



A quarterly publication of Makerere University Business School Leadership Centre

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July – September 2013, Volume xxiv

Empowering Women to Lead



The Director Leadership Centre issuing a certificate of attendance to a participant

In the World's struggle of advocating for empowering women in all aspects in society, the Makerere University Business School Leadership Centre has made its contribution to the same cause by conducting a programme that empowers women to lead. The programme is organised annually.

This time round, the programme aimed at enhancing women leadership capabilities and expose them to skills that could help them transform into effective leaders.

The Director of the Leadership Centre Ms. Regis Namuddu, welcomed participants and urged them to become members of the Leadership Centre. She revealed that it was the actions and behaviours we practice that tell about the leadership qualities we possess which can either

Full story on page 3

Dealing with Youth challenges



Left is Dr. Flavian Zeija, third left is the MUBS guild president and in the Middle is Col. Henry Mastiko

This Seminar was organised to follow up on the recommendations by participants at the 4th Annual International Leadership Conference, given the need to address the challenges faced by the country, and a growing number of the youth. Because the youth constitute a big number of the population in Uganda and yet they are vulnerable, living under poor conditions

Inside this issue Page

• Empowering women to lead	1
• Dealing with youth challenges	2
• Profile of Dr. William Muhairwe	4
• Leadership by Peter Drucker	5
• Corporate Governance	6
• Profile of Ban Ki-moon	7
• 2nd Annual Essay Competition	8
• The MUBS Leadership Centre	9
• Article	10
• Leadership by Prof. Waswa Balunywa	11
• Centre activities	12

Dealing with Youth challenges

Continued from page 1

Raising the need to devise ways of handling such challenges faced by the youth. The Centre sought such a seminar would be one of the ways to handle challenges. Ms. Regis Namuddu in her welcoming remarks introduced the Centre and told participants what the Centre does and encouraged them to become members of the Leadership Centre.

Prof. Waswa Balunywa the Principal MUBS emphasised that there was need to focus at ways of involving the youth, since Uganda was further facing challenges like poverty, high population growth that led to land fragmentation and it prevented developing countries to grow. He said that there was need to increase production and creating jobs in areas of production.

One of the key speakers of day Col. Henry Masiko (the commissioner of Patriotism Clubs) explained that youth is biological, an age bracket which means young people who belong to different social classes. Unemployment was one of the youth challenges identified. However he said that,



Prof. Waswa Balunywa giving opening remarks



(L-R) Hon. Michael Mabike , Col. Henry Matsiko, and Mach Deng Guid President Cavendish

it was because a number of parents in different parts of the country are reluctant to take their children to school. Even those youth who went to school were yearning for white collar jobs ignoring agriculture, thinking that investing in agriculture was wasting time.

He urged the youth to learn to be outgoing, socialize and to learn to share ideas. He also urged them to be confident and assertive since Uganda and Africa as whole have a number of competitors who had left us far. In his conclusion, Col. Matsiko urged government to focus at enhancing productivity among the youth, pay attention to their ideas and to avoid vulgarizing the lifestyle of the youth.

Uganda's population growth.

However he blamed Uganda for not involving and orienting youths in the activities of the nation as other nation have done and it had affected the transformation of the nation into a middle class economy.

He urged government to provide basic needs to the youth and to find ways of mechanizing agriculture since it was one of the ways of creating job opportunities for the youth.

Among other speakers was Mach Deng Daniel the Guild President of Cavendish University who thanked the Leadership Centre for inviting him and for organising such seminars

As an academic institution MUBS has a role of inviting various people from different political parties to cause a debate on matters concerning Ugandans, Prof. Waswa Balunywa said. He said that developing countries may not succeed without the World Bank's support because trying to be independent leads to problems like death evidenced in killing of the late Patrice Lumumba of Congo.



