



A quarterly publication of Makerere University Business School Leadership Centre

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Juche Symposium



Prof Waswa Balunywa, (R) and Msgr Lawrence Ssemussu 3rd left with the Korean delegation who were the key speakers at the symposium

The Leadership Centre hosted a Korean delegation led by Prof. Ri-Song Chol who introduced the JUCHE concept at the symposium. JUCHE is a national ideology of the Democratic People's Republic of Korea. The philosophy was created by Kim Il Sung in 1955. JUCHE focuses primarily on self reliance.

According to Kim Il Sung, it is the thinking that focuses on independence in political issues and being self reliant in the economy. Kim Il Sung proposed this with a view to making his country independent of the two communist countries the Soviet Union and China which surrounded it

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The MUBS Leadership Centre hosts Korean Association



Prof. Ri-Song Chol in the middle was the main speaker at the Juche symposium

In his presentation, Prof. Ri-Song Chol urged developing countries to adopt this philosophy as basis for their development. Hon Kivejinja who is commonly known as the moving encyclopedia did not focus on the philosophy as such but on questions that Ugandans need to ask themselves to cause growth in the economies

Prof Balunywa while interpreting the philosophy admitted that at one time he did not support public enterprises in the country but he had come to admit that for poor countries like Uganda if citizens were to participate in the economic affairs of a country, there was need for selected and measured participation through public enterprises. He however said the problem was one of management Many participants including the former chairman of the MUBS Council, Dr Ssentongo admitted that this was the first time he had heard of the philosophy. The current chairman of the MUBS Council, Prof Baryamureeba closed the symposium. The symposium was organized by the MUBS Leadership Centre in conjunction with the office of the president who were the hosts of the Korean delegation

Col Henry Matsiko, the commissioner in the office of the president thanked both MUBS and the delegation for enabling this to happen.



Mr Peter Odoki (left), the PRO, MUBS was the day manager at the symposium



Some of the MUBS staff in attendance. Left is Ms Evace Nyakoojo, the Dean of students,, Ms Martha Abeja the manager projects and Ms Massy Nabasiye

The Life of Maya Angelou



Hon Nabillah Naggayi Ssempala, the Kampala Central woman Member of Parliament was the key note speaker at the seminar



Mr Elvis Khisa (Right) a lecturer in department of finance was among the participants who attended the seminar

Kampala woman MP Nabillah Naggayi Ssempala lived with students as she presented the life of Maya Angelou and the lessons we draw from her life. Maya Angelou, an African American woman died in May 2014 at the age of 86. She was a poet, dancer, film producer, an author and also and also importantly a civil rights activist. Nabillah brought out the life of Maya Angelou which she said was sexually abused and raped by her mother's boyfriend at the age of 8.

Her childhood was troubled but made a breakthrough at the age seventeen with her famous poem "I know why the caged bird sings". Maya lived in Egypt, Ghana and has a history of numerous jobs but she is most famous as an author, poet and civil rights activist.

Nabillah brought out Maya's attributes as a woman of courage, humility, honesty and as an exemplary leader. Nabillah said that Maya Angelou was the person to talk about because of her history and experience. As

a disadvantaged person from a broken family, Maya's success was something to emulate. He said Maya was a hardworking person who published seven autobiographies, 3 books of essays and several books of poetry.

Nabillah shared her life history with the audience borrowing from Maya's attributes. She said at an early age she formed a political party which she attributed to courage. She said she had presented herself in such a way that other politicians sought her out and this is how she was able to become a woman MP for Kampala despite not having resources.

She urged participants to emulate Maya Angelou. She commended the MUBS leadership Centre for providing such a forum where young people could learn about leadership and those that had been in leadership being able

to share their experiences.

Closing the seminar Prof Baryamureeba, chairman, MUBS Council thanked Honourable Nabillah for that insightful presentation and urged the audience to use Maya Angelou as a reference point in their career development.

