



# MUBS LEADERSHIP

LEADING TO SERVE

# NEWSLETTER

A quarterly publication of Makerere University Business School Leadership Centre  
P.O. Box 1337 Kampala - Uganda.

Tel: 0414-220818. Website: [www.leadershipcentre.mubs.ac.ug](http://www.leadershipcentre.mubs.ac.ug) Email: [Leadershipcentre@mubs.ac.ug](mailto:Leadershipcentre@mubs.ac.ug)

April - June 2013, Volume xxiii

## "EMPOWERING THE YOUTH TO LEAD THE FUTURE"



*Some of the participants that attended the 4th Annual International leadership conference*

### INSIDE THIS ISSUE

- 4th Annual International leadership Conference 2
- A profile of Prof. Apolo Nsibambi 3
- A profile of Margret Thatcher 4
- Leadership by Peter Drucker 5
- Corporate Governance 6
- Africa waiting for the west to solve its problems 7
- Effective leadership for Bank of Uganda 8
- Leadership by Prof. Waswa Balunywa 9
- Uganda pearl of Africa 10
- Centre activities 12

### Bank of Uganda Directors Learn Effective Leadership



# The 4th Annual International Leadership Conference

*"Empowering the youth to lead"* was the Theme for the 4th Annual International Leadership Conference organised by the MUBS Leadership Centre. This was held between 24 -29, June 2013. The Conference intended to generate ideas on challenges and solutions faced by the youth.

The Conference started with a grand exhibition of leaders' profiles, the Guild leaders Training and a 2 day paper presentation. In his opening remarks during the training , **Prof. Vanasius Baryamureba** advised guild leaders to always have budgets which are not only focused on trips but also to consider areas like good feeding and academics. He pointed out negotiation and communication skills as vital skills required by Guild leaders.

**Ms. Regis Namuddu the Director Leadership Centre** welcomed participants at the main conference and thanked all those that put a hand to the success to the conference. She said that the youth constitute a big number of the population in Uganda and yet they were vulnerable and still live under poor conditions. She therefore thought that the conference would be one way to address and identify solutions to such challenges. **Prof. Waswa Balunywa** indicated that people should always search for knowledge and share it so that it is

beneficial to the economy. He added that the effort of women should not be ignored since they were vital to the success of every nation.

Sharing her experience, **Prof. Maggie Kigozi** highlighted ways on how women could prepare to be at the top, that included; searching for knowledge, developing positive attitude, maintaining integrity even with simple things among others. She encouraged women to prepare to be at the top despite the challenges.

**Ms. Grace Akullo** in her presentation, urged the public to support female leaders especially families and spouses to enable women take up top positions. **Ms. Edigold Monday the Managing Director Bank of Africa** highlighted how women could overcome barriers that were making them to be dominated by men. She urged them to improve work relations, mentoring fellow women and developing internal motivation.

**Ms. Gorret Kyeyune Bursar Makerere University Business School** said that, leadership is influencing others to accomplish organisational objectives. She indicated the challenges women are facing and encouraged women to learn and value themselves if they were to succeed. That they also needed to develop



University Guild leaders in a pre-conference training



Some of the participants in a group photo



Ms. Viola a participant from South Africa receives a gift after her presentation



Participants during the exhibition



## Prof. Apollo Nsibambi's Brief Profile.

### A Prime Minister of Uganda from 1999 - 2011.



Former Prime Minister Prof. Apollo Nsibambi making a presentation

He is a Ugandan academic and politician who was a Prime Minister of Uganda from 1999-2011. He was succeeded as prime minister by **Amama Mbabazi**. He was born on November, 1938 to Simeon Nsibambi.

He attended Kings College Buddo for his high school. He holds a Bachelor of Science Degree with honors in Economic from the University of London. He holds a Masters degree in political Science from the University of Chicago in the United States of America and PhD which he obtained from the University of Nairobi.