Attentive participants

In his remarks, Hon. Michael Mibikke said, that Uganda was among those nations which aspire for freedom, peace, security, opportunity and development as basics. He thanked NRM for the achievement of peace and security and this has contributed to

Empowering Women to Lead Training Programme



Prof. Maggie Kigozi sharing her experiences



Prof. Waswa Bulunywa giving tips on managing conflicts



Participants listening attentively

Continued from page 1

either make us leaders or followers. She highlighted the roles a good leader should have which included; influence, motivate, inspire, communicate, and manage conflict among others.

Prof. Waswa Balunywa the Principal MUBS excited participants when he gave tips on how to manage conflicts and coping with the patriarchal society. This helped participants discover their leadership abilities and how they could go about challenges and conflicts in their respective workplaces.

The Former Executive Director of the Uganda Investment Authority (UIA) Prof. Maggie

Kigozi one of the successful women in Uganda shared her experience on how she made it to the top. She encouraged women to educate a girl child as a way of contributing to the world's effort of empowering women to lead.

In many organisations, women still face challenges of being marginalized. They are looked at as men's objects, being incapable of doing anything productive. Women are still given low responsibilities at their place of work.

Ms Annet Nabatanzi Muyimba Dean Faculty of Management at MUBS shared with participants the challenges the women leaders face at their work. She said that such challenges had kept women behind and failed

them to aspire for top positions.

Other participants included Mr. Zaid Mpaata Lecturer MUBS. He said that the leadership approach leaders adopt can influence either success or failure of the organisation. He urged participants to always go for the style that allows follower's participation.

Ms. Bridget Namubiru also a Lecturer at MUBS encouraged

Participants to value teamwork in their organisations because it was considered as an indicator of organisational performance.

She told the participant that working in a team allows brilliant ideas that improve performance.



Left is Ms. Solome Atim, She was among the facilitators



Active participants taking notes



Issuing certificates of attendance

A profile of Dr. William Muhairwe



Dr William T. Muhairwe is a Management Specialist trained in Economic and Business Management. He holds a PhD as well as Masters in Business Administration and Bachelors in Business Administration, all from the Ludwig-Maximilians-University Munich, Germany. He is a Honorary Professor at Makerere University, Uganda and the United Graduate College and Seminary, Tennessee, U.S.A.

Prof. Dr. Muhairwe has been managing public companies both in Uganda and abroad for more than 19 years. Since 1998 to date, he has been the Managing Director (MD) of National Water and Sewerage Corporation (NWSC), a State Corporation that was almost collapsing due to mismanagement. Out of his initiatives, he has implemented innovative change management programmes that have successfully turned round NWSC from a loss making organization to a profit making government parastatal which is now a

benchmark for best practice both nationally and internationally.

As a result of the reforms undertaken, the organization was named “Employer of the Year 2003 for Ethics and Corporate Social Responsibility” and again got a Golden Award for Management Excellence in June 2004 and Employer of the Year 2004 for “Productivity and Performance Management”.

In 2005 URA presented to the organization with the URA Vantage Award” for exemplary Tax Compliance on the Tax Payers’ Appreciation day. In 2007, NWSC was recognized as the East Africa’s Most Respected Company in the Service Sector.

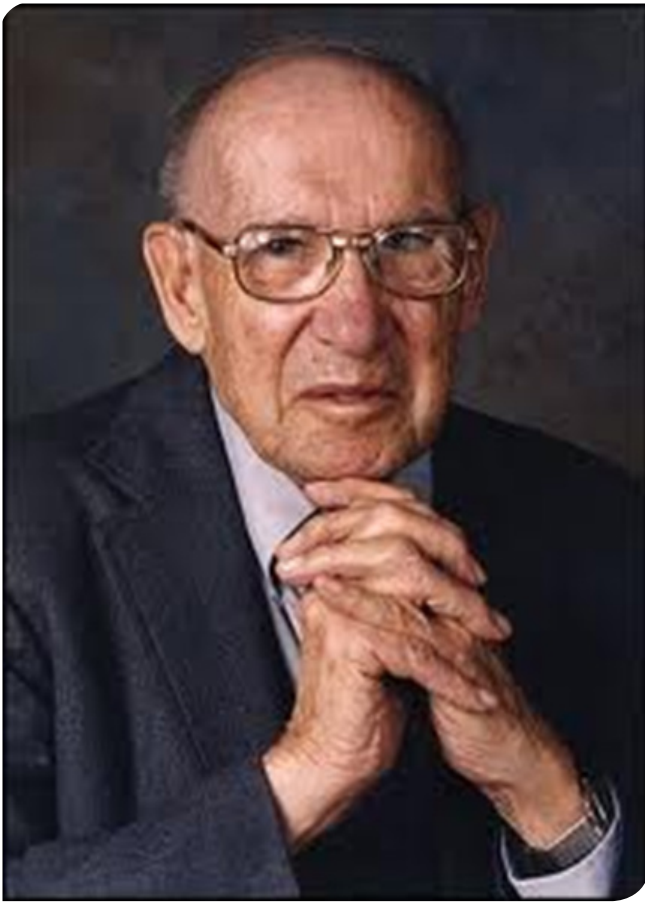
He spearheaded the formation of an External Services arm in NWSC that presents an excellent model on how a utility can help its peers to benchmark best practice solutions, at affordable costs. **Prof. Dr. Muhairwe** has key competences in Strategic Planning, Policy formulation, private sector development, restructuring of ailing state companies and stakeholder management.

He has a number of occasions provided professional services to the World Bank and many other countries. His input has tremendously improved performance in a number of regional water utilities.



Left is Dr. Muhairwe with Prof. Apolo Nsubambi the former Prime Minister of Uganda

Peter Drucker



According to Peter Drucker, "Leaders in every single institution and in every single sector ... have two responsibilities. They are responsible and accountable for the performance of their institutions, and that requires them and their institutions to be concentrated, focused, limited. They are responsible also, however, for the community as a whole."

Peter strived to make business leaders see the community as the responsibility of the corporation. He called on leaders to embody "the Spirit of Performance" by exhibiting high levels of integrity in their moral and ethical conduct; focusing on results; building on strengths; and leading beyond borders to meet the requirements of stakeholders, ultimately serving the common good.

It is my passionate belief that leadership is a matter of how to be, not how to do. Yet it is what leaders' do that others see and judge, not what leaders are. So what can a leader do?

Ensure that your actions are congruent with your values. Challenge the gospel there should be no sacred cows as we challenge every policy, practice, procedure, and assumption. Joseph A. Maciariello, a great Drucker disciple, tells us that an organization high in spirit of performance is one that is led by executives who are committed to doing the right thing and to getting the right things done.

The world continues to be more connected and more than ever the actions of organizations are scrutinized by the media and the public. Having an effective appreciation and approach toward corporate social responsibility and ethical, principled leadership is essential. The need to make a profit should be balanced with fair trade, sustainability, corporate social responsibility, and other ethical principles.

Ignoring externalities threatens excellence, ethics, and engagement in organizations, but addressing these externalities can transform challenges into opportunities. When we truly focus on the common good, service is a privilege not a chore but a remarkable opportunity.

In the complexity and the context of our lives as leaders, leading in tenuous times, there are the most magnificent, most compelling, most significant opportunities to lead, to find solutions, and to build a healthy, diverse, inclusive community that cares about its entire people.

For leaders in all three sectors there is a new appreciation that when we build the healthy community, it is for the greater good. And even for a leader with little concern about the greater good, there is the reality that a sick and ailing community cannot produce the healthy, energetic, productive workforce our enterprises demand if indeed they are to be viable and even present at the end of this turbulent decade.

The bottom line of every social sector organization is "changed lives." That is possibly why Peter Drucker said, "It is the social sector that may yet save the society." But only in collaboration with our partners in the private and public sectors can we move beyond the walls.

The Role of Company Secretary

In practice, the role of the company secretary has developed into much more than the basic statutory requirements outlined above. Most notably, the responsibility for developing and implementing processes to promote and sustain good corporate governance has fallen largely within the remit of the company secretary. This is recognized in both the UK Code of Corporate Governance (which has been adopted by the Irish Stock Exchange through the Irish Annex) and the FRC Guidance on Board Effectiveness. Both have served to focus companies on Board effectiveness and in turn how they can be assisted by the company secretary. Although this guidance applies to listed companies, it is seen as best practice and these standards of corporate governance should be adopted by other companies in so far as they are considered appropriate to the nature and scale of the organization.

The dynamics of the boardroom are changing and chairmen and directors are realizing that they need specialist skills and technical knowledge in this area and they are looking to company secretaries to provide this expertise. There are a number of responsibilities, some of which have been explicitly referenced to in the above guidance, where the company secretary can assist and add value:

1. Organizational governance

It is important that robust governance arrangements are in place, are clearly documented and communicated to the organization. The position of the company secretary enables them to have a holistic view of the governance framework and as a result they are generally tasked with the responsibility of ensuring that this framework and any supporting policies and procedures are clearly documented. This should include ensuring that the formal documentation required under the UK Code of Corporate Governance, such as schedule of matters reserved for the Board, is in place.

2. Supporting the chairman

The company secretary has a duty to advise the Board, through the chairman, on all governance matters.

Together they should periodically review whether the Board and the company's other governance processes are fit for purpose, and consider any improvements or initiatives that could strengthen the governance of the company. The relationship between the company secretary and the chairman is central to creating an efficient Board.

3. Board and committee processes

The company secretary plays a leading role in good governance by helping the Board and

its committees function effectively and in accordance with their terms of reference and best practice. Providing support goes beyond scheduling meetings to proactively managing the agenda and ensuring the presentation of high quality up-to-date information in advance of meetings. This should enable directors to contribute fully in board discussions and debate and to enhance the capability of the Board for good decision making. Following meetings the company secretary should pursue and manage follow up actions and report on matters arising.

4. Board development

All directors should have access to the advice and services of the company secretary. The company secretary should build effective working relationships with all board members, offering impartial advice and acting in the best interests of the company. In promoting board development the company secretary should assist the chairman with all development processes including board evaluation, induction and training.

This should involve implementing a rigorous annual Board, committee and individual director assessment and ensuring actions arising from the reviews are completed. Further, the company secretary should take the lead in developing tailored induction plans for new directors and devising a training plan for individual directors and the Board.

Ban Ki-moon the 8th secretary- General of the United Nations. A Brief Profile

Ban Ki-moon was born on 13th June 1944 in a small farming village in North Chungcheong Province. His family then moved to the nearby town of Chungju where he grew up. During his childhood, the father had a warehouse business which went bankrupt and the family lost its middle-class standard of living.

Ban went to Chungju High school and he became a star student particularly in English language. He won an essay contest sponsored by the Red Cross that earned him a trip to the United States where he lived in San Francisco with a host family. He got an opportunity of meeting U.S President John F. Kennedy where he shared with journalists that he wanted to become a diplomat. He received a Bachelors Degree in international relations from Seoul National University in 1970 and earned a Master of Public Administration from the John F. Kennedy School of Government at Harvard University in 1985.

It was remarked that Ban had a rare combination of analytic clarity, humility and perseverance. He was later awarded a degree of Doctor of Laws (Honoris Causa) by the University of Malta in 2009. Further received an honorary degree of Doctor of Laws from the University of Washington.

Ban was the Foreign Minister of South Korea from 2004-2006. In 2006, he began to campaign for the office of Secretary-General. On 11th October



Ban Ki-moon addressing United Nations delegates

2006, he was elected to be the eighth Secretary-General by the United Nations General Assembly and officially succeeded Annan on 1st January 2007. He has led several major reforms regarding peacekeeping and UN employment practices.

He put the 2007 climate Change Summit, followed by extensive diplomatic efforts that have helped the issue at the forefront of the global agenda.

The subsequent efforts to focus on the world's main anti-poverty targets, the Millennium Development Goals have generated more than \$ 60 billion in pledges, with a special emphasis on Africa and the new Global Strategy on Women's and Children's Health.