The MUBS Principal, Prof Balunywa noted that the 50 degree awards made to Maya Angelou reflected her achievements and also urged young people to draw lessons from Maya's life experiences



Prof Waswa Balunywa, the Principal, MUBS in a group photo with some of the participants of the 22nd leadership governance seminar that was held on October 8, 2014 at the MUBS Leadership Centre Conference Hall

Pictorial: Juche Symposium



Prof Waswa Balunywa, Principal MUBS and Dr Collin Ssentongo, Former Chairman, MUBS Council arriving for the symposium



Ms Gorretie Kyeyune, MUBS School bursar listening attentively



Prof. Ri-Song Chol on the right making his presentation with his interpreter



Mr Geoffrey Bakunda, the dean, Faculty of Leisure and hospitality among other participants



Msgr Lawrence Ssemusu, the chaplain St Charles Lwanga Catholic Church in MUBS also attended the symposium



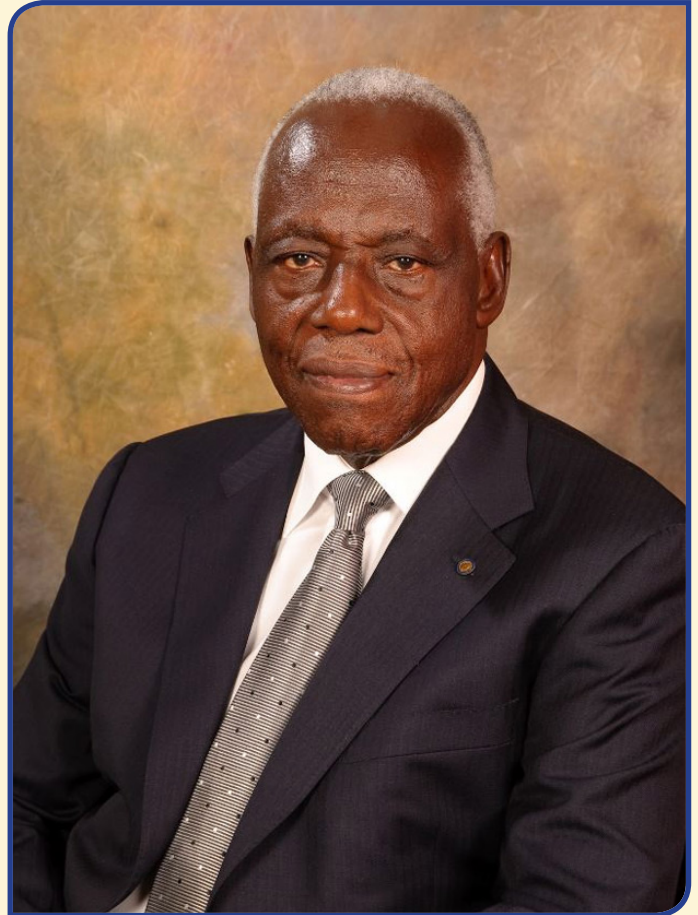
Mr Charles Olupot, the Director of the MUBS ICT Centre at the symposium

Know your leaders

Dr. James Mulwana was is one of the most successful entrepreneurs who have greatly contributed to the promotion and development of business in Uganda.

He started in the import and export business and later established ship toothbrush factory limited whose name was later changed to Nice House of Plastics limited in 1995. He is married with three children; Sarah Mulwana, Godfrey Mulwana and Primrose Mulwana

In 1988, he founded JESA mixed farm which expanded leading to the establishment of Jesa farm diary limited.



Patrick Bitatule is another leading businessman, entrepreneur and industrialist in Uganda. Patrick started as small with a single company Simba Telecom where he expanded into broadcasting with acquisition of Dembe FM Radio station, samba electronics with a number of interests in insurance, banking, hotels and resorts in many African countries which include; Uganda, Kenya, Tanzania and Nigeria.

Being a board member of many different organisations, Patrick has shared his leadership and entrepreneurship skill which have contributed the stability of such organisations. These include; National Insurance Corporation, New Vision Group, Global Trust Bank, and Uganda Investment Authority among others



Managing oneself

Drucker explores the importance of self management in the world of work. Corporations once built to last like the pyramids are now more like tents, he says. Thus individuals need to take responsibility for their own careers assuming a traditional career trajectory up the corporate ladder, think in terms of a succession of professional assignments or project.

In today's organizations, competence is measured less in terms of subject matter and more in terms of abilities for example, empathy and stamina under pressure.

So it's up to you to help others understand what you're able to contribute to the overall project.

Drucker also notes that your roles as an executive or manager has changed. You no longer manage a workforce; you manage individuals with a variety of skills. Your job, then, is to combine these skills in a variety of configurations to create the best results for your company.

