not easy on anyone for sure but what made it a bit easier for AIESECers is the beautiful culture this organization has , the unity of its people and the endless learning in every young AIESECer leadership journey.

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Chapter 1 :

1.0 Introduction :

This thesis will be discussing how the relevance of AIESEC in the time of COVID-19 and also how leadership was being developed in the time of uncertainty. The main reason I have decided to discuss this topic is that I am part of AIESEC for more than 2 years now and I have only felt my development as a leader but also, I saw the change in other people in the organization.

1.1 Background of The Study (The Blue Man Story) :

In the story of life, people tend to create wars in order to achieve peace, and that's why the world suffered a lot, but, a sparkle of hope was lit by 7 youngPeople from seven different European countries, who were a couple of students back then, recovering from the chaos that happened in the world for several years during the second world war and were frustrated by the transgressions of the world issues that led to the loss of many lives during. These seven young people thought the idea of peace over, and they have come to the conclusion that understanding one another regardless of the culture was a strong key to avoid having more wars or similar conflicts in the world. They strongly believed in the power of youth with all their passion and energy and that they Hold the key to unlock a better future by learning adaptation and problem solving. These young people had the idea that if youth reach their full potential and get to stick to being in a harmony with themselves and with each other, the world would actually get closer to achieving peace. Finally, these people

decided to found an organization which they named AIESEC. It revolves around believing and placing confidence in youth , and that developing leadership in them was a necessity to have a better future and a thriving one. AIESEC was made for youth by youth, it provides to them the environment to develop their leadership potential and gives them the eagerness to make a positive impact in the world.

Also, AIESEC was based on a unique leadership development model, which allows youth to become solution oriented , by knowing how to create solutions in critical Situations . to become world citizens , by being more interested in global issues and striving to solve them. to become self aware , by being conscious of their personal values . and finally, to empower others , by being able to communicate effectively with everyone in diverse environments and help others to achieve a bigger purpose. To deliver all of the previous and complete their vision , these seven young people have come to the idea that in order to make all the previous elements listed come to reality , they have to find a way to provide opportunities for youth to develop leadership, which was exchanged abroad.

So , AIESEC enables youth to develop their leadership potential by providing a challenging Environment in which they can have a practical experience by volunteering abroad in non-usual and diverse environment or by having internships abroad to help them boost their careers and learn more about the Entrepreneurial world, AIESEC also provides to youth team experiences for members integrated in the Organization by managing different projects and working on organizational strategies to ensure good experiences for their stakeholders (youth or customers and partners) with the organization. AIESEC make

sure to also give its members the opportunity to reflect on their leadership journey , by setting personal and organizational goals to achieve with the support of their leaders and their guidance .Basically Leadership in AIESEC has started with its creation , AIESEC develops leadership by developing the leadership qualities through the leanings from the practical experiences in the challenging environments .

On the 31st of December 2019 , a cluster of pneumonia cases of unknown cause was reported by health authorities in Wuhan ,China. By January , the unknown cause was identified as the corona disease (COVID-19)and it was confirmed that the name of this case is COVID-19 that started to spread fast around the world .

On the 11th March 2020 , the world health organization declared that COVID-19 is a Pandemic , the

spread continues for months and months but people found a way to stay strong and together and of course

AIESEC played its part in this . As an NGO , AIESEC had to stop running exchange since borders are closed due to the pandemic and automatically switch to virtual management , every meeting , conference , events .. was held on different platforms and the Global Office of AIESEC started mapping out strategies and plans to keep the organization going but most importantly to ensure AIESEC will be relevant even in the time of uncertainty .

Membership engagement became the focus and the questions every single leader in the organization started asking how can I ensure that my members are connected ? how can I ensure they love AIESEC and they will stick till the end ? In the end ,AIESECers are known of their resilience mindset and as every person in the the organization says AIESEC started after a crisis so a crisis will not stop it or destroy it .

1.2 Research Questions and aim

The study purposed to conduct a critical and objective review of Leadership in AIESEC in the time of COVID-19 and determine weather AIESEC as a youth leadership movement managed to impact it membership and develop their leadership potential even in the time of uncertainty . since AIESEC has being developing leadership since 1948 and the topic itself is very deep I have decided to a narrow down the aim of my research to these four point as follow :

- To investigate how leadership was being developed within each layer in the organization at the time of the pandemic .
- To measure the efficiency of AIESEC leadership model.
- To assess the actions that were taken in the pandemic period and their effects on the organization as a whole
- To analyze the retention rate of the membership to know if AIESEC succeeded in time of uncertainty or keep the membership engaged inside the organization

And lastly , the main questions that will be discussed in this research are as follow :

1. How AIESECers perceive leadership in AIESEC ?
2. Is the Leadership development model still relevant in the time of the pandemic?
3. Does the mid term ambition of AIESEC mean the A 2025 is aligned with what the organization will need in the upcoming years?
4. How AIESEC was able to overcome the COVID-19 crisis knowing that the exchange

programs were very hard to run ?

5. What is the relevance of the AIESEC way In this COVID-19 Era?

1.3 Justification of the research

Leadership is one of the key tasks of management alongside planning, controlling and organizing. We can personally attest to the wisdom of this argument having worked for individuals who considered themselves to be leaders and would not denigrate themselves by engaging in any form of management activity. They preferred instead to leave the operational details to others so that these would not cloud their ‘big picture’ thinking and getting in the way of their vital vision building activities. We, and the organizations they aspired to lead, ultimately found to their cost that the devil lurks in the detail. While we are naturally delighted that leadership is being held up in such high regard, we are concerned by what has become conventional wisdom regarding the superiority of leadership over management. If you think of the old cowboy movies, we have got to the point in the popular imagination where the lone sheriff with the white hat who courageously defends the town has come to symbolize leadership (i.e. the ‘good guy’); management has come to be portrayed as the outlaw sliding into town in the customary black hat (i.e. the ‘bad guy’). It is important to recognize the different emphases and values each brings, but equally, they need to be blended and intertwined to work effectively together. I accidentally found out about AIESEC and I took the initiative to research it further. I respected its supportive community which provides aid to various charity organizations all over the world in order to effectively realize the UN's 17 Sustainable Development Goals. I also admired AIESEC’s strive towards creating

tomorrow's leaders. That was the main reason why I chose to research on 'How leadership was being developed in AIESEC in times of COVID-19' and also because it is related to my career and studies in BUSINESS. My aim is to show that balancing between Leadership and management can save us from a serious global crisis, as it was the case with COVID-19.

1.4 Methodology outline

In this thesis I have used couple of methods to collect and analyze data in order to The methods that I will be using are : Form that contain question to collect some insights Interviews with AIESECers to asses their leadership experience with AIESEC Collecting insights from conference outputs and AIESEC blog Analyze social media content and activities specially in the time of the pandemic.

1.5 Thesis outline

In the far going chapter I have introduced the topic of the thesis and gave understanding about AIESEC as an organization and its leadership approach . the chapter 2 will take us in detail in the leadership journey of the blue man and give an deep literature analysis of the journey alongside identifying the purpose and objectives of the inquiry . the immediate chapter of the paper will constitute of the literature review of most relevant and recent articles and books on the topic of leadership in AIESEC . the literature review will begin with a brief introduction to the review before defining AIESEC's leadership . the review will explore the history of leadership in AIESEC and define the methods used to increase membership engagement and leadership development in the time of COVID-19 . the literature review will sum up by giving an overview of the points

raised in the chapter.

The chapter three, will present a case study analysis of the impact of the AIESEC Leadership development model , the AIESEC way and the Inner and outer journey in AIESEC in egypt focusing on how AIESEC in Egypt has been working on leadership development of its members in the time of COVID-19. The second case will be on the AIESEC in Morocco and how leadership was being developed inside of the Moroccan entity while COVID-19.

The chapter four is where the literature review and case studies findings will be analysed. the data analysis will be targeting also the methods used which are as follows:

- survey
- interviews with AIESEC members
- Leadership conference output
- AIESEC BLOG
- social media activities

The final chapter will be chapter that will be featuring the conclusion of the major findings of the study and give a conclusion of the study alongside recommendations and the limitations faced through the research.

CHAPTER 2 :

2.0 Literature Review :

2.1 Introduction to the literature review

In this chapter , the focus will be in reviewing several articles and books that can be relevant to spotlight the leadership journey that every AIESECers goes in with the focus of how COVID-19 impacted this leadership journey .the chapter will start the review by defining how AIESEC leadership is being implemented in the organization and also what kind of major changes that happened to leadership in AIESEC in the time of COVID-19.