Ban introduced new measures aimed at making the United Nations more transparent, effective and efficient. These include heightened financial disclosure requirements, compacts with senior managers, harmonization of business practices and conditions of service, the adoption of International Public Sector Accounting Standards and continued investments in information technology and staff development.



Essay Writing Awarding Ceremony

The Makerere University Business School Leadership Centre invited the Youth to participate in the Annual Leadership and Governance Essay Writing Competition in March 2011 that was under the Theme "Involving the youth in the Future"

It was open to University students registered in any of the universities in East Africa. The Essays were to be judged on clarity, originality, and the scholar's contribution to the understanding of the selected topic which was "The role of the youth in shaping Africa's democratic institution"

The essay was to be evaluated by a panel of judges comprising of MUBS staff and international partner. And the top 5 essays would be published in the accessional paper of the Centre.

The Leadership Centre is organizing a Dinner Dance for its members to be held on December 13, 2013 and on this day the best 3 Essays will be awarded where the top award will receive a prize of Ug. Shs. Million, Second Ug. Shs. 750,000 and the Third Ug. Shs. 500,000

**To be
a great champion,
you must believe
you are the best.
If you're not,
pretend you are.**

— Muhammad Ali



"My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humor, and some style."

MAYA ANGELOU



The MUBS Leadership Centre



Announces



Lead To Serve

The 2nd Annual Leadership and Governance Essay Competition

Theme : “The Role of the Youth, Government and civil service organisations in eradicating unemployment”

One of the government’s responsibilities is to find out ways of reducing unemployment levels in the country. The high levels of unemployment have led the youth to practice bad things such as prostitution, theft, taking of drugs and so many others. Therefore, the government needs to respond to such challenges by creating job opportunities for the youth since the youth are the future generation.

The Centre announces and invites young people between the age of 18 and 26, University students to develop and write original essays on the above theme.

Competition Instructions

Eligibility: Open to University students registered in any of the universities in East Africa.

Judging Criteria:

- Essays will be judged on clarity, originality, and the scholar’s contribution to the understanding of the selected topic.
- The essay will be evaluated by a panel of judges comprising of MUBS Staff and international partners

Formatting guidelines

- All essays must be original and unpublished
- 1,500 to 3,000 word count
- Font: 11 Arial

How to submit

- Hard copy should be delivered to MUBS Leadership Centre office located at MUBS annex Faraday Road, Bugolobi

- Send a soft copy of the essay in Microsoft word document to leadershipcentre@mubs.ac.ug and make a follow up by calling +256782829714 or 0414220818. An e mail will be sent to you confirming receipt

Deadline: All essays must be submitted by **March 30, 2014**

Additional information: The top 5 essay will be published in the occasional paper of the Centre

Awards: The awards will be given at one of the seminars organised by the Centre and the top award will receive a Prize of Ug. Shs. 1.million, Second Ug. Shs 750,000 and the 3rd Ug.Shs 500.000



What Are Team Norms or Relationship Guidelines?

Most team members won't intentionally harm the project or the team's success. But, the lack of an agreed upon framework for interaction creates the potential for misunderstanding and negative conflict. Team norms can encompass as many topics as the team deems necessary for successful functioning. Start with a few team norms and add more norms as needed. Make sure the team norms are written and posted where team members are reminded of their commitment.

Competence:

Does the team feel that it has the appropriate people participating? (As an example, in a process improvement, is each step of the process represented on the team?) Does the team feel that its members have the knowledge, skill and capability to address the issues for which the team was formed? If not, does the team have access to the help it needs? Does the team feel it has the resources, strategies and support needed to accomplish its mission?

Charter:

Has the team taken its assigned area of responsibility and designed its own mission, vision and strategies to accomplish the mission. Has the team defined and communicated its goals; its anticipated outcomes and contributions; its timelines; and how it will measure both the outcomes of its work and the process the team followed to accomplish their task?