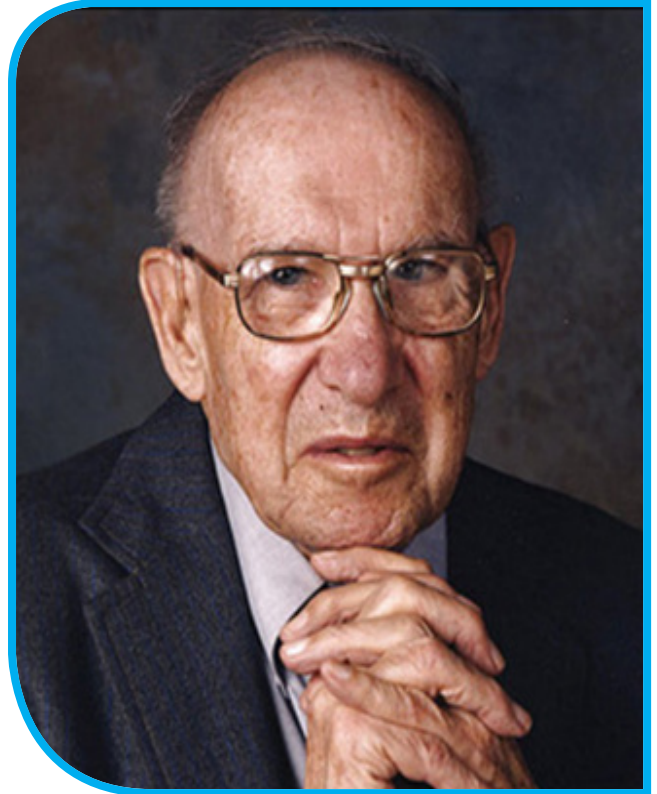
We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession?

Regardless of where you started out.

But with opportunity comes responsibility. Companies today aren't managing their knowledge. Instead, you must be your own Chief Executive Officer.

That means it's up to you to carve out your place in the world and know when to change course. And it's up to you to keep yourself engaged and productive during a career that may span some 50 years.

In *Managing Oneself*, Peter Drucker explains how to do it. The keys: Cultivate a



Prof. Peter Drucker (R.I. P)

Emotional intelligence: Self management
Self control
Keeping your impulses and negative emotions in check
Trustworthiness
Keeping a high level of honesty and integrity
Conscientiousness
Managing yourself an responsibilities effectively
Adaptability
Adjusting to new situations and overcoming challenges
Achievement orientation
Meeting high internal standards of excellence
Initiative
Seizing new opportunities

deep understanding of yourself. By identifying your most valuable strengths and most dangerous weaknesses.

Articulate how you learn and work with others and what your most deeply held values are. Describe the type of work environment where you can make the greatest contribution.

Only when you operate with a combination of your strengths and self-knowledge can you achieve true and lasting Excellence. Managing oneself identifies the probing questions you need to ask to gain the insights essential for taking charge of your career.

Team Player and Team Work

An effective team is a group of interdependent people who agree on a goal and who agree that the best way to achieve that goal is to work together. An effective team also creates an enjoyable experience for its members, who look forward to team meetings and feel a real sense of progress and accomplishment.

Twelve characteristics distinguish effective teams and their team players:

♦ *Clear sense of purpose.*

All members define and accept their mission or goal, and often push for stretch objectives. The team is clear about specifics, meeting agendas, assignments, and milestones and knows how to focus on the task at hand.

♦ *Informal climate.*

Effective teams enjoy being together. They communicate easily and with humor to create a relaxed atmosphere. Members often get together before or after meetings to talk about non-work subjects. They offer help without being asked and are willing to share the limelight of success with other members.

♦ *Participation.*

Each member plays a role in achieving the team's shared goal or task, although not necessarily equally or in the same manner.

♦ *Listening.*

The ability of members to listen is the most distinguishing factor of effective teams. They acknowledge others' contributions and demonstrate interest in what other people have to say.

♦ *Civilized disagreement.*

Team members feel free to express opinions. While hostility

and denigration are destructive, diversity is a mark of team strength.

Effective teams use problem-solving skills to resolve conflicts and increase group cohesion. Team member's flexibility, objectivity, and humor promote a climate that allows civilized disagreement.