In the second section of the literature review will be mainly to dig deeper in the historical background of AIESEC as a youth leadership movement and we will be discussing the evolution of the organization from 2015 to 2021 in order to detect what kind of changes that happened from the time that the A2020 (Midterm ambition) was launched to the next midterm Ambition which is A2025 and the end this chapter will be ending by a summary of the literature review.

2.2. AIESEC : A YOUTH LEADERSHIP MOVEMENT

2.2.1 AIESEC Vs COVID-19

This year was quite challenging for not only AIESEC but the whole world because of COVID-19 and wearing masks ,having virtual touchpoints .. became the new normal for everyone and for AIESEC the impact was stopping the exchange programs because of the travel bans around the world and switching from physical conferences , events and meetings to virtual ones . from being able to facilitate thousands of exchanges and having the biggest summer peak to analysing , creating strategies to manage the crisis but even with this

crisis AIESEC has shown to be one of the most resilient organisations worldwide . thanks to the strategic mindset and high adaptability level to challenges the organization managed to stay strong and together .

AIESEC in this period tried not only to keep the membership connected with the organization but also encouraged its membership to help and give back to their communities to showcase the power of AIESECers and that happened through social media .Furthermore , the global team of the organization has provided AIESEC members with several conferences and webinars to ensure alignment and also to help them learn something new in the time of quarantine and I believe that the most beautiful thing that happened in the period of COVID-19 is that AIESEC members all over the world were there for each other even if not physically but mentally, they supported each other and became united more than ever . in the time of the pandemic everyone was asking about each other as humans first.

AIESEC as the biggest youth run organization in the world showed that the leadership AIESEC provide is unique and special and the power of Alumni network was obvious in this period more than ever. people were still there for AIESEC even if they are not part of it and as AIESEC members says

“ONCE AN AIESECer, ALWAYS AN AIESECer“.

If you ask today any AIESEC member about how they feels toward what happened this year, I am sure they will say it was a challenging year for the whole world and AIESEC but it made us see things we were not paying attention to and helped us to become stronger as an Organisation because in every challenge there is thousands of learnings and that is the beauty of AIESEC. It allows young people to open their eyes over the

world and to have a strategic mind and most importantly to have a strong passion and drive to strive to achieve peace and fulfillment of human kind's potential.

AIESEC right now created more things to be taken forwards, impacted thousands of lives even without exchanges and proved to the world that AIESEC is still relevant because it is not only an organization that provide exchange opportunities, it is truly a youth leadership movement . a movement that impact and change thousands of lives every single year.

2.3 Historical Background of Leadership in AIESEC

2.3.1 AIESEC WAY

The AIESEC way are not simple statements for AIESECers, they are a lifestyle that every AIESEC take very personally which makes the AIESEC leadership even more special. These statements are sacred for AIESEC people and it is what truly unify them, no matter what is your country, origin, religion or even how AIESEC is being run in your country. The AIESEC way is always the same but also different. Basically, it is the same because statements does not change but every person understand the AIESEC way differently because of the different perspectives each person has the essence is the core of the organization specially they WHY which **STRIVE TO ACHIEVE PEACE AND FULFILLMENT OF HUMANKIND'S POTENTIAL**, some people believes that this why is not only about the world but also it can be duplicated on people since to achieve peace we need to try to be peaceful with ourselves and that is something that AIESEC help its members or even the exchange participants to develop Through the unique leadership Model.

AIESEC as it was defined from different people I had the chance to interview is a place where young people can express themselves, a place that is judgements free, a place that accept you for who you are but most importantly a place that develop strong authentic leaders and help the world to become a better place

In the next few pages the AIESEC way will be explains in details:

AIESEC was founded after the second world war by a group of young people from Europe (Belgium, Denmark, Finland, France, Netherlands, Norway, and Sweden). The fundamentals were shaped by the social, economic and the political climate of the time and since then the world has been changing faster than ever before. AIESEC believe that young people hold the key to a better future and they must learn to adapt quickly and solve problems. This is why AIESEC strives to achieve Peace and fulfillment of human kind's potential.

In the context of today, peace does not only mean avoiding war . Peace also can mean world with no conflicts that comes from cultural , religious or other aspects of differences in humanity. Peace can also means being in harmony with yourself. The mission of AIESEC is to build a world where people accept each other, a world where each person work toward their understanding of peace while respecting other people's views and opinions and for the second part of the why " fulfillment of humankind's potential" , AIESEC strives for a world where people can be the best version of themselves.

" We place our confidence in youth " , this statement from the AIESEC way explains that AIESEC believes in the

young leaders potential and trust them simply because young people are passionate, dynamic and have a free entrepreneurial spirit that is needed to build a better tomorrow.

AIESEC is a platform for young people to explore their inner leader and unlock their potential, an AIESEC experience prepares the person to make a positive impact in anything they choose to do in life.

A Unique Leadership Development Model.

AIESEC's leadership development model seeks to prepare youth to take a stand on what they care about and

become capable of making a difference in the world through everyday actions. That is why the AIESEC

leadership development model is built according to the trends of the world.

This model basically says that if we focus that every young person go through an inner and outer journey then

this person will have an outcome from their leadership journey and end up developing four qualities which are

as follow:

Empowering others

Self-aware

Solution oriented

World citizen

Cross-Cultural Exchanges

AIESEC provides an opportunity for young people to work or volunteer abroad in unfamiliar environments.

This allows them to step outside their comfort zone and expand their worldview, while contributing to the community in which they are working, living such experiences enables people to build a better understanding of how to communicate and capitalize on diversity in the increasingly connected world

Team Experiences

AIESEC members work in teams to create and manage these cross-cultural exchange experiences. This provides opportunity for the members to live powerful team experiences and develop their own leadership potential.

(AIESEC WAY BOOKLET, AIESEC INTERNATIONAL, 2015)

Inner and Outer Journey

AIESEC believes that young people learn best by doing and reflecting, the following diagram shows the framework AIESEC provides experience. The outer journey is the individual's interaction with the external environment. The inner journey is the internal change that happens within the individual. The combination of the two ensures the learning of young people because what someone learns from any experience will stay with them forever. So in other words, leaders according to AIESEC go through their leadership story through an inner and outer journey, basically the outer journey is what people are doing in the real world such as learning new skills, challenging themselves in challenging situations and making a difference in their community. The inner journey takes place mainly while the outer journey is happening, while a person is taking part in tasks, projects and discovering themselves, their strengths and focus on them over the weaknesses. This person in the inner journey will be discovering their passions and values and most importantly making a mental note on how to respond to situations and learn from them. Going through the inner and outer journey gives anyone a clarity about their lives, people will be able to make important decisions with way more confidence. When someone sets personal goals and then they strive to improve themselves as leaders all the time. When a person understands their values, they act consistently on them and encourage other people to imitate their actions since we all know.

2.3.2 Leadership in the Eyes of AIESEC LEADERS

Ana Saldarriga, the Global president of AIESEC International in 2015 said about AIESEC: “When an organization talks about leadership it is difficult to condense into one relatable definition for everyone. Since 1948, we at AIESEC have believed that cross-cultural and committed leadership are the most needed qualities to transform the world into the peaceful place we all dream it can be. The only way we can achieve this is through inspiring committed leaders that can transform our dream into a goal, and a goal into reality. We accomplish this by mobilizing young people all over the world to create a positive impact abroad, by working in a company, an NGO or a public institution. This enables them to challenge their mindset, learn about and respect new perspectives and ultimately gain a deeper sense of empathy and social responsibility. Along this journey we aim for them to develop a set of leadership skills which we believe are Fundamental to achieving the ability to empower others, to be self-aware and solution-oriented and essentially to be a true global citizen. In AIESEC, we want to create a movement that ignites the leadership spark in the youth of the world and transform our impact into an exciting and unstoppable force of change” (**Annual report 15.16, AIESEC INTERNATIONAL, p. 5**)

Niels Caszo, the global president of AIESEC in 2016 said: “This year we chose to be fearless. Take bold steps and put the organization first every single step on the way. After creating an ambition of becoming a **YOUTH LEADERSHIP MOVEMENT** and clarity in our action. We started by focusing on enabling youth leadership in every experience and create leaders of the world, taking us closer to our vision of achieving peace and fulfillment of humankind’s potential. This meant taking a closer look at AIESEC’s Leadership development model, the way we provide value to every customer and adjust the way we measure success. As we continued to gain clarity and give importance to leadership, the way we positioned and communicated AIESEC to the world shifted to further reflect our essence and dynamism. Youth 4 Global Goals initiative played an important role in making a case of creating leaders for the world by taking action on the sustainable development goals. In order to become an AIESEC we have never been, we must do things we have never done before. Have courage to innovate things, fail, learn from them and tackle challenges head on. Looking backward, as global president, I feel extremely proud of the progress we have made and honored to have had the chance to live and lead a fearless generation of AIESECers” (**Annual report 16.17, AIESEC INTERNATIONAL, P5**)

Abdelrahman Ayman, the global president of AIESEC in 2017 said: “(Keep it real), (Embody our values), and (Stay hungry for more) were themes that encompassed what we fought for together while honouring the legacy of all previous generations that contributed to bringing AIESEC to where it is today. Since our inception, we have contributed to the development of more than 1,000,000 leaders for the world, something that fills us with pride. 41,000 of which come in this term 17.18. With a well-consolidated infrastructure across our four regions of the world with the creation of four new regional offices, and a mindset that puts sustainability first leading to an unprecedented end-of-year surplus growing more than 70% from the previous year, AIESEC took its first steps to

disrupt to way we manage our network and resources which are seeds we will get to see the trees of in upcoming generations . I am humbled and honoured to have been part of such a generation of AIESECers that regardless of all the challenges have always stayed true to what we promise, pushed their limits with no excuses , and never gave up ." (**Annual report 17.18 , AIESEC international, p.4**)

Mohamed Fadel The global president of AIESEC IN 2018 said : “ As an organization with the belief that youth leadership development is the fundamental solution to today’s most lingering problems, we delved even deeper to further our understanding of leadership and to advance our means of bringing capable youth to the forefront. We made strides in defining how we run innovation and the output we expect from it within AIESEC. researched ,designed , tested means that would bring us closer to our mission as an organization. We started understanding what it means to bring change to a youth organization of our scale and we initiated the journey of transformation. it has been an honour and a privilege to be part of this generation, to lead the organization toward the development of more youth leaders, and to further cross-cultural understanding globally.I will humbly serve AIESEC in any means I can until the end of my days. To a generation that defines the norms and expectations.To a generation that challenges the complacent. To a generation that pivots.

(**Annual report 18.19 , AIESEC international, p.6**)

2.4 AIESEC ROADMAP (A2020 AND A2025)

2.4.1 What is a road map?

According to the business website six-sigma, businesses need a framework for guiding the mobilization of an Organization around its strategic plan. A “road map” enables everyone in the business to clearly understand how each action and decision need to be made, who needs to make them and when to achieve the organization's common goal.

2.4.2 AIESEC 2020 EXPLAINED

It is a mid-term ambition and a milestone towards the achievement of AIESEC”’s mission of **Peace and**

Fulfillment of Humankind’s Potential. We wanted to create a mid-term ambition that shows us a clear strategic

direction with measurable progress, challenges AIESEC, refreshes the ambition and excitement in the organization, and aligns what we do with the world's needs. AIESEC takes a step further and, as an organization, sets clear milestones every five years in order to come closer to the achievement of our organization's mission, peace and fulfilment of humankind's potential. The end of this year meant the completion of our 2015 vision, but it also marked the establishment of the new milestone, AIESEC 2020.

The three AIESEC 2020 statements are self-explanatory and underline the meaning of the organization as a global youth movement.

1. **Shaping what we do around what the world needs**
2. **Growing disruptively**
3. **Being accessible to everyone, everywhere**

These statements were co-created as a result of 2 days process at IC (International Congress) 2015 in India by 800 delegates and inputs of 1000 online adapted for the 2020 co-creation process.



Picture 1 : Midterm ambition of AIESEC

According to an article in AIESEC AUSTRIA website this is the explanation of each statement from the midterm ambition :

"The first statement indicates that it is essential for the organization to be fast in responding to the world's trends. In 2016, AIESEC wanted to align to the global necessities with the help of Youth Speak, a youth insight survey. This global movement focuses on understanding what hopes and challenges the youth is focusing on

and what issues they are ready to act upon. By that, young people have the opportunity to provide decision makers with the opinion of how they envision the world. Their insight will make an impact on how to adapt to the world and work upon the first goal.

The second statement expressed the wish to expand more and more on the existing market, and by that, also to create new markets. Furthermore, it also meant to promote innovative ideas and to elaborate on the point that standards lead to satisfaction. To achieve that, it was important to ask the question, “How can AIESEC engage Millennial to take actions?”. This helped AIESEC understand how to contribute to the goal of engaging more and more young people and by that, enables AIESEC to truly be a Global Youth Movement – Broadening The perspectives on numerous fields lead to being able to make an impact and influence more of the global situation.

The third statement hinted to a limitless AIESEC world, without boundaries towards physical or virtual engagement with the organization. As a Global Youth Movement, it was essential to make sure that AIESEC can reach as many young people as possible. This is why in 2016, AIESEC wanted to enable exchange of ideas, innovation and collaboration and be relevant to any young person in a flexible, attractive and engaging approach. To ensure that the 2020 vision will truly have an impact on AIESEC and on the world, concrete goals Was finalized by the end of summer 2016"

2.4.3 WHAT IS AIESEC 2025

As it was presented
launch a new



special because it
moment where the

before AIESEC every 5 years gather to
midterm ambition but AIESEC 2025 is

was launched in the time of COVID-19. a
world is so uncertain but a

moment where AIESECers sat down and worked together to move forward with the organization . Every AIESEC

member around the World decided instead of sitting down and waiting to contribute toward the change and I

could not find any better way to Talk about the A 2025 before presenting some few words from the current

global president of AIESEC EVA DUTARY :

“Dear AIESECers who are reading this: What better moment than this one to challenge ourselves to become better at developing leadership in youth around the world? 2025 is the direction that in the years to come will make us improve the way we do AIESEC and to enjoy it and appreciate it more. The external context we face today and how we are responding to it through resilience, creativity, and assertiveness proves to me that 2025 could not have come in a better moment and that us . as AIESECers have never been more prepared to take this challenge of becoming that kind of AIESEC we collectively dreamed of together a few months back. Being a President elect in this moment of the organization fills me with pride and humility, I couldn't be more excited to work with all of our members around the 114 countries and territories we are present in and I hope when you read this message you feel this pride and excitement too.”

2.4.4. WHAT ARE THE STATEMENTS OF A2025 ?

According to the AIESEC HUB : "These three statements are the aspirational description of what we as an organization want to achieve in the Next 5 years. The statements were co-created during the Dreaming process at IC 2019 in India by delegates and inputs of thousands of online participants

" By 2025, AIESEC experiences have distinctive qualities and their impact is measurable . the leadership development empowers more young people to become leaders and create a community that continues to drive a positive impact."



"By 2025 , AIESEC Has sufficient resources to continue developing leadership for years to come by consciously build on the knowledge of previous generations to move the organization forward and ensure sustainability by creating value through the programs and empowering members to take on higher roles."

Picture 3 : Second statement of the Midterm ambition 2025



"BY 2025 , AIESEC build and keep long-term partnerships that enables growth , amplify the impact and create value for both young people and partners by delivering on the promises and make AIESEC a first choice partner for leadership"

Picture 4 : Third statement of the Midterm Ambition 2025

AIESEC 2025 leads the organization in the direction of sustainability, leadership focus and emphasis on the value of partnerships. In order for AIESEC to be able to achieve it, AIESEC members cannot overlook one of the most important components which define the success of organizations is culture. By 2025, AIESEC want to take full ownership for the present, actively shape the future, be the ones leading the change and be proud of being the generation 2025.

2.4.5 The Metrics :

The A2025 metrics are a set of metrics that help the organization quantify the achievement of the vision statements. And they were developed by some people from the global AIESEC taking into consideration the

inputs gathered from AIESECERS all over the globe. There is one MoS which is the ultimate measure of success of AIESEC for the next 5 years and there are metrics that correspond to each statement. Entities contribute to each statement by planning strategies.

To achieve each one of the metrics. Each year the organization will have a global goal for each metric that is decided by the PRESIDENTS based on the sum of goals that each entity plans.



Picture 5 : The metrics of the Midterm Ambition

2.5 . EVOLUTION OF AIESEC Throughout the years 2015 TO 2019

2.5.1 A Year Of Transforming the Movement : 2015

This year was about transforming the movement , and the focus was the launch of the mid term ambition A2020 , the main motive behind this midterm ambition is to ensure that every AIESECer has a clear united goal to reach in 5 years ambition .Moreover in this year 125 youth speak form was organized around the world with the presence of more than 23.500 delegates and this event is considered as one of the biggest events organized by AIESEC that gives chance to young people to raise their voice and speak up on how they see things.

More details on the highlights of the year 2015 will be in the APPENDIX C

2.5.2 A Year of being Fearless And Bold : 2016

This year was the year where AIESEC managed to deliver more than 41.000 exchanges in the history which means more than 41.000 young person had the chance to go on exchange and live a life changing leadership experience and 62% of these people recommended AIESEC as a leadership development organization which showcases that the leadership development model does not only impact AIESECers but also the customers that try the products of AIESEC. Furthermore, this year was the first year of A2020 and that meant the beginning of transformation to a leadership movement for youth by youth and lastly this generation was a generation of taking risks, innovation and just being bold.

More details on the year 2016 will be in the APPENDIX D

2.5.3 A year of developing every young person in the world towards a movement of peace (2017)

This year was focused more on empowering young people , it was a year of enhancing the process . Moreover , in this year AIESEC witnessed an amazing growth in all its aspects from operation to Human resources and the main reason was the drive and hard work of each AIESECer in order to achieve the mid term ambition the A2020.

More details on the achievements of the year 2017 will be in the APPENDIX E

2.5.4 A Year to PIVOT : 2018

“This generation was determined to dream of an AIESEC capable of being bigger than it has ever been and an AIESEC that will overcome its self-imposed limitations” as Mohamed Fadel the global president of that generation in other words this generation was a generation innovation and new ideas , a generation that pivots the change and a generation that believed in the youth potential , in this year 123.000 youth engaged throughout the world largest lessons and youth speak forums.

More details on what has been achieved on the year 2018 will be presented in the APPENDIX F

2.6 Case study- LEADERSHIP IN AIESEC IN MOROCCO AND AIESEC IN EGYPT

2.6.1 AIESEC EGYPT

AIESEC EGYPT was founded 1974 and had only one goal back then which was “Achieving Impact and supporting Egyptian youth to evolve into change agents “ said Lavinia Dear , Corporate Communication Manager in the Middle East and North Africa at the Exchange and Leadership Development Seminar 2011. Then, as well as now, the objective remains to change the world and drive youth to achieve one vision. “The peace and fulfillment of human kind potentials .” AIESEC is now considered the world's largest student-run organization. One of the organization’s main goals is to become the international platform for young people to discover and develop began in 1948 in Europe.

AIESEC IN EGYPT has grown massively and became one of the pillars in AIESEC not only providing thousands of exchange opportunities but also being a big proof of AIESEC's leadership and it was showcased when AIESEC had two Global presidents that contributed in AIESEC's Mission and represented not only Egypt but the whole Arab world and these two amazing leaders are ABDELRAHMAN AYMAN (PAI IN 2017) and MOHAMED FADEL (PAI IN 2018)

Egypt has more than 1200 member including Team leaders and executive boards in a total of 17 local committees distributed throughout university campuses and cities. When COVID-19 occurred AIESEC IN EGYPT was one of the first to shut down operations and to come up with a solid crisis management plan they switched from being an operation focused entity to a 100% HUMAN FOCUSED starting with delivering online webinars to new members and online conferences to ensure them to connect with the Core of AIESEC which is Striving to achieve peace and fulfillment of humankind's potential.“ Leadership is non negotiable for our entity . Pandemic was and still hard on AIESEC but the unique leaders we have in the organization will keep it alive for more years to come ” says one of the presidents in AIESEC IN EGYPT.

2.6.2 AIESEC MOROCCO

AIESEC IN MOROCCO was founded in 1986 in ESIG CASABLANCA, in 2019 AIESEC MOROCCO had 4 Local chapter which were

- ANFA(CASABLANCA)
- HASSAN (RABAT)
- LES AMBASSADEURS (RABAT)
- MENNARA (MARRAKECH)
- ATLAS (IFRANE)

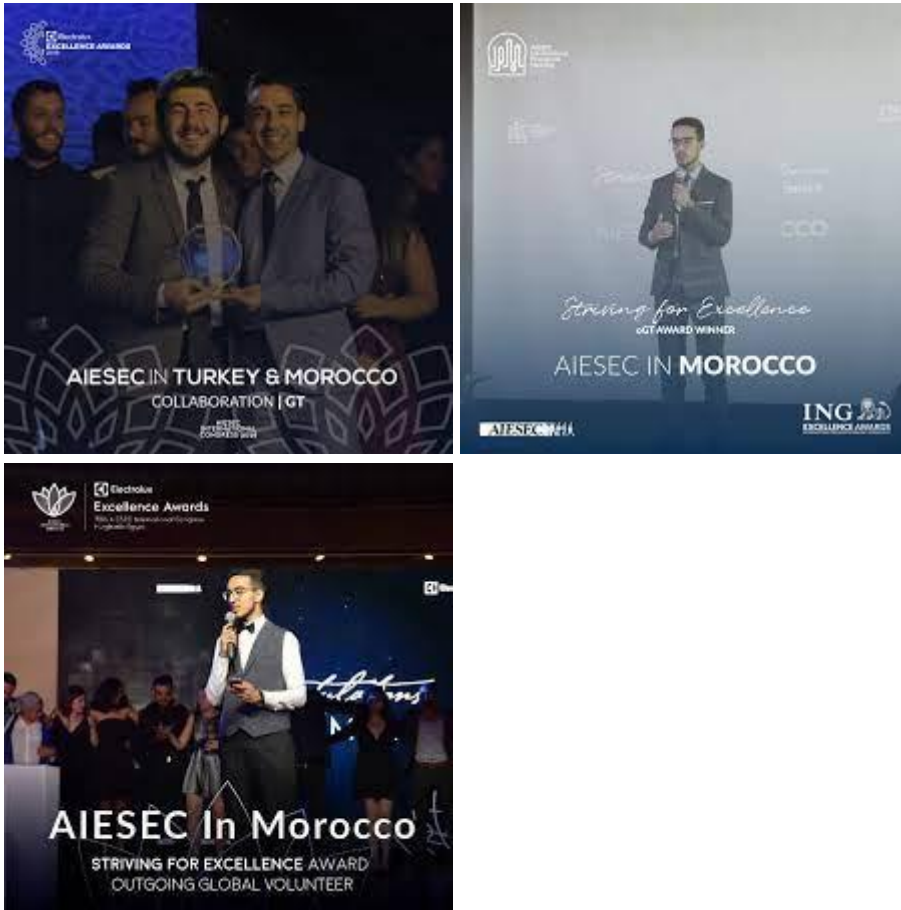
And in the year of 2014-2015, 5 more expansions were opened which are

- Azur (Tangier)
- Mazagan(Aljadida)
- Oufella(Agadir)
- Paloma (Tetouan)
- Sais (Fes)

The name of the local chapters were changed in 2015 to the name of their cities and Les Ambassadors and Hassan were merged to become AIESEC IN RABAT.

AIESEC IN MOROCCO has a rich history but we can say that it truly became a strong entity with the national team MAGHRIBE with their vision LIMITLESS, this team created a lot of things in order to move forward with AIESEC IN MOROCCO and make an impact in MOROCCAN YOUTH and last year AIESEC MOROCCO was Ranked in the 2nd place regionally and in the 13TH Globally which shows the strength of the entity as a whole. Moreover, in the last 10 years Morocco won 4 Global awards.

- **INTERNATIONAL CONGRESS 2018 : OUTGOING GLOBAL VOLUNTEER EXCELLENCE AWARD**
- **INTERNATIONAL PRESIDENT MEETING 2019 : OUTGOING GLOBAL TALENT EXCELLENCE AWARD**
- **INTERNATIONAL PRESIDENT MEETING 2019 : OUTGOING GLOBAL TALENT AWARD COLLABORATION WITH TURKEY**
- **INTERNATIONAL CONGRESS 2019 : OUTGOING GLOBAL TALENT EXCELLENCE AWARD**



During COVID-19 , things were difficult for AIESEC IN MOROCCO as well but everyone tried to adapt with the Situation , it was a time for the entity to pause since there is no exchange and focus more on gathering data , creating new projects and having touch points even online .

AIESEC MOROCCO became strong and well respected because of the amazing leaders that the entity has that are proud to be PART OF IT and to represent whenever it is needed . and of course AIESEC in Morocco Also had some remarkable leaders that were in the global office of AIESEC and they are SAAD ZAGOUI (2018) and ALI BOUMEJD (2019)

2.7 Summary of the literature review

This chapter has presented some details about how AIESEC developing leadership in the time of COVID- 19 based on some articles and as we all know this period was not easy for anyone but AIESEC as a youth leadership movement showed more than ever that even with no exchange it is still relevant . and based on my personal experience as an AIESECer in the time of a pandemic I can for sure confirm that AIESEC has a unique way in developing in leadership and the most unique thing people is that in AIESEC trust is given by your leader to innovate , to dream and to lead which automatically allow young people to implement their ideas , make mistakes and learn from them ,it is a pure practical leadership experience .

