



# MUBS LEADERSHIP

LEADING TO SERVE

# NEWSLETTER

A quarterly publication of Makerere University Business School Leadership Centre

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## Leadership Centre trains National Water and Sewerage Corporation Board Members



*The NWSC board Chairman, Dr. Eng. Christopher Ebal and the Managing Director, Eng Silver Mugisha with other board members during the training*

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The Leadership centre secured a contract financed by GIZ to improve skills of the National Water and Sewerage Corporation (NWSC) Board of Directors.

The NWSC board was formed about a year back and the managing director was recently appointed, this gave rise to the need to skill the board in how to improve its effectiveness. The board has a responsibility of evolving strategy and executing it to achieve the intended goals of the organization. However a board should be knowledgeable and skilled to be able to perform this crucial task. In a training funded by a Germany organization GIZ, Prof Balunywa, Principal MUBS led a training of the members of the board of directors of NWSC.

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# Empowering the Youth to Lead the Future



The youth are the leaders of tomorrow who need the best leadership skills to enable them lead the future. The

Leadership Centre together with the Entrepreneurship Centre organised the 4th MUBS Annual youth camp which was intended to build entrepreneurship and leadership skills among the youth. The camp was held between January 12 -17, 2014 at MUBS main campus Nakawa.

The Camp was opened by Prof. Balunywa who set the pace for the different activities of the camp. He advised young people on what it is needed to succeed including setting goals for their lives, working hard, making the right choices in life among other things.

He gave participants tips on how they could be remembered in life, how to make money and how to manage it and most importantly on how to succeed in what they do.

He urged them to develop visions because a vision would give them a clear picture of where they wanted to be in future.

Other key presenters included Prof. Maggie Kigozi, Dr. Miria Matembe and Mrs. Betty Tibaleka. These are women activists who in their field have made major contribution not only to the youth but to the country.

Ms. Betty Tibaleka took the youth through life skills that make people successful. She said that the ability to identify their talents was very important in life because they get to know what they could do better. She said that coping up with emotions such as self awareness was helpful to keep the youth moving. She urged the youth to critically think while making a decision and advised them to make wise decisions because they determine their future.

Prof. Maggie Kigozi shared with

the youth how she had managed to be a successful woman.

She said, going to a good school, doing sports, being very friendly, working with great business people like the late Mulwana, the decision that her father took for her to become a doctor were some of the key factors that helped her succeed. She urged participants to create many networks as possible and to always be patient.

Other speakers included Halima Namakula who is famous for senga discussions and Silver Kyagulanyi a popular artist who is a common face on the camp advising young people on how to build their careers.

Among the school trainers were Ms. Regis Namuddu the Director of the Leadership Centre, Ms. Diana Ntamu the Director of the Entrepreneurship Centre, Ms. Maureen Tweyongyere, and the Manager of the Career Guidance Office



# NWSC Board of Directors Effective Board Management Training



Governor Leo Kibirango facilitating at the training.



Participants listening attentively in one of the sessions

## *From page 1*

The new Chairman of the Board, Dr Eng Christopher Ebal made the opening remarks indicating the expectations of the board members. Dr Silver Mugisha the new Managing Director set the pace in the training as he narrated where the board was and where it had been.

Board members were exposed to skills needed by the board, the business of the board, how to conduct meeting and what it required to have the board succeed. Board members were informed that the board acted as trustees for the owners and the responsibility for ensuring that the organization succeeded in delivering what it promised to the public.

NWSC is one of the few government parastatals that were not privatized because of its good performance. As a water utility, it has an important mandate within the country to deliver water to all urban areas in the country. The board therefore has a major challenge to achieve this important task. A training was therefore held to empower the board members with skills needed to achieve the set objectives effectively. The training was held at Lake Victoria Serena Resort Hotel, Kigo on Entebbe road and the facilitation team included Prof Waswa Balunywa, Governor Leo Kibirango, Prof Maggie Kigozi and Ms Regis Namuddu, the Director of the Leadership Centre.



Ms Regis Namuddu, the Director, MUBS Leadership Centre facilitating one of the sessions at the training



Eng Christopher Ebal and Prof Waswa Balunywa preparing to hand over certificates to participants

# MUBS Annual International Womens Day 2014



**“Inspiring success among women”** was the theme that caused discussion at the International Women’s Day celebrations on March 8, 2014 at the Makerere University Business School main Library. The Leadership Centre, Entrepreneurship Centre together with the Career Guidance Office organized the women forum with an objective of giving women an opportunity to share women’s issues and network. The event started with a charity car wash and shoe polishing and the money that was collected was given to Forum for African Women Educationists (FAWE), an organisation that is dedicated to empower girls and women through gender-responsive education

The key speakers at the event were Hon. Miria Matembe, Ms. Victoria Sekitoleko, Ms. Victoria Byoma, Ms. Peace Kyamureku, Dr. Janice Busingye, Ms. Pasquine Acak and Ms. Shifra Lukwago. And the Day managers were Mr. Bosco Amerit and Ms. Brendah Tibamwenda.

The Director, Leadership Centre, Ms. Regis Namuddu welcomed participants and briefly introduced the Leadership Centre. Ms Diana Ntamu, the Director Entrepreneurship Centre also welcomed participants and also gave a brief about the Centre. In his welcome remarks, Dr. Moses

Muhwezi Ag. Principal MUBS said that the Women Forum in MUBS was a good initiative to struggle for the improvement of women rights.

He said that supporting women was of great importance if the world was to advance. He advised women to use their unique characteristics to transform the world, find ways of managing people if they were to be supported, and to learn to work in partnership. He thanked men who were present and emphasised that women required support from their spouses

Ms. Victoria Sekitoleko, gave a keynote address and thanked MUBS for the opportunity to share her views with people on women’s day. She urged women to always attend such discussions when called upon.

She said that the most important thing was family however, women needed to learn how to manage work and family. She encouraged women to keep to their visions, show courage and focus on what they thought was right, to ensure humility and to be happy with what they had and use it to get what they wanted among others.

*Continued on next page*



# The MUBS International Womens Day in Pictures



Some of the key speakers: (L-R) Hon Shifrah Lukwago, Ms Victoria Byoma, Ms Victoria Ssekitooleko and Dr Janice Busingye



Participants of the MUBS Women's Day celebrations in a group photo at MUBS main Library

*From previous page*

Hon. Miria Matembe also shared with participants how she succeeded as a leader. She said that she had a dream and the desire to fight discrimination of women and ensure equal rights between men and women.

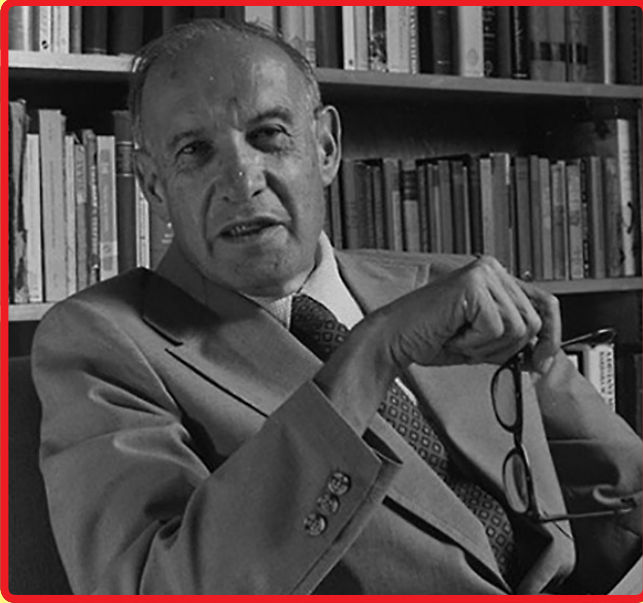
She mentioned that Commitment to the vision, being tolerant, having the passion, knowing people's interests were among the things that helped her succeed in leadership.

Ms. Peace Kyamureku told participants that to be influential might not require them to have come from influential homes. She went ahead to say there were people from humble backgrounds who had made it and done great things.

Dr. Janice Busingye, Head of Department Adult and Community Education Makerere University and Ms. Shifra Lukwago also shared with participants how they made it through. They urged participants to focus more to where they were going and how to get there.