**Professor Nsibambi** served as the Dean of Faculty of Social Sciences at Makerere University from 1978 until 1983 and 1985-1987. He was appointed Head of political science of Makerere University in 1987. He served the chancellor of Makerere University from 2003 until October 2007.

As a Chancellor **Prof. Apollo Nsibambi** at one time asked schools to promote Mathematics and Information Communications Technology in order to prepare students to become productive and useful to society.

He said natural sciences such as Physics, Chemistry and Biology play a key role in improving people's quality of life, any policy that targets developing scientific talents, knowledge and skills used to produce these outputs should therefore be supported.

He served as Minister of Public service until 1998 and he was appointed Minister of Education and asports. He was later elevated to the position of Prime Minister from April 1999 to May 2011 being one of the country's longest served Prime Minister.

He had often bragged about being one of the few Ugandans who successfully transferred their classroom political science on the actual playing field. His appointment to Prime Minister was generally judged to have been based on a combination of factors that the President and the ruling party wanted at the time.

It was argued that he was the most remarkable embodiment of the Prime Minister's office in Uganda's history.



Prof. Apollo Nsibambi presiding over a graduation ceremony



Prof. Apollo Nsibambi (left) shakes hands with Bishop Kityo Luwarilira after the service

## A Brief Profile of Margret Thatcher (R.I.P)

**Margret Thatcher** a former British Prime Minister was born in Grantham on 13th October 1925. She was a daughter to **Alfred Roberts and Beatrice Ethel**. Her father was active in local politics and the Methodist church serving as a local preacher. He was mayor of Grantham in 1945-1946.

**Margret Thatcher** attended Huntingtower Road primary school and won a scholarship to Kesteven and Grantham Girls School. She was a hardworking girl right from childhood. She loved playing piano, field hockey, poetry recitals, swimming and walking during her leisure time. She took responsibilities of a head girl in 1942-1943 while at school. In the 1950 and 1951 general elections, she was the conservative candidate for the safe labour seat of Dartford. She attracted media attention as the youngest and the only female candidate for the Orpington by-election. In the 1959 the elections she was elected as MP for the seat after a hard campaign.

Her maiden speech was in support of her private member's bill requiring local authorities to hold their council meetings in public. In October 1961 **Thatcher** was promoted to the front bench as parliamentary undersecretary at ministry of pensions and National Insurance in **Harold Macmillan's** administration. She became spokesman on housing and land in which position she advocated her party's policy of allowing tenants to buy their council houses.

In 1966 she criticised the high tax policies of the labour government as being steps not only towards communism. In 1967 she was selected by the United State Embassy in London to take part in the international visitor leadership program. The programme gave her chance to share with political figures. she later joined the shadow cabinet where she was appointed fuel and power spokesman by leader **Edward Heath**.

**Thatcher** was leader of the opposition and prime minister at a time of increased racial tension in Britain. As a premier she discussed government business with **Queen Elizabeth**. **Thatcher** was awarded the presidential Medal of Freedom, the highest civilian honour by the United States. She was a patron of the heritage Foundation which established the **Margret Thatcher Center** for freedom in 2005



Margret Thatcher (RIP) Former Prime Minister of the United Kingdom



Margret and the husband Dennis Thatcher



Margret Thatcher was a parent

*Margaret died of a stroke in London on 8 April 2013 at the age of 87. Her Ceremonial funeral was held at St Paul Cathedral on 17 April, 2013. Margaret's body was cremated and her ashes were buried at the Royal Hospital Chelsea in London on 28 September, 2013 alongside those of her husband Dennis Thatcher.*



# Management realities



**Peter Drucker (R.I.P)**

One reality is that an executive's time belongs to everybody else. That is managers are captives of their own organizations. They have bosses, boards, direct reports, presentations, budgets and human resources problems to deal with.

There are so many distractions to sop up an executive's time that a manager's time can never be called her own. And the more senior the manager, the less control she has over her own time. Captive executive have a hard time seeing past their own in basket, never mind getting a clear view of the marketplace. Another reality, argues Drucker, is that the executive is within an organization. He sees the outside only through thick and distorting lenses, if at all. What goes on outside is usually not even known firsthand.