In the second section that was mainly about AIESEC WAY the present not only the history of the organization and how it started but also the leadership development model , the how and why of the organization and also the values that AIESEC embodies these data were gathered after intensive research in the history book of AIESEC and some conference outputs as well . and the sum up the literature review I have analysed also the Midterm ambition of the organization the AIESEC 2020 AND THE AIESEC 2025 and also we mentioned some quotes from different global presidents that led the organization from 2015 to 2019 the last section of the literature review was showcasing the growth of the organization from 2015 all the way to 2018 and also explain the focuses of every generation And I closed this chapter with a case study on AIESEC EGYPT AND MOROCCO and how two of the biggest entities of AIESEC actually evolved and managed to cope with the COVID-19 CRISIS.

From the literature review we can see that AIESEC has a very rich history and a strong why that enables it to keep standing 75 years after it was founded . the believe of thousands of AIESEC MEMBERS and how they work hard toward the why which **STRIVE TO ACHIEVE PEACE AND FULFILLMENT OF HUMANKIND'S POTENTIAL.**

In 2012-2013 the global president of AIESEC back then Floren Mei Yi said : “ **AIESEC is growing at an exponential rate , one moment will come which will not know how to manage this volume , this when AIESEC will have to reinvent itself** ” And according to many articles and even AIESEC MEMBERS says that AIESEC now is in the phase of reinventing itself especially with COVID-19 situation.

CHAPTER 3

3.0 Introduction to Methodology

In This chapter I will be given more explanation to the methodological approach I have used. Moreover, I will describe the methods of data collection and analysis .Furthermore, I will evaluate and justify the methodological choices.

3.1 The Methodological Approach and Type of Data

The aim of this research was to review how leadership was being developed in the time of COVID-19 and assess the relevance of the organization as a youth leadership movement in the time of crisis and the methodological approach that I used when I was collecting my data it was to gain more in depth understanding of the topic.

For my research I have used both Qualitative and quantitative data. Moreover, I have used primary and secondary data.

3.2 Data Collection Methods

3.2.1 Quantitative Data Methods :

A survey about Leadership in AIESEC IN the time of COVID-19, it mainly consisted of 10 questions . the aim was to gather insights of AIESEC members from different countries and ask them about their experience in the organization in the time of COVID-19. The survey was shared in the span of 2 months in various social media platforms mainly facebook , Instagram and linkedin and around 51 people answered the survey . from different countries in different regions. Also, I have analysed Existing data (conference outputs and previous survey reports, social media activities) In order to assess how AIESEC leadership was in the past and how it is going right now . it shows the evolution curve of the organization and I have mainly used them in the literature review and introduction and also in the findings chapter.

3.2.2 Qualitative Data Methods :

Interview that I have conducted wander with different people from around the world I have done these interviews with AIESECers from different layers of the organization in order to get insights from each layer so it was from members that joined AIESEC in the pandemic , team leaders , vice presidents , presidents all the way to the global team of AIESEC.I have conducted these interviews with 120 AIESECer from different countries and the regions were EUROPE , MEA ,AMERICAS AND ASIA PACIFIC and they were from 30 minutes long to 1 hour . and lastly the interviews were in a form of questions and answers but I have tried in the end to give an open space in order to get more insights that maybe I did not ask about.

3.3 Methods of Analysis

3.3.1 Quantitative methods

Before analysis the gathered data was prepared. The data set was checked for missing data and outliers. For this the “outlier labeling rule” was used. All values outside the calculated range were considered outliers . The data was then analyzed.

3.3.2 Qualitative methods

The interviews were transcribed and thematic analysis was conducted. This involved coding all the data before identifying and reviewing six key themes. Each theme was examined to gain an understanding of participants perspective.

3.4 Justification of The Methodology

I tried to use different methods to collect and analyse data in order to get relevant information for my research but even though there was some obstacles such as for the survey it took quite time to collect the insights and also for interview it was challenging to schedule them with the busy schedule of people but after all I have managed to overcome those challenges and collect relevant and reliable data

CHAPTER 4

4.0 Interviews Findings

One hundred and twenty participants were interviewed for this study. The majority were females which also proved that AIESEC empowers female leadership and give the chance for truly every young person to grow as a leader .Moreover, these people were between the age of 18 and 30nbut the majority was between the age of 20-25 and from these people interviewed I have targeted



The main questions I was seeking to answer from these interviews as follows :

How AIESECers perceive leadership in AIESEC?

These interviews were full of information and insights and it really showed me the power of perspectives in AIESEC which is truly one of the strengths of the organization and here are some answers that I got about how AIESECersperceive leadership in AIESEC:

Rania Ougellit a Local head in AIESEC RABAT said : For me, I perceive Leadership in AIESEC as « I teach to learn », you are allowed to make mistakes, even if you are the head of a department, or the head of a local committee, or the head of a whole entity, you are allowed to make mistakes. Because we believe, that this is how we learn, we are human beings, and we are not perfect, we don't know everything, and the truth is, no one does. We believe that everyone is a leader, some just didn't find the right way to unleash it the leader within them, or didn't trust themselves enough yet. And AIESEC Is there to help, to unlock that potential. Or should I say, AIESECers are there to teach you, to support you, to pressure you, and to push you beyond your limits.As a MorocCAN girl, as a

MorocCAN leader, I would never have thought, 3 years ago, that I would be the person I am today, that I would be a Leader of a whole department. 3 years ago I would never have thought that, or believed in it. Leadership in AIESEC is a self discovery. The role of leaders in AIESEC is to create more leaders, by giving youth the opportunity to discover themselves, by allowing them to make mistakes, by supporting them, by challenging and pressuring them, by pushing them beyond their limits, and most importantly, by trusting them.

Mohamed Nasser , national head in AIESEC MOROCCO said : " For me AIESEC is the place that gives you the opportunity to become a leader once you join. By the time you start doing your operations you are leading your customers into a life changing experience to become the next leaders and make the world a better place. AIESEC is a place where you acquire leadership by learning from what you face and what people before you had faced so that you get the best version of leadership for the next generations.

Haley Wickman the president of AIESEC USA said : "In AIESEC, we believe in developing values-based youth leaders. AIESEC allows young people to learn leadership in challenging, practical experiences aimed to develop their self awareness, world citizenship, solution-orientation, and ability to empower others. I am grateful that in the past 4 years I've been able to grow my own definition of leadership, fail and learn continuously, and ultimately, believe in myself and others to build a better future."

Juan Espinoza Noguera, National head of talent management in AIESEC El Salvador said : "AIESEC is working through facing constant challenges, and COVID-19 proved one more time the fact that we as young leaders need to work on our empathy, quick problem solving and resilience. Adaptability was one of the main learnings I got from the experience at first, and it has become one of my everyday developed skills, which helps in the fulfillment of my tasks. It for sure was not easy, and frustration was never out of the picture, but thanks to the teamwork and soft skills in the core of the organization, we have managed to reinvent ourselves and each of our different entities.

Is the Leadership development model still relevant in the time of the pandemic ?

Based on the interviews 90% of the participants said that the AIESEC Leadership Development Model is still extremely relevant because the way it is composed tackle truly all the essential things that leader needs to have in the crisis time . as for the 10% that is remaining they believe even though this leadership development model is strong but it needs to add some things to it through innovation spaces and analysis to ensure that

the organization stays relevant for leadership development.

Is the mid term ambition of AIESEC means the A2025 is aligned with what the organization will need in the upcoming years ?

Everyone that was interviewed said that the A2025 is aligned with what the organization will need In the upcoming years specially it focuses on developing leadership in young people which is truly the core of the organization and also they said that this mid term ambition gives hope to AIESECers all over the world that AIESEC will grow even more .

How AIESEC was able to overcome the COVID-19 crisis knowing that the exchange programs were very hard to run ?

The common answer from the interviews was that the main way AIESEC overcomes the COVID-19 crisis is first the human connection between AIESEC members which means there was a huge sense of unity between people from all over the world and second the fast response of the global office that ensured once the crisis happened to send a detailed strategies and action plan to national offices all over the world and lastly the campaigns that were being ruined in every country to keep the membership educated and also education cycles to enhance leadership capacity of the membership and eventually ensuring a strong leadership pipeline for the organization .

What is the relevance of the AIESEC way In this COVID-19 Era?