Ms. Victoria Byoma in her closing remarks thanked participants for turning up and thanked presenters for their time and MUBS for organizing the event. She urged participants to keep in touch with the family as they break through the glass ceiling and that she had managed to get where she was because of patience and family support.

# The Danger of Charisma



## Prof. Peter Drucker (R.I.P)

You know, I was the first one to talk about leadership 50 years ago, but there is too much talk, too much emphasis on it today and not enough on effectiveness. The only thing you can say about a leader is that a leader is somebody who has followers. The most charismatic leaders of the last century were called Hitler, Stalin, Mao and Mussolini.

They were mis-leaders! Charismatic leadership by itself certainly is greatly overstated. Look, one of the most effective American presidents of the last 100 years was Harry Truman. He didn't have an ounce of charisma. Truman was as bland as a dead mackerel. Everybody who worked for him worshiped him because he was absolutely trustworthy.

If Truman said no, it was no, and if he said yes, it was yes. And he didn't say no to one person and yes to the next one on the same issue. The other effective president of the last 100 years was Ronald Reagan. His great strength was not charisma, as is commonly thought, but that he knew exactly what he could do and what he could not do.

### How to Reinvigorate People

Within organizations there are people who, typically in their 40s, hit a midlife crisis when they realize that they won't make it to the top or discover that they are not yet first-rate. This happens to engineers and accountants and technicians. The

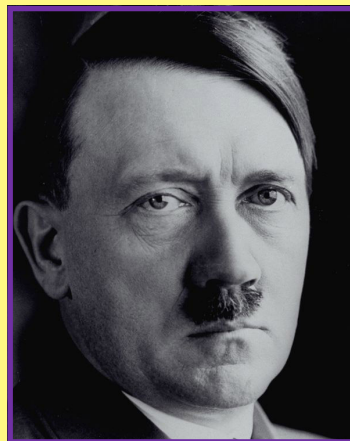
worst midlife crisis is that of physicians, as you know.

They all have a severe midlife crisis. Basically, their work becomes awfully boring. Just imagine seeing nothing for 30 years but people with a skin rash. They have a midlife crisis, and that's when they take to the bottle. How do you save these people? Give them a parallel challenge. Without that, they'll soon take to drinking or to sleeping around.

In a coeducational college, they sleep around and drink. The two things are not incompatible, alas! Encourage people facing a midlife crisis to apply their skills in the non-profit sector.

### Character Development

We have talked a lot about executive development. We have been mostly talking about developing people's strength and giving them experiences. Character is not developed that way. That is developed inside and not outside. I think churches and synagogues and the 12-step recovery programs are the main development agents of character today.



*Adolf Hitler (top) and Benito Mussolini (below) were one of the world's most charismatic leaders in the world*

# A Brief Profile of Cristina Fernandez de Kirchner the Current President of Argentina



Mr Tony Lenart, Prof Moya Musa and Mr Leo Kibirango sharing a light moment at the 21st leadership and Governance seminar

Speaking at the 21st Leadership and Governance seminar, Former Governor of the Bank Of Uganda Mr. Leo Kibirango who is also the outgoing president of the Uganda Institute of Corporate Governance of Uganda told the audience that Corporate Social Responsibility (CSR) was important in addressing problems a society may have.

He said that corporations that operated in a society had a responsibility of ensuring that the addressed social issues so as not to undermine economic development.

He said companies had economic and legal responsibilities to ensure that they not only created value but also addressed challenges faced by society. He said that organizations have a right to deliver goods and services to the public without restriction. He cited companies that had good CSR programmes including the Madhvanis, MTN, New Vision, Coca Cola among others and said that these companies

were performing well on their CSR. He said CSR required a long term perspective, transparency and Accountability

Mr. Asiimwe George, the MUBS Internal Auditor said that Corporate Governance was a system by which companies were directed and controlled. He added that, it was a relationship between companies' directors, shareholders and other stakeholders.

He said that Corporate Governance had become a global subject because of the continued abuse of authority vested with management. He added that it was only 17 companies which were listed on stock exchange since most businesses in Uganda were family business and owner managed avoiding formal organisational structure.

He urged participants to embrace corporate governance if they were to improve their business performance.

Mr. Tony Lenart, chairman Institute of Advanced Leadership, Australia took participants through Transforming Leadership throughout the world. He said that corporate governance was of good interest in many countries such as Uganda and Zimbabwe.

He said that there were various ways of measuring corporate governance for example a smile gives facial expression to create an environment that promotes corporate governance.

He urged participants to focus on excellence, to have an environment that embraces difficult people and to focus on engaging people.

He added that he was proud of being a member of the Leadership Centre and urged participants to subscribe for membership.

The day was managed by Ms. Sylvia Aarakit and the seminar was chaired by Prof. Moya Musa



# The 21st Leadership and Governance Seminar



Mr George Assimwe, MUBS Internal Auditor was on the key speakers



Dr Isaac Kayongo, Head of Department, Leadership and Governance at MUBS



Mr Lubogoyi Bumaali, Director, MUBS Jinja Study Centre



Ms Jolly Byarugaba (right) contributing in the seminar



Ms Agnes Nassuna (Right) and Ms Edith Basalirwa (Left) were among the MUBS staff who attended the seminar

Prof. Waswa Balunywa the MUBS Principal in his closing remarks, thanked the Director of the Leadership Centre, the Chairman, the management of the Centre for frequently organising such seminars.

He thanked participants for honouring the Centre's invitation and informed them that the

concept of Corporate Governance was not concrete in Uganda as it was in developed countries. He said that there was demand for companies to be managed properly as per shareholders. He called upon participants to practice elements of corporate governance to improve the performance of their businesses.

The Leadership Centre has always taken up the initiative to sensitise the society on different issues. This time round, the topic that caused a discussion was whether "Corporate Governance matters in Business performance" This was during the 21st seminar held on February 20, 2014.



Ms Rachel Mindra and Ms Shakirah Nagujja also attended the seminar



The seminar attracted participants from different organisations who also contributed to the discussion



## Lessons for Leadership *By prof Waswa Balunywa*



**Prof Waswa Balunywa**

Principal, MUBS

Over the years I have practiced leadership and I have to conclude that leadership is of utmost importance in any situation. The following statements are my feelings about several leadership situations, I may be repeating things that you may have seen, read or heard about but that is not important point. The issue is this is how I feel using my leadership experience

- You don't know every thing
- Do not be shy, ask
- Do not be silly, ask
- Competitive advantage comes out of the power of knowledge
- Envy is a major source of conflict
- Challenges are continuous, one closes another opens
- Knowledge distinguishes you
- Don't be surprised when all of a sudden people you have respected reason like fools when their interest are affected
- Success is preceded by leadership
- Power is driven by knowledge
- Influence is driven by knowledge and empathy

# Emmanuel Cardinal Wamala: A Brief Profile



**Cardinal Emmanuel Wamala**

Cardinal Emmanuel Wamala is a retired Archbishop of Kampala archdiocese. He was born on December 15, 1926 in Kamagwa – Lwaggulwe in Masaka district

Wamala was brought up from a humble family in Kamagwa. He joined Bukalas minor Seminary and Katigondo major Seminary. He was ordained a priest on December 21, 1957 in Rome. He did his pastoral ministry from Masaka diocese.

During this time, he served as inspector of diocesan schools and faculty member of Bukalasa Minor Seminary, chaplain and faculty member and rector of Makerere University. He also served as Vicar general of Masaka diocese from 1974 to 1981 and created chaplain of his Holiness on 25th May 1977.

The humble man of God strengthened the church by being instrumental in creating more parishes and restructuring Mubende Seminary during his promotion to the rank of Monsignor while serving at Kiyinda-Mityana.

In 1988, he became the auxiliary Bishop of Kampala archdiocese and he then became the archbishop of Kampala in 1990.



*Cardinal Emmanuel Wamala and his brother Msgr. Henry Kyabukasa pose for a picture after the launch of their book*

As a cardinal, he has groomed several clergymen including his successor as archbishop of Kampala Dr. Cyprian Kizito Lwanga, Bishop John Baptist Kagwa of Masaka and Bishop Paul Ssemwogere of Kasana-Luwero among others.

He also spearheaded the establishment of Uganda Martyrs University.

He is a patron of the African prisons project, an international non-governmental organisation with a mission to bring dignity and hope to men, women, and children in African prisons through health, education, education, justice and reintegration.



**Cardinal Wamala in one of the church services**



# MUBS Top Management



**Prof. Waswa Balunywa**  
Principal



**Prof. Samuel Ssejjaka**  
Deputy Principal



**Mr. Francis Yosa**  
School Secretary



**Dr Annie Begumisa**  
School Registrar



**Ms Evace Nyakoojo**  
Dean of students



**Ms Florence Lunkuse**  
School Librarian



**Ms Gorretie Kyeyune**  
School Bursar

# The MUBS Leadership Centre schedule 2014

January	Annual International Youth Camp	5- Day 12-18	Residents 70,000 Non Residents 40,000
	Effective Board Management for NWSC,	2- Day	(Tailor made)
	Counseling & Guidance For URA	3-Day	(Tailor made)
February	Becoming an Effective Leader for Managers and leaders	1 Day 14 <sup>th</sup>	UG X 90,000
	21 <sup>st</sup> Quarterly Leadership & Governance Seminar (Mandela Memorial Lecture)	1Day 21 <sup>st</sup>	Sponsored by MUBS
March	International Women's Day Forum	1 Day 8 <sup>th</sup>	Sponsored by MUBS
	Effective Leadership In High Schools Training	2 Days 21-22	UG X 170,000
April	Public Speaking & Power Point Presentation Training	2 Days 10 <sup>th</sup> -11 <sup>th</sup>	UG X 220,000
May	22 <sup>nd</sup> Quarterly Leadership & Governance Seminar (Know your leaders)	1/2 Day 30 <sup>th</sup>	Sponsored by MUBS
	How to balance home & work (Women in employment)	1Day 8 <sup>th</sup>	UGX 170,000
June	Becoming An Effective Leader for Guild leaders, graduates and youth in leadership	1 Day 20 <sup>th</sup>	UGX 90,000
	5 <sup>th</sup> Annual International Leadership Conference (AILC)	6- Days 24 <sup>th</sup> -28 <sup>th</sup>	Local participants UG X 350,000 International participants US D 300
July	Effective Board Management Leadership & development	2 Days 10 <sup>th</sup> -11 <sup>th</sup> 2-day 24 <sup>th</sup> -25 <sup>th</sup>	UG X 90,000 240,000
August	23 <sup>rd</sup> Quarterly Leadership & Governance Seminar	1/2Days 22 <sup>nd</sup>	Sponsored by MUBS
	Empowering Women to lead Lading in Changing times	2-Days 7 <sup>th</sup> -8 <sup>th</sup> 2-Day 21 <sup>st</sup> -22 <sup>nd</sup>	UGX180,000 240,000
September	Leading Homes & Families (For men)	2Days 18 <sup>th</sup> -19 <sup>th</sup>	UG X 170,000
October	Team building	1-Day 24 <sup>th</sup>	UG X 220,000
November	Leadership in Local Government	2-Day 12 <sup>th</sup> -13 <sup>th</sup>	UGX 150,000
	24 <sup>th</sup> Quarterly Leadership & Governance Seminar	½ Day 20 <sup>th</sup>	Sponsored by MUBS
	Empowering women to lead	2-Day 27 <sup>th</sup>	UG X 150,000 180,000
December	Conflict Management	1- Day 4 <sup>th</sup>	UGX 220,000
	Annual MUBS Leadership Members Dinner 12 <sup>th</sup>	½- Day 12 <sup>th</sup>	

- a) All fees are subject to change depending on the Venue where the activity will take place  
b) We welcome tailor made programmes on request  
c) For more Details, Please contact the Leadership Centre Management on +414-220818 or Mr. Ofwono Godfrey on 0704474742/0771474742,  
Email:[leadershipcentre@mubs.ac.ug](mailto:leadershipcentre@mubs.ac.ug), Website:[www.leadershipcentre.mubs.ac.ug](http://www.leadershipcentre.mubs.ac.ug)