♦ *Consensus.*

A consensus requires unity but not unanimity. A consensus is reached when all members either agree with the decision or have had their day in court. It is not a majority decision, but an agreement by everyone to support the outcome.

♦ *Open communication.*

Open communication requires trust among members, which builds over time. Team players encourage open communication by being dependable, cooperative and can deal with others. The leader encourages discussion and offers nonjudgmental responses.

♦ *Clear roles and work assignments.*

Effective teamwork involves task interdependence, so agreement on expectations is important. Team members' roles must be clarified, decisions clear-cut, and necessary follow-up actions planned. All members must fulfil their share of responsibilities and help others when possible.

♦ *Shared leadership.*

All members must take responsibility for meeting the team's need because if the team fails, everyone fails.

The leader or coordinator has administrative and bureaucratic responsibilities; others' functions shift among members depending on their skills and the group's needs.

♦ *External relations.*

Effective teams communicate their successes to build credibility. They also develop a network of outside contacts e.g. customers or managers of functional departments who provide feedback, resources, or other group's needs.

♦ *Style diversity.*

The most successful teams have members with different skills and personalities.

♦ *Self-assessment.*

Good teams assess their effectiveness either informally or formally every so often.

Pictorial of some of teamwork activities



Profile of President Paul Biya:

President of Cameroon 1982 to Date



President Paul Biya

Paul Biya, often dubbed as Cameroon's 'lion man', is the President of Cameroon since 1982. He is one of the longest-serving leaders in the African continent. The octogenarian has been ruling the West African nation, after his predecessor, Ahmadou Ahidjo, announced his surprise resignation. Even though he was motivated by the Catholic missionaries of his village to become a priest as a child, he chose to educate himself in Paris and return back to join the civil services. Through his perseverance, dedication and hard work, he rose to various ranks and senior positions, eventually becoming the Prime Minister of Cameroon.

Thereafter, he became the President but after assuming power as the President, he changed the prevailing methods of governing the nation and administered authoritarian rule. Despite enjoying a decent trade with other nations, he has failed to improve the economic condition of Cameroon, mainly due to his inability to exercise the right power, proper management, and peaceful political change.

Today, he is counted among the world's top 20 worst dictators, along with the head of states of other sub-Saharan African nations, namely, Zimbabwe, Equatorial Guinea, and Swaziland, by American populist historian David Wallechinsky.

Childhood & Early Life

Paul Biya was born as Paul Barthelemy Biya'a bi Mvondo on February 13, 1933, in Mvomeka'a village, South Region French Cameroon, in a modest family, to Etienne Mvondo Assam and Anastasie Eyenga Elle.

He attended Catholic mission, Ndem, when he was seven. Seeing his excellent performance, his French tutor suggested him to become a priest, after which he was enrolled in Edea and Akono Junior Seminaries, at the age of 14.

He moved to a high-class secondary school, Lycee General Leclerc, Yaoundé, where he studied Greek, Latin and philosophy, apart from other subjects.

After completing high school, he went to the University of Paris to study law and political science. He graduated in 1960 with a degree in law. Thereafter, he pursued public law from the Institute of Overseas Studies.



President Paul Biya and his wife with President Barack Obama and the wife at the white house

- Upon his return to Cameroon in 1962, he was appointed in-charge of the Department of Foreign Development Aid, reporting directly to President Ahmadou Ahidjo.
- Despite differences in their backgrounds and personalities, Ahidjo became his political mentor, under whom he held various positions, including director of the cabinet, general secretary of the presidency, and minister of state.
- He was appointed as the Prime Minister of Cameroon by Ahidjo in 1975. After the sudden resignation of Ahidjo in 1982, Biya succeeded him as the next President.

Continued on next page

President Paul Biya's profile

- He conducted presidential elections in January 1984 and got re-elected as the President.
- He dissolved CNU and established a new party, Cameroon People's Democratic Movement (CPDM) in 1985, as its President.
- He was re-elected for a second term in the 1988 presidential elections. It was during this term that he permitted formation of opposition parties, due to increasing pressure from his countrymen.
- The first multiparty elections were conducted in 1992, with the opposition candidate being John Fru Ndi from Social Democratic Front (SDF). Although officials claim that Fru Ndi won, Biya declared himself the winner.
- The opposition parties, including Fru Ndi, boycotted the 1997 presidential elections alleging them to be fraudulent. As a result, