



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 Email: Leadershipcentre@mubs.ac.ug

October – December 2013, Volume xxv

The Impact of Decentralization in Uganda



(L-R) Hon. Joyce Ssebugwawo Mayor Rubaga Municipality, Ms. Rose Gertrude Gamweva Secretary General ULGA and Mr. Umar Lubogoyi Director, Jinja MUBS Jinja Study Centre

Effective Leadership in Organisations



Participants during one of the sessions

The decentralization policy introduced in 1992 was intended to improve service delivery. On the 20th Leadership and Governance Seminar organised by the Leadership Centre sought to discuss the current performance of the decentralization policy, to make assessment and to establish whether the effort that has been put in has been worthwhile.

During the Seminar the Director Leadership Centre Ms. Regis Namuddu welcomed participants and informed them the Leadership Centre conducts different activities conducting research, developing leaders best, leadership and governance practices, holding quarterly seminars and holding Annual International conferences. She invited all of them to register and become members of the Leadership Centre so that they enjoy the benefits of memberships which included;

Access to information about leadership and governance,

Inside this issue Page

» The impact of decentralization	1
» Effective Leadership Training	3
» Leadership by Peter Drucker	4
» Corporate Governance	5
» A Profile of Hon. Margret Zziwa	6
» A profile of Fernandez Kirchner	7
» The 5th AILC	8
» The 4th Annual Youth Camp	9
» Leadership by Prof. Waswa Balunywa	10
» End of year Message form by Director	11
» Centre Activities	12

The 20th Leadership and Governance Seminar

Access to leadership training programme opportunities, free participation in mentoring sessions, free participation in Leadership and governance seminars among others. The Session was chaired by *Dr. Meseach Katusiime*.

He thanked participants for honouring the invitation and said that it was key for citizens to understand key governance aspects like decentralization and federalism.

He also introduced key speakers who included; *Hon. Joyce Nabbosa Ssebugwawo* Mayor Rubaga Municipality, *Ms. Gertrude Rose Gamwera* Secretary General Uganda Local Governments Association and *Mr. Lubogo Umar Bumali* Director MUBS-Jinja Study Centre.

Mr. Lubogoyi appreciated the activities of the Leadership Centre which had made people develop their Leadership competencies. He said that decentralization plays a big role in achieving political, economic, social and developmental needs of ensuring participation in local decision making ,effective planning and development, strengthens self governance and utilizing resources according to local priorities.

While making her presentation, *Hon. Joyce Ssebugwawo* thanked the principal for inviting her to share her experience as far as decentralization is concerned. She said that decentralization was intended to empower Local Governments, improving efficiency, ensuring citizen participation and promoting people's ownership of projects executed in their districts among others. However, she realized key challenges faced by these councils like; lack of adequate financial resources and unskilled personnel.

The Secretary General ULGA *Ms. Gertrude Rose* in her presentation said that Uganda was still doing well under the decentralization policy. She shared with participants the achievements of decentralization that included; improved democratic governance, improved access to basic services, improved prioritization of services needs of people, creation of wider market for employment and increased transparency and accountability in decision making through the elaborate reporting guidelines and structures among others.

The Leadership Centre was urged to always invite the policy makers who have a hand in implementing what is shared in seminars and that there was need for national civic education to teach people of their responsibilities in decentralization.



Prof. Waswa Balunywa welcoming and thanking participants for honouring the invitation



Ms. Regis Namuddu giving welcoming remarks



Active participants in a discussion



Ms. Gertrude Rose responding to certain issues from a discussion

Effective Leadership in Organisations

Many organisations have collapsed perform badly as a result of the leadership approach adopted by leaders. There is need for organisations to train and equip their employees with skills and techniques of effective leadership if they are to achieve their goals.

The Leadership Centre conducted a training programme for Young and Middle Managers on December 12, 2013 at MUBS Annex Bugolobi. The training was meant to equip participants with techniques of effective leadership.

Ms. Regis Namuddu the Director of the MUBS Leadership Centre explained to participants that an effective leader should have a vision. She gave them an example of Mandela who had a vision to have Apartheid free in South Africa. She urged participants to have a vision for their organisations as leaders if they wanted to be successful people.

She said that dealing with human beings, leaders need to possess the leadership qualities like empathy, loyalty, trustworthy passionate and flexibility among others. She amazed participants when she said that leaders sometimes put themselves in the shoes of their subordinates and take care of their challenges unlike managers who are task oriented. She urged participants to be knowledgeable on the subject matter they are responsible for. They should be able to provide answers to someone inquiring or seeking Information about something in the organisation.