Control:

Does the team have enough freedom and empowerment to feel the ownership necessary to accomplish its charter? At the same time, do team members clearly understand their boundaries? How may members go in pursuit of solutions? Are limitations (i.e. monetary and resources) defined at the beginning of the project before the experiences barriers and rework?

Accountable:

Is the team's reporting relationship and accountability understood by all members of the organization? Has the organization defined the team's authority? To make recommendations? To implement its plan? Is there a defined review process for both the team and the organization are consistently aligned in direction and purpose? Do team members hold accountable for project timelines, Does the organization have a plan to among organizational members?



each other
commitments and results?
increase opportunities for self-management

Collaboration:

Does the team understand team and group process? Do members understand the stages of group development? Are team members working together effectively interpersonally? Do all team members understand the roles and responsibilities of team members? r rules of conduct in areas such as conflict resolution, consensus decision making and meeting management? Is the team using an appropriate strategy to accomplish its action plan?

How Leaders Get Great Performance by Prof. Waswa Balunywa



picture all the time. It enables you concentrate your resources, energy and time

If you just let life happen you may lose track of the journey, you soon get bored and lose focus, you get discouraged.

In fact, you just drift aimlessly. You will fail. Focus enables you articulate mission, goals and objectives and

deploy resources to achieve them.

Great performance is shown by great results. Results is making customer happy employee motivated and in the long run making money for the company. Great leaders get great performance by keeping key factors in mind mission, focus, hardwork, building and team work.

Have a Mission and Goals

You must have a *raison d'être*, a reason to exist. Mission is a calling in your life of something you want to be known by. This shows you where you want to go. You must know where you are going if you are going to make any step forward towards success. A mission is a constant reminder of why you exist.

It is the motivation for performance. Results will be obtained if one focuses on the goals, and the mission. Your goals are derived from your mission. Mission acts as guiding force. Set your goals, both long term and short term. Make sure they are also translated into specific measurable targets, objectives.

Focus

Don't let life just happen, shape it and focus on the ball. That goal enables you achieve your mission. If you do, you will keep the ball in the

Work Hard and Work Smart

Doing anything is hard. It is harder to do good things, but if you are focused, know what you want; you will do good things and get good results. Nothing comes easy, you have to work hard you must also work smart, incorporate technology in your work.

Team or Group Work

Teams don't work but you don't do things alone. Get others to work with you and for you. At times others may do things better than you. Get them on board. You get more motivated when you work with others.

At times it even brings in a little competition, but this raises productivity and gives you better results. Teams work better, if they do at all! But they are difficult to form and manage. Build trust but tread carefully.

The road to effective team management is full of back stabbing. Arrogance and greed are source dysfunctional teams. Agree on how the team will conduct itself; watch out for the negative people, they lower team performance.

LEADERSHIP CENTRE PROGRAMMES FOR JULY TO DECEMBER

YOU ARE ENCOURAGED TO CHOOSE WHERE YOUR INTEREST IS. REGISTER AND ALSO INFORM OTHERS TO ATTEND ENHANCE THEIR LEADERSHIP AND GOVERNANCE COMPETENCE

July	Youth in Leadership Training	2 Days 26 th -27 th	70,000
August	Leadership in Turbulent Times	2Days 9 th -10 th	300,000
August	Communication skills and public speaking	2 days 23 rd – 24 th	450,000
September	Empowering Women to Lead	2Days 13 th – 14 th	300,000
September	16 th Quarterly Leadership Seminar	½ Day 27 th	Sponsored by MUBS
October	Effective Board Management Training	2Days 18 th -19 th	1,200,000
November	17 th Leadership Seminar	½ Day 23	Sponsored by MUBS
November	How Leaders Manage Conflict	2 days 24 th -25 th	450,000
December	Leadership Development & Mentoring	2 days 4 th – 5 th	1,200,000

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
Email:leadershipcentre@mubs.ac.ug, Website:www.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

Join us by becoming a Member of the Centre and enjoy the membership benefits

Contact Maureen on +256 704 202 802 for more details of membership