It is received through an organizational filter of reports. This is why it is so critical for managers to develop an outside-in perspective, to neutralize the effects of the claustrophobic realities of an organization. Those two realities that a manager's time is not her own and the fact that she sees the marketplace only through thick and distorting lenses make developing an outside-in perspective a key management challenge

Drucker also made the point that the chief executive is the crucial connection between difficult, it took one of the era's most

## Leadership Quotes by Peter Drucker

"Efficiency is doing things right; effectiveness is doing the right things"

**Peter Drucker**

"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn"

**Peter Drucker**

"Plans are only good intentions unless they immediately degenerate into hard work"

**Peter Drucker**

accomplished CEOs many years before he grasped the full import of outside-in.

Results and resources exist outside the business Time and again Drucker stressed that there are no profits within an organization, only cost centres. What most call profit centres are really cost centres, he said. Results never depend on anyone within the company but, instead, on customers in the marketplace. "it is always somebody outside who decides whether the efforts of a business become economic results or whether they become so much waste and scrap," argued Drucker

Results are achieved by exploiting opportunities not solving problems. Solving problems can only return the organization to its prior status quo. To achieve results managers must exploit opportunities. However in most organizations, its best people spend too much time putting out fires rather than searching for new opportunities that can become tomorrow's cash cows.

To obtain results resources must be allocated to opportunities. Too many managers make the mistake of throwing away resources by allocating them to fixing problems. Maximization of opportunities is a meaningful, indeed a precise, definition of the entrepreneurial job. It implies that effectiveness rather than efficiency is essential to business. The key is not how to do things right but to do the right things" declared Drucker. The most meaningful results go to market leaders.

# CORPORATE GOVERNMENT

## An Employer of Choice

An employer of choice is an employer who offers a work culture and workplace environment that attract and retain superior employees. The features of the environment available at an employer of choice favour the well-being of employees and customers.

But, the factors are also situational. Not every employer of choice fits every employee. Employers of choice have a lot in common, but the bottom line is that your employer of choice may not be the same as another employee's employer of choice. But, for you to be happy and most fulfilled at work, your employer must be your employer of choice whatever that means to you.

### Characteristics of an Employer of Choice

An employer of choice strives to pay employees compensation that may include a salary and benefits that are equal to or above market rates. Most employers of choice offer employees a comprehensive employee benefits package, as they can afford to add benefits for employees, including health insurance, paid time off, paid holidays, and paid vacation.

These are some of the examples of the additional factors that make an employer, an employer of choice.

#### ♦ Job Security:

Employees are reasonably certain that their employer is financially sound.



Freedom from concern about losing their jobs, employees are able to concentrate on their goals and core functions without worry.

#### ♦ Empowerment and Authority:

Employees are empowered to make decisions about and take responsibility for how they do their jobs. Employees are given a strategic framework (company mission, vision, values, goals, feedback) by their department, but they control their choices and how they perform their core functions and make progress on their goals.

#### ♦ Respect:

Employees may not always be right and their ideas may not set company direction and choices, but at an employer of choice, employees feel that they are fundamentally respected by their bosses and co-workers.

#### ♦ Opportunity for Growth:

At an employer of choice, employees feel as if they are encouraged

to continue to develop their skills and careers. These employers offer performance development planning, career paths, and internal and external training opportunities. Job assignments help employees expand their skills

#### ♦ Access to Information:

Employers of choice share information with employees that range from the company financial progress and results to the success framework referenced above. Employees feel as if they are members of the in crowd, because they know what is happening.

#### ♦ Commitment:

Employers of choice are committed to their employees and to their customers. This is reflected in everything from Human Resources policies to business strategies. This commitment plays out in retention and engagement strategies and perks that can range from free lunches and beverages to monthly employee and family events



# Why Africa has to wait For the West to Solve Its Problems

France intervening Mali's affairs caused a discussion at MUBS Leadership Centre where participants learnt that it was Africa to blame not the west.