Mr. Zaid Mpaata MUBS Lecturer took participants through different leadership styles that included autocratic, Democratic, Consultative, among others.

He said that the style adopted could lead to the success or failure of the organisation. He said that leaders should think critically and creatively to bring brilliant ideas, develop them and become pioneers of something.

He also gave an example of Mandela who inspired many people even those who have never been in South Africa. He said that leadership is motivating others, influencing them and getting them to where they have never been before.



Prof. Balunywa explaining the difference between leaders and managers

Dr. Janice Desire Busingye shared with participants the drivers of communication which included; involving, listening, informing among others. She said that what inspires and motivates you to do something is the communication in leadership.

She said that parents communicate leadership skills to their children right away from childhood through actions. She used an example of Mother Teresa and Mandela who rose above and beyond circumstance and became inspirational leaders. They served humanity. She urged participants to always communicate if not in words at least should communicate in action.

Prof. Waswa Balunywa, MUBS Principal explained to participants the distinction between fame and leadership. He said that Mandela was still in people's minds because he inspired many he was forward looking and sacrificed for other. That made him to be a leader. He said that managers are measured through productivity whereas leaders are measured by inspiring others.



Participants going through a case study



Dr. Janice equipping participants with leadership communication skills

Leadership by Peter Drucker



Peter Drucker (R.I.P)

Peter Drucker, who has been called “the father of modern management” and “the world’s greatest management thinker,” has provided his views on the “effective leader.” He did so in an article entitled, “Not Enough Generals Were Killed.” The generals to whom he referred were WWI generals who lived behind the lines in sumptuous chateaux while their troops were bogged down and suffering in prolonged, bloody and useless trench warfare. While Drucker never says so, his choice of title implies that, if the generals had been closer to the front lines where some could have been killed they might have realized by observing the daily operations that their strategy was not working.

Thus, Leader-managers must stay close to the operations of the organization.

Of course, while remaining close to the front lines of operations, Leaders do not become mired in management of those operations. Drucker says that: will set standards. And, clearly Leadership is the one thing that Leaders want to be remembered for. Thus, “effective leaders” Lead. Effective leaders delegate a good many things; they have to or they drown in trivia. But they do not delegate the one thing that only they can do with excellence, the one thing that will make a difference, the one thing that will set standards, the one thing they want to be remembered for. They do it. Again, Drucker does not say specifically what that “one thing” is. But, certainly, Leaders

cannot delegate their ultimate authority and responsibility for Leadership. With authority and responsibility across and throughout the organization it is the one thing that only they can do with excellence, and the one thing.

As Drucker describes his “effective leader” it becomes clear that there are several areas in which he believes that effective leaders should focus their leadership efforts. He says, that “All the effective leaders I have encountered knew four simple things.” and “...the effective leaders I have met, worked with and observed also have behaved in much the same way.”

He says that effective leaders knew that “...without followers, there can be no leaders”. “Leaders...set examples” and they behaved by regularly submitting themselves to the “mirror test”. Further, he says that effective leaders are “extremely tolerant” of people and do not look for “carbon copies of themselves” and they “are not afraid of the strengths of their associates” but rather “glory in it”. Finally, Drucker says that effective leaders knew that “Popularity is not leadership, results are” and that “Leadership...is responsibility”.

Thus, Leader-managers Lead by example, with integrity, by motivating people by giving them opportunity to develop and use their talents and by taking responsibility. With regard to management: He says effective leaders ask four questions: “What needs to be done?”; “What can and should I do to make a difference?”; “What are the organization’s missions and goals?”

What constitutes performance and brings results in this organization?” Thus, a Leader-manager monitors the mission and goals of the organization, focusing on performance and results and deciding what can and should be done to improve. From the foregoing, Drucker implicitly recommends that an effective Leader should remain close to the operations of the organization where the Leader is able to observe the results of the organization’s management efforts and assume the Leader’s ultimate authority and responsibility to Lead the organization by setting the ethical example and encouraging and utilizing the individual talents of the managers and the people to assure performance and results.

The Factors Directing Corporate Behavior

The corporate behaviour tends to have a direct or sometimes an indirect impact on the economic state of the countries and communities they operate in. The very recent examples was the economic crisis in US, Brazil and Asia in 1998 and hard to forget ever continuing financial meltdown of the current times Any lack or deficiency in the corporate governance structures has a potential to threat the stability of financial structures globally.

The most important objective of a corporation is to serve social and economic goals however simple it may sound, in practice it's the economic goals that prevail. Can there be a process to make corporation accountable for its actions and decisions. For e.g. hundreds of people lost their livelihood after the Lehman Brothers debacle and the financial crisis that followed, but who was to be held accountable for it?