65% of the participants in the interviews said that the AIESEC WAY should not be changed at all and that is still extremely relevant , but 35% of participants said that even though The AIESEC WAY is important and has a big history but right now after COVID-19 we absolutely need to reinvent it in order to remain relevant to the world and that is why the team of the global office created an AIESEC WAY refreshment team that is composed from AIESECers from different countries in different layers of the organization and as you can see below the picture of the team

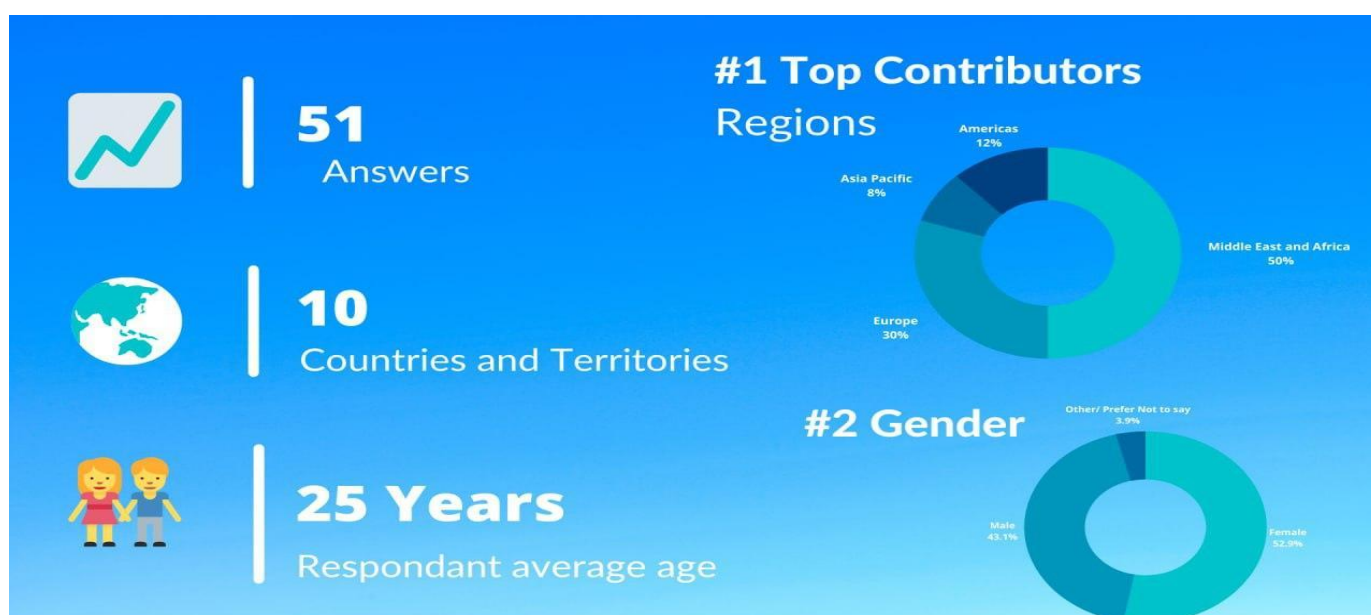


Picture 6 : AIESEC WAY refreshment team

4.2 SURVEY FINDINGS

51 answers was received for this study and its main objective was to assess the perception of AIESECers that actually lived in a time of a crisis and do they still believe that AIESEC is still a youth , this study. And the description of the participants in the graphs below, Most of AIESECers believe that AIESEC needed this pandemic to reconnect with the Why of the organization since it became very number-driven and only focused on delivering exchanges, and in that span, there has been a huge neglect for the membership. Moreover, in the survey, most people said the AIESEC leadership Model is still relevant now more than ever and that in order to develop leaders, we need to focus on the Areas that the leadership model is mentioning, which are: the leadership quality AIESEC delivers that focus on (solution orientation, being world citizen, self-awareness and empowering other), Inner and outer journey (every leader need to go on an inner journey with him/her self to reflect upon actions and an outer journey that is impacted by the external environment and lastly the exchange standards that measure the satisfaction of the exchange participant by the AIESEC products.

Furthermore, in the survey, people agreed that the AIESEC20205(the midterm ambition) is highly relevant in this period, primarily focusing on three main things that the organization right now needs: developing youth leaders, building purposeful partnerships, and building a long-lasting AIESEC.



4.3 The youth leadership conference output findings:

Based on the output analysis the main finding was that AIESEC is still impactful because it is not easy that more than 4000 AIESECer around the world was attending sessions for a whole week that makes me reflect on how strong the bond is between people and AIESEC .one of the delegate said about her experience in this conference "**TLC was an example of making the huge world look more petite and united,**" The main takeaway from this conference based on what I analyzed from the output and the recorded sessions that values shape behaviors, shape our actions, create the culture, and nurture leadership.

4.4 AIESEC BLOG findings

There are articles about leadership in AIESEC before and after the pandemic, and those articles highlight the numerical aspect of AIESEC. It helped me get a measurable impact of the organization, and it is as follows :

AIESEC is present in more than 114 countries and territories across the globe. It has +7000 partner organizations. AIESEC has delivered more than +30,000 experiences every year before COVID-19, which translates to +30,000 lives changed. AIESEC also delivers 500 conferences annually and has +400 000 AIESEC members across the globe. It is essential to underline that AIESEC was founded over 70 years ago, and it is the largest youth-run organization in the world. How do we read those numbers? We won't get a specific amount, but you will see its wide range.

So far, AIESEC has delivered + 30,000 experiences; and these experiences are called exchanges, here we are

only counting the individuals who chose to travel on an exchange with AIESEC. But these people will not only travel, but meet a new culture, and most importantly, they will meet and interact with so many people within this new culture, at work, in their neighborhood, everywhere. If you have guessed the idea by now, yes, it is a cycle. Humans impact each other's lives, and by traveling, meeting new cultures, breaking stigmas, AIESEC changes the world, and little by little, we can shape the world for the better. That is how AIESEC measures leadership through the enormous impact just one person can have in any community.

4.5 Social media activities :

the AIESEC social media activities from Instagram, Facebook to youtube, and TikTok. AIESEC is very active through social media and runs social media campaigns to promote the products and showcase the leadership experience that every AIESECer goes through and encourages more people to join the movement. In the pandemic, AIESEC was making posts and videos to spread awareness and encourage people to stay home, and AIESEC played its part in helping in the time of COVID-19. AIESEC international created a campaign where they encouraged every member in AIESEC to go out and help (taking groceries to old neighbors who can't go out, for example), and right now, this campaign continues since AIESECers believe that now the world needs to be united more than ever. To conclude, the main takeaway from these findings is that AIESEC Leadership is still highly relevant more than ever. I believe that AIESEC remained extremely relevant even the pandemic happened thanks to its leadership model and fearless leaders that work tirelessly to keep the movement going, growing and most significantly changing lives every single day and that it is time to **OWN THE PRESENT, SHAPE THE FUTURE and LEAD THE CHANGE TOGETHER.**

CHAPTER 5

5.0 Conclusions and Recommendations

5.1 Conclusion

According to the Study's discussion it is shown that AIESEC is not only one of the biggest youth run organisations in the world but also it is a true youth leadership movement ,it is a place where young people feel loved and not judged , where they can actually unleash their inner leader without any limitation

According to the literature reviewed by the study , the AIESEC way is very important for AIESEC members and specially the why of STRIVE TO ACHIEVE PEACE AND FULFILLMENT OF HUMANKIND POTENTIAL.

IT is obvious that AIESEC members not only care about their AIESEC way and values but also live by it and also after analysing the midterm ambitions of AIESEC . the AIESEC 2020 AND THE AIESEC 2025 it appears that AIESEC members are very strategic and they do not only work randomly .

The aim of this research was to review how leadership was being developed in the time of COVID-19 and assess the relevance of the organization as a youth leadership movement in the time of crisis and it is clear that AIESEC has been successful in terms of engaging young people , in developing their leadership skills .

I started this thesis talking about the Blueman story, and I want to end it by talking about the Blueman itself. AIESEC is more of a simple organization, it is a journey, a learning journey, a challenging journey, no matter how much we talk or try to explain what AIESEC is, but you cannot really understand what it is about until you are in it. We join first with some assumptions, or expectations, or nothing, we just heard a lot about this organization, and we want to discover what it is. It sounds crazy, right ? but yes, if you come to ask any AIESECer about how he joined the organization, most of the answers will be like “I had no idea where I am heading”, and then, we discover what it is, we fell in love with it, and we decide to follow the Blueman steps, till we become Blue Humans as well. We stay in AIESEC, or we join it to go out from the comfort zone, but then, AIESEC becomes our comfort zone. It suddenly becomes our home, in where we can be ourselves, without fear, in where we will be the most welcome, no matter the gender, the race, the religion, the skin color, all of this doesn't matter. What really matters is to be a HUMAN, willing to take challenges, to take risks, willing to be pushed and push people beyond their limits, what is important is to be ready to take the LEAD, because in AIESEC, we believe that leadership can be developed in anyone, and we believe that the role of a leader, is to create more leaders.

AIESEC is a story of millions of youth who got impacted, whom their lives changed forever, including me, it is a story of success, of challenges, of self awareness, of empowerment, and of solution oriented. It is a story of millions of young people who were not confident enough, or who were going through a lot in their lives, it is a story of fulfillment of humankind's potential, it is a story of supporting one another, and getting each other's back.

Each single AIESECer has a different meaning of "achieving peace", and I have my own, achieving peace seems something big, bigger than everyone in the world, bigger than you, and bigger than me as well. But my personal understanding is that we do not have to do a massive change, or massive actions to achieve peace, if you come to be peaceful with yourself, if you come to be peaceful with people, if you come to accept your mistakes and work for the better, if each single one of us strive to be the best versions of themselves, the world could change, we, then, can achieve peace. It can be achieved with yourself, in your home, with a person with who you got in a fight, by helping someone in need...

Before Covid-19, we were doing exchanges, and we all thought that this is what AIESEC is about, having exchanges, we've never dared to think, and what if one day it stops? What if one day, we had no choice except stopping exchanges, and then the virus came, all over the world, and this time, it was not only about thinking what if exchanges stops, it was real, it was happening, exchanges has stopped, and to be honest, we had no idea what we're going to do. AIESEC was about exchanges, right? And now it stopped, what should we do, what we're going to be doing in the next days, how long this will stay... and a lot of other questions were rushing the head of millions of leaders all across the globe. We had 2 choices, it is either we're going to sit and wait that the pandemic goes, and get back to our exchanges, or we're going to take actions, after all, small actions are making the biggest differences. Each local committee and member committee dealt with the situation in different ways, but the most important thing, is that we stayed there, everyone working, having sleepless nights, to gather ideas, to brainstorm, to find solutions, to empower their people, to make their people engaged even when there was no physical meetings, even when we could not see each others and hug each others, we were there, we were there as youth who are unleashing their potential, slowly but surely.

I will be always grateful for this journey, there's definitely no place for regrets, we've learned a lot, we've grown, we've empowered people, we've brought people together, in a pandemic time, and we've created other LEADERS, who are now leading the organization, and who will as well create other leaders, and this is how it goes...

We're always saying that we want to change the world, but we forget that we are part of this world, and this is

every AIESECer's vision, always striving for better, for excellence, for being the best version of ourselves, for having a better learning environment... we never stop striving for better, we never settle for less.

And this is what the Blueman Story is about, as the logo shows, the blueman is always walking, never stops, for anything, this blueman is the AIESEC human, it never stops from striving, striving to achieve peace, striving for excellence, striving for fulfillment of human kind's potential. And this is every AIESECer's life; we always seek for greatness, to GET THE SHIT DONE, to get each other's back. And finally, as a young MorocCAN BlueWomen, What a better way to end it by Asalamo alaikum.

5.2 Limitations

The research process of this thesis was very informative but of course as any research there was some limitations but not a lot since I am part of the organization itself which means i had access to all sort of data i needed . So I can say that only limitation I found was how to present all the data in the thesis but it was manageable thanks to the guidance of my Professor.

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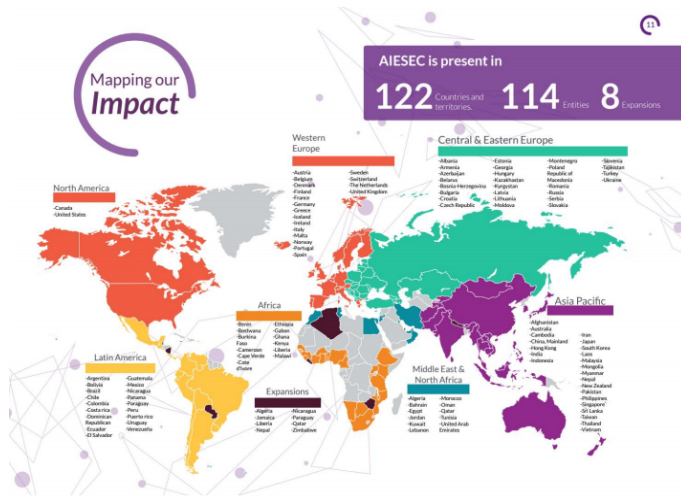
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5.4 Appendix :

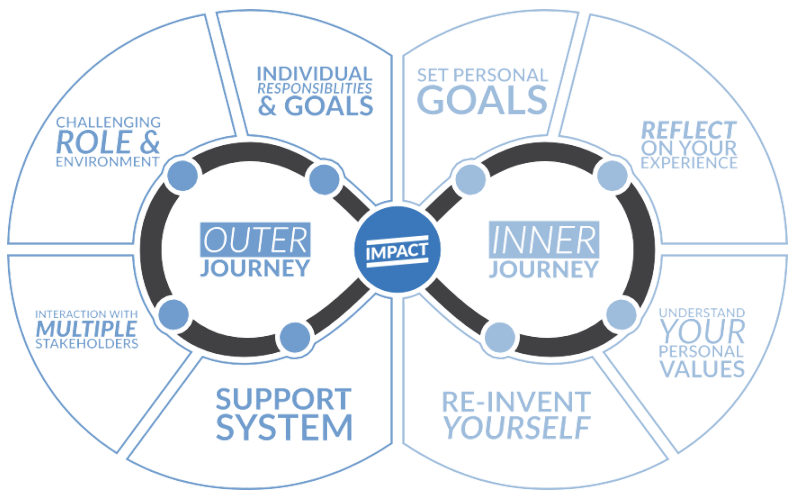
Appendix A :



Appendix B :

Appendix C :

The pictures below present the highlight of the year 15.16 , the main achievements and the geographical

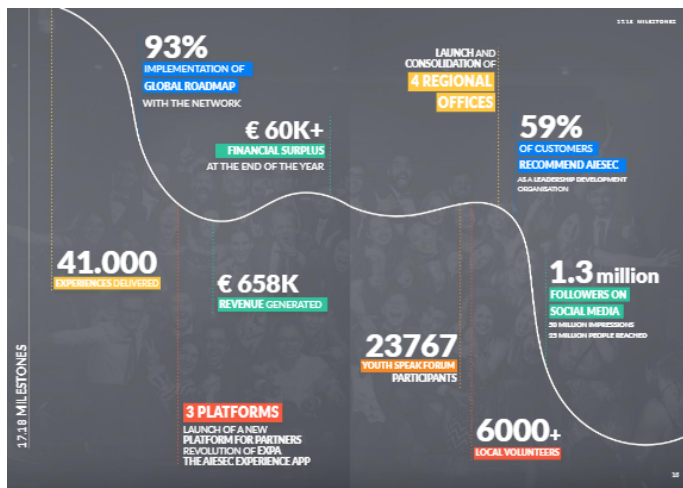


The Defining Elements

Each Leadership Quality consists of 3 defining elements as shown below.

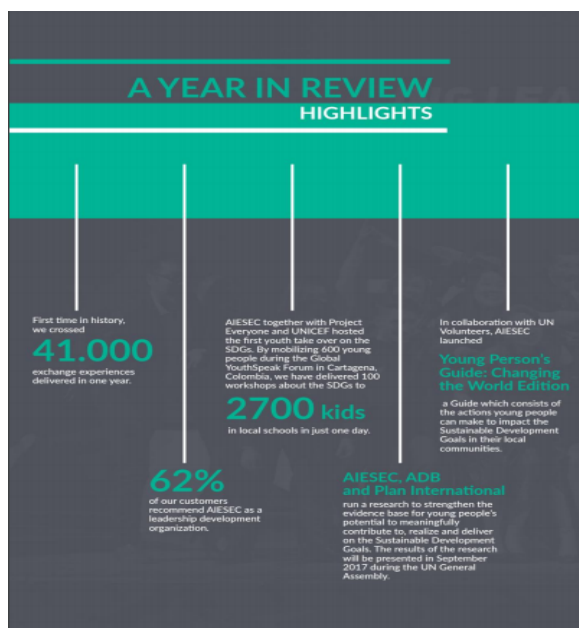
World Citizen	Believes in their ability to make a difference in the world	Interested in world issues	Enjoy taking responsibility for improving the world
Self Aware	Understand and lives personal values	Focusing on strengths over weakness	Explore one's passions
Solution Oriented	Adapts and shows resilience in the face of challenges	Transmits positivity to move forward throughout uncertainty	Takes risks when its needed
Empowering Others	Communicates effectively in diverse environments	Develops & empower other people	Engage with others to achieve a bigger purpose

presence of AIESEC back then .