***“Why Africa has to wait for the west to solve its problems: the case of Mali”*** being the Theme of the 18th Leadership and Governance Seminar. ***Ms. Regis Namuddu*** explained that such a theme was chosen because of the problems that some African countries were facing. She introduced key speakers who included ***H.E Kintu Nyango, Prof. Waswa Balunywa and Mr. Ssenyonjo Kyeyune.***

The 1994 Rwanda genocide, Uganda, Somalia, and Nigeria were given as examples to illustrate that African conflicts had become intrastate conflicts. ***Mr. Ssenyonjo*** said that it was the nature of conflict in Mali. He said that African countries wait for the west because of the dependence “colonialism being the cause”. Europeans exploited Africans through buying raw materials at a very low price from Africa and determining high price for their products.

He said that France would live to stay in Mali because it had got the first price to buy any resources from Mali, the award of government contracts such as roads, railways, and dams were taken by France, Mali set up a common currency which had forced it to depend on France, therefore France had got a legal right to intervene Mali's affairs.

***H.E Kintu Nyango*** in his



Prof. Waswa Balunywa with Mr. Tony Lenart



Mr. Ssenyonjo Kyeyune making a presentation



Prof. Waswa Balunywa with Ambassador Kintu Nyango



Participants having refreshments after the seminar



Ms. Regis Namuddu appreciating the key speakers

discussion said that African problems could only be solved by Africans. He said that Africa had to unite and work together to be able to face its challenges.

Africa should also forget about the past where it was marginalised through slave trade which took centuries and find ways to re-invent itself just as the British did. He said that it was corruption which is killing Africa. Africa should not just sympathize, however it should do something to conquer its own problems. He said.

Although Africa is considered as a growing continent, there is need to organise and come together as one, and form the United States of Africa. African leaders have also tried to unite and managed at least to create the East African Community.

Today Africa is considered as a growing continent and there is hope for development. Countries like Uganda and Nigeria have proved it because of their growing rate which is so fast

In addition, he said that the peace in Burundi was created by the integration of African countries which include; Tanzania, Zambia, Portugal among others. That there was need to create regional arrangements to have markets for a viable economy for development. And that new structures should be introduced.

***Prof. Waswa Balunywa*** the MUBS principal added that Africans were just weak and that they must do

## Bank of Uganda Directors Learn Effective Leadership

Effective leaders drive organisations, motivate others with ease and understand themselves as real leaders. They invest lots of time to lead effectively. This was the reviving point in the recently concluded Effective Leadership training programme conducted by MUBS Leadership Centre on April 13-12, 2013 at Imperial Resort Beach Entebbe. The trainees included; Deputy Directors and Assistant Directors of Bank of Uganda.

**Prof. Waswa Balunywa** principal MUBS was the lead facilitator. **Ms Regis Namuddu Director Leadership Centre, Mr.Zaid Mpaata and Mr. Ahigika Duncan** were the other facilitators

The Guest of honour **Dr. Jan Tibamwenda** Director Uganda Communication Commission thanked the MUBS Leadership Centre for enabling Bank of Uganda staff acquire different skills.

**Dr. Jan** informed participants that such programmes would help them build their capacity to serve their clients more effectively. He said that the Leadership Centre had continued to provide them leadership skills which gave them confidence that they would make positive impact in the Central Bank performance.

Participants had high expectations to learn and to get insights of effective leadership. **Prof. Balunywa** constantly gave Deputy and Assistant Directors an example of **Margret Thatcher** former British premier. He said that **Thatcher** believed in herself with special principles which enabled her influence and greatly contribute in the global affairs. This indicated that she was an effective leader.

He told participants that, learning leadership is not a one day activity; but it is a process which requires learning, applying and practicing in our day today activities. He said that effective leaders create change in their organisations.

In distinguishing between leadership and management, **Prof. Balunywa** said that, leadership is inspiring followers to buy your vision through breaking the new ground but with an aim of achieving organisational goals, while management is about achieving goals through managing organisational structures. He said that effective leaders may not necessarily have formal structures or position to achieve desired goals. It is the vision that matters.