A corporation also needs to act within the limit of the law, however it is interesting to observe the converse; that if there is no compliance and a corporation engages in criminal activities, there is no body to be prosecuted and punished. It is essential to understand that corporate tend to engage in criminal behaviour because the benefits outweigh the risk and the resulting costs which are enormous are borne elsewhere. And it's the shareholders who feel the brunt from all sides, as members of the community they pay the cost of the crime itself, as taxpayer they pay for the cost of prosecution and ultimately as a shareholder they pay the cost of defense and penalties.

It is sad to note that the white collar crimes as these are not treated at par with criminal offences while the cost factor involved is much higher in the former category of offence. The corporate managers involved, rarely ever lose their jobs and the companies pay the hefty fines and legal fees. Also, since there is no clearly established system of accountability for corporate which can be acceptable by shareholders, employees, suppliers, government; the kind of punishment for corporate crimes remains a difficult area even for the legal experts. It seems that a certain level of corporate crime is just accepted as a way of doing business.

During the recent times it has been observed that there is a direct impact of financial systems on

growth and removing poverty. The development of banking systems and market finance drives economic growth as does the role of legal foundations for financial market development; external financing and the quality of investments which bear an impact on the growth of the economy.

In such a scenario, the importance and relevance of having a good corporate governance structure in place goes a long way in ensuring a better lifestyle, economic growth and prosperity for the members of the community. To prevent the financial crisis of the current times and to make corporate behaviour responsible and accountable, it is necessary that a thorough system of checks be established. The initiative is to be taken by the government, the corporate and the legal structure of the countries in which the corporate operate and the approach should be to create a standardized structure acceptable everywhere in the world.



Corporate people promote corporate behaviour

"You cannot afford to hire an attorney at \$200 to \$300 an hour to fight over your \$12,000 car and have to pay those bills. People need to become aware that they have some rights, even when going up against these giant companies that try to intimidate"

Vince Magna

A Brief Profile of Hon. Margret Nantongo Zziwa



Hon. Margret Nantongo Zziwa Speaker of the East African Legislative Assembly 2012-2017

Margret Nantongo Zziwa is one of the great Ugandan women in leadership positions. She was born on 1st January 1963 to Mr. Charles Mugerwa and Mrs. Josephine Mugerwa of Mpererwe Kampala Uganda.

She holds the degree of Bachelors of Arts in Economics and a post graduate in Education both for Makerere University the Uganda's oldest institution of higher education.

She later obtained her Master degrees from Makerere University a Master of Arts in Gender and women studies. She also holds a masters of Arts in social policy studies from the University of Stirling in the United Kingdom.

Margret is a teacher by professional. Before joining politics, she taught Economics and Geography at Kololo Senior Secondary School in Kampala and served as a part-time Lecturer in the faculty of Women and Gender Studies at Makerere University.

She started being active in serving her country in 1993 to 1995 where she served as a member of the constituent Assembly that drafted the 1995 Ugandan Constitution. From 1996 until 2006, she served two consecutive terms in Uganda's parliament as the Women's Member of Parliament for Kampala District. From 2007 until now, she

has served as one of the nine Ugandan Legislators in the Eastern African Legislative Assembly, the Legislative arm of the East African Community.

She was elected to serve as the speaker of the EALA for a five-year term in June 2012. Being the first female in the history of the five nations East African Community to serve as EALA speaker. She is married to captain Francis Babu.



Hon. Margret swearing in as a speaker EALA



Hon. Margret being welcomed by H.E. Jakaya Kikwete at State house in Dar es saalam



A Lady who loves her culture



Left is Bishop Kakooza, Hon. Margret Zziwa and her spouse Francis Babu

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

Fernandez was born in Tolosa a suburb west of La Plata, Buenos Aires Province. She is a daughter of Eduardo Fernandez a bus driver and Ofelia Esther Wilhelm of German descent. She studied Law at the National University of La Plata. During the 1970s she became active in the Peronist Youth. She met her future spouse Nestor Kirchner in 1973 during her studies.

They got married on 9 May, 1975 and had two children Maximo and Florence in 1977 and 1990 respectively. Her husband died on 27 October 2010 after suffering a heart attack. Christina began her political career in the late 1980s and was elected to the Santa Cruz provincial legislature in 1989 a position to which she was re-elected in 1993.

In 1995 she represented Santa Cruz in the Senate and was elected to the Chamber of Deputies in 1997 as returned to the Senate in 2001. During her husband's term, Fernandez de Kirchner was first lady of the country. In that role she worked as an itinerant ambassador for his government.