Appendix D :

The pictures below present the highlight of the year 16.17, the main achievements and milestones of that generation



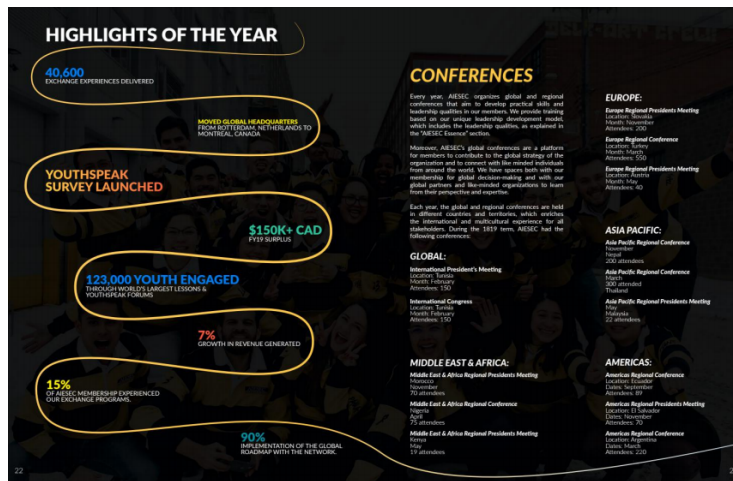
Appendix E :

The picture below the highlight of the year 17.18 ,the main achievements and milestones of that Generation.

Appendix F :

The picture below present the highlight of the year 18.19, the main achievements and milestones of that generation and also the touchpoints that were done

Appendix G :

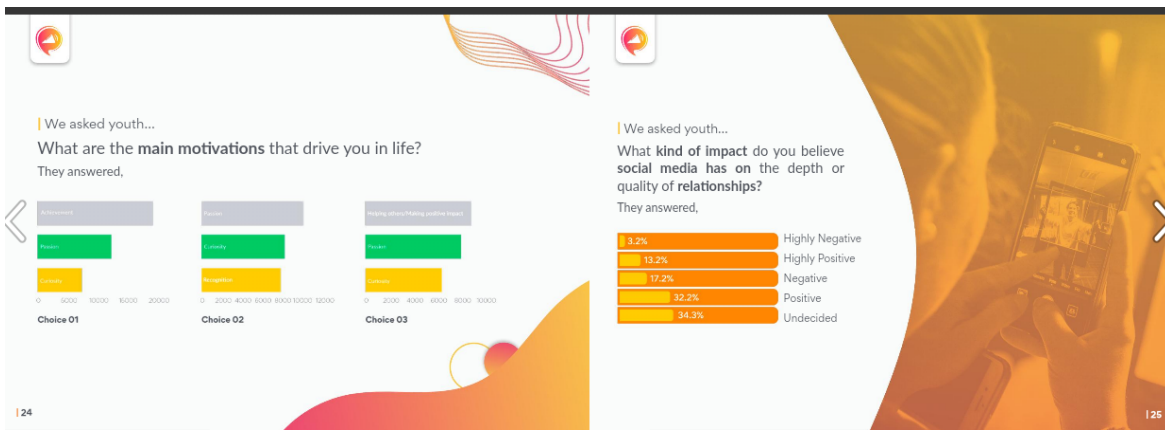


| We asked young people...
What does leadership mean to you?
The most common words associate it with leadership are...

1. Help Others
2. Team
3. Positive Impact
4. Achievement
5. Inspire Others

| We asked young people...
Name one person who you consider as a great leader.
The top five names were...

- #1 Barack Obama
- #2 Nelson Mandela
- #3 Elon Musk
- #4 Mahatma Gandhi
- #5 Martin Luther King Jr.



Appendix H:

Leadership Testimonials

Niels Caszo , the AIESEC global president in 16.17 said :" Not everything will always go as planned.

Sometimes we fail along the way but that by no means equals you being a failure.

Life is all about getting back up, learning from your setbacks and getting better at what it is that you want to do.

If there's one thing that AIESEC has taught me, it is that you simply don't give up. Let your failings be an

opportunity to stretch yourself, learn and grow and not a reason to get complacent and make excuses ,

basically turn yourself into a failure . You are better than that ."

Ali BOUMEJD the global product head 19.20 said :" I have joined AIESEC to meet new friends . Soon I discovered that AIESEC is not only about that. I have been learning a lot more than just meeting new people . Since the day I started my first leadership journey, my life choices , my personal growth and my career plan have been iterating tremendously . I believe that we are very lucky to be part of AIESEC because we are given the means and tools to develop youth potential. "

RaresMann , the global head of B2B 19.20 said :" AIESEC, simply put , is a great platform for youth to

develop some key skills . Call it leadership development , call it something else , but be sure as hell that AIESEC pushes you to places where most twenty something , you can start to change it , for the better . "

Appendix I :

Mohammed fadel said in his book GRAY SCALE :

To every young person out there, and every *AIESECer*, this is for you. Life is a beautifully messed up paradox and you only glow in its everlasting opposites. Life will throw all sorts of things at you and some of them will, sadly, hit you straight up in the face and throw you to the ground, begging and pleading for you to not get back up. It's neither comfortable nor painful down there, but it can sometimes feel like it's both at the same time, drowning you in the whirlpool of the choices needed to be made. Will you get out and face life or will stay here and be happy and miserable at the same time? At least I can get a bit of comfort and happiness here in between the random yet frequent strikes of shame and regret; isn't that better than the uncertainty of the world out there? Your mind will try to play all sorts of the segamesto try and protect you .However,it's only protecting your ego from all the externalities that it cannot predict.Better safe than sorry, it thinks.For the love of God, get up. This isn't the first or last time that you'll be knocked cold by the world and you should know that the reins to your life are in your hands.Surrendering to complacency is just a way to drown yourself in a deeper pit of shame out of which you will have to escape.at some point. Yet the longer you make a home out of it, the harder the ascent.We Often say that life isn't fair. I know I have said that plenty of times; but that isn't necessarily true. Life is both fair and unfair to everyone and its consistency and equality negate any self-validated impression of its damnation.This is a plea to give value to yourself and to never under sell it.I am aware that there can of ten be a very thin line between knowing one's self-worth and narcissism, but you've got to trust your instincts and believe in what you possess and what you're owed. Seek people you trust and Get Their validation (or its opposite). Also, seek those who you might think do not have your best interest in mind and hear them out; there's probably some truth in their words even if they happen to be stained with unkindness. You can fish out something out of that and use it to your favor in your journey of self-growth. You're not always going to be loved by everyone and some people aren't even going to like you.Don't disregard those. Give them your best effort, equal to what you give others,and maybe, just maybe, they will open up to you and slowly remove that self-lodged stick they had up their butts with your name on it. If they don't, then just stop. Stop trying to win people over too much that it distracts you from growing the respect of those who already care for you. Stop trying to please everyone. Sometimes, there will be people who no matter what you do won't ever click with you, so save your energy and look elsewhere.Trustyour gut. Although you might at times feel like a decision is too big for you to take alone, rallying in too many minds to the rescue might ultimately backfire. You sometimes need to take a leap and just trust that whatever you feel is what it is. It doesn't always have to be logical. It doesn't always

have to be scientific. Sometimes, we ought to let our hearts precede our minds in the pecking order and give them the ruling for the day. At the time of writing this, the world is facing one of its most impending crises: COVID-19. I wish that by the time you're reading this, the darkness that's been called upon us for a few months now will have somewhat lifted. Yet with the looming uncertainty all around, one can never be sure. We can only hope for the best. And with that, I just hope you hold strong despite having a hundred reasons as to why you shouldn't. A lot of companies and organizations, AIESEC included, are going through the hardest possible time given that their business models are critically affected leading to a complete halt of operations. However, with driven leaders who care, those organizations will prevail. Whatever your company is going through or whatever your situation, don't fold your cards and pull out just yet. Stay in there, pivot scenario, and find a way to make this work for you. As much of a cliché as this will sound, it still is true: frame it as an opportunity and treat it accordingly. And most importantly, don't fail your people in the process. Take value in your life and the life of those around you. And above all, always remember it's not about you alone".

5.5 Reflection

Leadership is a huge topic to discuss for sure, it is something that every young person try to develop and for

sure AIESEC has proven to be that platform, a platform of peace , platform of resilience , platform of understanding and platform that gives challenges to its members and customers. Specially in this hard times that the world went through , AIESEC has been true to its mission and maybe more than ever trying to develop more leaders that will truly make a huge impact in the world .

Throughout my research and also being an AIESEC member myself for past two years and a half I have learnt couple of lessons and they are as follows :

Anyone can lead as they are comfortable in being uncomfortable and are open and willing to change and that's what makes a difference in leadership. To be a leader is to be a human.