He also used the managerial grid to explain different leadership styles in organisations. He said that leaders who are task- oriented, results are expected and those who are people oriented are much interested

*Continued on page 10*



Ms. Regis interacting with the guest of honour Dr. Jan Tibamwenda



Prof Balunywa giving tips and instructions on how to handle case studies



Ms. Agnes BOU presenting on behalf of her group



Ms. Regis Namuddu giving tips on leadership qualities



## LEADERSHIP BY PROF. WASWA BALUNYWA

### Understand the penalty of leadership

Effective leaders understand the pressures of being first and know how to handle it once they get there. Consider the following and for the Cadillac Motor Company, which appeared in the Saturday Evening Post, January 2, 1915

### The Penalty Leadership

In every field of human endeavor, he ...that is first must perpetually live in the white light of publicity. Whether the leadership be vested in a man or in a manufactured product, emulation and envy are ever at work. In art, in literature, in music, in industry, the reward and the punishment are always the same. The reward is wide spread recognition, the punishment, fierce denial and detraction. When a man's work becomes a standard for the whole world, it also becomes a target for the shafts of the envious few.

### Use your imagination to solve problems

The ability of a leader to lead depends highly on the respect subordinates have for their leader's ability to originate ideas, suggest solutions to problems, and above all, translate visions into far reaching goals. In other words, the substance of business making products and going to market and the art of leadership is imagination.

#### Note:

The effective leaders possess a heightened financial imagination (the faculty to make and use money) and a heightened marketing imagination (the intuitive feel for customer needs and desires).

### Wander around frequently

Effective leaders get out of their office and wander around their organization. In fact, whether their priority is product quality, customer service, innovation, courtesy, getting customer input, or safety, they realize that their success revolves around committed people, and the commitment is to work with people. This does not mean they spend a good portion of their time socializing, rather it means that they spend a good portion of their time finding out, observing, listening and talking last, not first. More specifically, leaders who wander around:

- Establish an open-door policy through out their organization
- Evaluate employees, in part, by how directly



and frequently they are in touch with others

- Get to know people and their jobs, what is working and what is not by developing a five-minute informal questioning routine
- Randomly hold meetings in other people's offices or out in the field
- Recognize that the real-life action of their organization is not behind their desk
- Routinely gather staff together to train, gripe, change policies, nudge programs along, and celebrate
- Spend 25-50% of their average working day wandering around, fiddling with equipment and asking questions
- Spend at least one or two Saturdays a month, or a week each quarter, on the sales floor, in the factory, or on the street crew
- Visit their competition to keep track of what out what they are doing
- Visit their front line people first so their visits with upper management will take on more meaning

### Work hard

Effective leaders realize that success in their organization will depend largely upon their own sustained willingness to work hard. They know that sweat rules over inspiration.

# Bank of Uganda Effective Leadership

*continued from page 8*



Ms Saida Kakungulu introducing the organising team

in people. He urged participants to work hard to be in situation where there is both task and people oriented at the maximum and to take advantage to acquire leadership and management skills to create effective change in their units in line with the BOU goals.

**Ms. Regis Namuddu** discussed the qualities that effective leaders should be having and pointed out the qualities of a good leader which included; Visionary, Empathy, trustworthy, Passionate, and equality among others.

She quoted Peter Drucker who said that “Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes”

Transformational leadership being the most appropriate style that positively affects effective leadership. Certain leadership style must be used depending on the situation, Mr. Zaid Mpata Said. He also told participants that it was very difficult to use a different style if you didn't know the personality behaviour of an individual you were dealing with.

During the team building session, participants were fully involved. In experimental learning sessions that were teasing and at the same time very educative. They participated in different activities and they were able to discover their leadership and management abilities.