Her highly combative speech style polarized Argentina politics, recalling the style of Eva Peron.

At the October 2005 Legislative elections Fernandez de Kirchner was her party main candidate for

Senator in the province of Buenos Aires district.

She ran a heated campaign against Hilda Gonzalez de Duhalde, wife of Eduardo Duhalde the former president of Argentina. Fernandez won the elections with 45.77% of the vote.

Kirchner was the second female President of Argentina after Isabel Martinez de Peron but unlike Peron Kirchner was elected to the whereas Isabel Peron was elected as vice President of Juan Doming Peron and automatically assumed the Presidency on his death.

The transition from Nestor Kirchner Fernandez was also the first time a democratic head of state was replaced by their spouse without the death of either. Nestor Kirchner stayed active in politics despite not being the President and worked alongside his wife Critin

In 2008, she was ranked by Forbes magazine as thirteen in the list of 100 most powerful women in the world, being second female head of government in the list below Angela Merkel.

In 2009 she rose to eleventh and 2010 she was ranked by the magazine time as fourth in the list of the top 10 female leaders of the world.



Fernandez the Argentina's President



Kirchner during her youth



During a Conference



Makerere University Business School The Leadership Centre



Announcement and Call for papers

5th Annual International Leadership Conference (AILE) June 23-28, 2014

About the Conference

The Leadership Centre announces the 5th Annual International Leadership Conference under the theme
"Good corporate governance as a key to innovation and sustainable competitive advantage"

Introduction

The most sustainable source of competitive advantage is innovation, in organizations where innovation is a tradition, there are new products, new processes and new ways of doing things. This is facilitated by visionary leaders who adhere to good corporate governance practices. Products that have changed the world come from organizations with visionary and effective leadership or from business leaders with vision.

It is through provision of leadership and encouraging ideas to flourish that organizations are able to outcompete others and sustain that competition. Organizations that do not innovate have no future but most importantly organizations without good corporate governance practices cannot sustain any competitive advantage. The MUBS Leadership Centre announces the 5th Annual International Leadership Conference under the theme "Good corporate governance as a key to innovation and sustainable competitive advantage"

The Centre invites researchers, practitioners, policy makers and business people with research reports, case studies and experiences in creating, leading and managing innovations in their work places highlighting the role of corporate governance in the process to send their abstracts to the conference chair

The Sub-themes

- Creativity, innovation and corporate governance
- How they do it in the world's leading innovative companies
- Innovative transformation through ICT
- Corporate governance, a key to innovative practices
- Innovation and technology as a tool to empower women
- Addressing youth unemployment through innovation

Conference Vision

A conference that will enable participants acknowledge leadership and corporate governance in organizations as a driving force to innovation. It is expected that the papers and discussions will focus on the need for organizations to be innovative as a solution to competitiveness, profitability, wealth creation and subsequently poverty eradication worldwide.

Conference Mission

To highlight the importance of leadership, corporate governance and innovation in transformation processes

Conference Objectives

- To stimulate discussions on innovation
- To bring out the importance of innovation in transforming the world
- To enable participants network and share experiences on leadership and innovation

IMPORTANT DATES

Schedule for conference papers submissions
Submission Deadline for abstract of not more than 500 words
Deadline for submission of abstracts: **March 20, 2014**
Confirmation of successful abstracts: **April 10, 2014**
Deadline for submission of full papers: **May 10, 2014**
Please submit the papers in electronic format (PDF Files only) to:
leadershipcentre@mubs.ac.ug / anabatanzi@mubs.ac.ug
Note: Successful papers will be published in the Makerere Business Journal (MBJ) and Journal of the Horn of Africa
For detailed information, please check our Conference website
<http://www.ilc.mubs.ac.ug>

CONFERENCE DATES: JUNE 23-28, 2014

Conference Director: Ms Regis Namuddu
Phone contacts: +256 414220818, +256 712836007, +256 703226277

CONFERENCE REGISTRATION FEES

International Participants US \$ 250
Local Participants Ug Shs 375,000

SPECIAL OFFER!!!!

Early Bird -registration by **May 12, 2014**
FEES: International participants \$200/save \$50
Locals Ug Shs 300,000 save 75,000/=

Please consider the offer and pay in time to enable better preparations

MODE OF PAYMENT:

Currency: Uganda Shillings by
cheque or Cash

Account Name: MUBS
Leadership Centre
Account No: 6003524750
Bank: Barclays Bank Uganda Ltd

US Dollars

Account No: 0344025878
Bank: Barclays Bank Uganda Ltd
Swift code: BARCUGKX



Lead to serve

Website
<http://www.ilc.mubs.ac.ug>

Learning to Listen Empathetically to others

Listening involves more than hearing what another person is saying. It involves comprehending what that other person is feeling.