## The 4th Annual International Leadership Conference

*Continued from page 2*

In her opening remarks read by **Hon. Sylvia Senabulya**, the speaker of parliament **Hon. Rebecca Kadaga** emphasised that the youth are the engine of work in a country, and therefore youths should be productive and be gainfully engaged in national activities otherwise they will be a liability to the country in terms of drug abuse, theft, prostitution, unwanted pregnancies, undesired relationships and misery.

The Government should focus at implementing aspects that are clear to the nation like reducing youth unemployment, improving living conditions and delivering basics as said by **Hon. Micheal Mabikke**. That education and agriculture revolution were needed to fit the economy and to be vital for industrialization to increase income which in turn increases demand.

Transformational leaders espouse vision, influence, consideration and motivation. The absence of Transformational leadership leads to poor service quality. **Prof. Waswa Balunywa** therefore urged leaders to develop agendas, vision and goals. **Prof. Munene** in innovate leadership for the young generation said that, there was need to grab the opportunity from complexity and strength positions, to look for leadership events, and to consider innovation plus successful intrapreneurship as ecologically focused.

Other key speakers included; **Hon. Kirunda Kivejinja**, **Hon. Abed Bwanika**, **Col. Felix Kulayigye**, **Dr. Miria Matembe**, **Ms. Shifra Lukwago**, **Prof. Damien Ejigiri**, and **Hajati Ssebyala** among others



Hon. Kirunda Kivejinja with MUBS Guild leaders



# CONFERENCE PICTORIAL



## *The MUBS Leadership Centre Activity Schedule 2013 July - December*

July	Youth in Leadership Training	2 Days 25 <sup>th</sup> -26 <sup>th</sup>	70,000
August	Leadership in Turbulent Times	2Days 8 <sup>th</sup> -9 <sup>th</sup>	300,000
August	Communication skills and public speaking	2 days 29 <sup>th</sup> – 30 <sup>th</sup>	450,000
September	Empowering Women to Lead	2Days 12 <sup>th</sup> – 13 <sup>th</sup>	300,000
September	19 <sup>th</sup> Quarterly Leadership Seminar	½ Day 26 <sup>th</sup>	Sponsored by MUBS
October	Effective Board Management Training	2Days 17 <sup>th</sup> -18 <sup>th</sup>	1,200,000
November	20 <sup>th</sup> Quarterly Leadership Seminar	½ Day 21	Sponsored by MUBS
November	Managing Conflict	2 days 28 <sup>TH</sup> -29 <sup>TH</sup>	450,000
December	<ul style="list-style-type: none"> <li>Leadership &amp; Development</li> <li>Public speaking</li> </ul>	2 days 5 <sup>TH</sup> – 6 <sup>TH</sup>	1,200,000 450,000

Note:

- The Leadership Centre conducts Trainings, Conferences and quarterly seminars
- All fees are subject to change depending on the Venue where the activity will take place
- For more Details, Please contact the Leadership Centre Management on  
+414-220818 or Mr. Godfrey Ofwono 0704474742,  
Email:[leadershipcentre@mubs.ac.ug](mailto:leadershipcentre@mubs.ac.ug), Website:[www.leadershipcentre.mubs.ac.ug](http://www.leadershipcentre.mubs.ac.ug)

## Research Grants

Applications are invited from scholar researchers interested in the study of leadership and governance.

MUBS Leadership Centre offers small grants up to 5 million to successful applicants.

The proposals should be sent to the Director Leadership Centre

The proposal should follow the MUBS research proposal format. The format is available at the leadership centre office, MUBS Annex, Faraday Road, Bugolobi and The Principal's office at Makerere University Business School or on line

For more information visit our website: [www.leadershipcentre.mubs.ac.ug](http://www.leadershipcentre.mubs.ac.ug)

Email: [leadershipcentre@mubs.ac.ug](mailto:leadershipcentre@mubs.ac.ug)

## THE LEADERSHIP CENTRE

The leadership centre is a non-profit organisation committed to improving leadership and governance practices in Africa.

We would like to invite you to donate generously to the centre's activities. Please send us a book (s) you may send

Using ordinary mail. You will then be contributing to improving training and research programmes for the centre