There are six levels of listening

When you listen passively, you are not really listening at all. You hear the words but not the meaning.

Responsive listening is the same except you occasionally punctuate the speaker's remarks by saying uh-huh or I see. If you are thinking about what you are going to say while the speaker is talking you are listening selectively.

If on the other hand you are thinking about what you are going to ask you are listening attentively. Most of your everyday listening probably occurs at these four levels, none of which takes in what the speaker needs or is feeling.

Only when you actively listen do you first try to grasp the meaning behind the words. At this level you look for nonverbal clues such as posture and facial expression and pay attention to the speaker's tone of voice. You may try to restate or re-phrase what's said to verify your comprehension. You understand that the person has feelings even though you may not feel they are justified.

You accept those feelings only when you embrace the other person's perspective. This happens at the highest level of listening empathetic listening.

Steps to Empathic Listening

Empathy is the ability to feel for another person's situation to put yourself in that individual's place

Listening empathetically requires you to understand what the speaker is saying (explicit meaning) as well as how that



Listening empathetically

person feels about the issue (implicit meaning)

Empathic listening has four steps

1. Attend to both content and emotion. Stop whatever you're doing. Give the speaker your full attention. Listen for overall substance tone of voice rate of speech and inflection. Be alert to body language and facial expression. Don't interrupt.
2. Suspend judgment and analysis. You may be tempted to offer advice as you listen. Don't do it. Be aware of what you're feeling and make sure these emotions don't drown out what the person is saying.
3. Convey understanding of the explicit and implicit meanings. When you speak don't simply rephrase what you heard. Dig deeper. Try to understand what the speaker is feeling. Make sure your remarks reflect this understanding
4. Remain sensitive to signs of resistance and defensiveness. If you misinterpret the speaker's intent or meaning you will see signal such as closed body posture or an unhappy.

Continued from page 2

Prof. Waswa Balunywa Principal MUBS, thanked panelists for honouring the invitation and the willingness to share their knowledge and experience.

He thanked the Director Leadership Centre for continuing to organise topical issues where people learn, share and grow. Thanked the day manager Mr. George William Mugerwa Lecturer MUBS the session chair and participants for supporting the Leadership Centre.

Since Decentralization is devolution of authority, he said that decentralization was not yet grounded very well.

He told them that there was need to give power to some leaders to cause development.



Dr. Katusime MUBS Lecturer was also a session chair



Participants refreshing after the seminar

Leadership by Prof. Waswa Balunywa

WHAT YOU NEED TO BE AN EFFECTIVE LEADER

- 1) Have a Vision
Have this big picture about what you want
Set your goals
Know how to achieve them
- 2) Have Empathy
That feeling within you of concern for others.
Knowing what people want
Putting yourself in other people's shoes
Do to others what you would want them to do to you
- 3) Experiment with things
Explore things and ideas
Try out what comes to your mind. Check out how things work
Allow others to do so.
Letting people make mistake
- 4) Lead by Example
Lead from the front
Showing examples
Acting what you say
Walk the talk.
- 5) Be Excited
Falling in love with what you do
Be passionate about winning
Be positive about your work
- 6) Have Energy
A leader must have energy. Not getting tired when working
Getting up when you fall down
Energy must be in voice or passion
Have the power and vigour to get up and go-go-go after one's goals.
- 7) Energise Others
Invigorate others
Strengthen those you lend
Uplift others
Getting others to be excited
- 8) Develop and Edge
Develop competing ability that is unique
Capacity to say yes/no
Taking tough decisions
Keep on your toes to achieve your ideas
- 9) Be good at Execution
Getting the job done
Following plan and adjusting accordingly
Achieving set goals

End of Year Message from Director

Leadership Centre Programmes for October to December

October	Effective Board Management Training	2Days 18 th -19 th	
November	17 th Leadership Seminar	½ Day 23	
November	How Leaders Manage Conflict	2 days 24 th -25 th	
December	Leadership Development & Mentoring	2 days 4 th – 5 th	

Note:

- a) The Leadership Centre conducts Trainings, Forums, Conferences and quarterly seminars
- b) All fees are subject to change depending on the Venue where the activity will take place
- c) For more Details, Please contact the Leadership Centre Management on
- d) +414-220818 or Ms. Victoria Saiga on 0773-960875 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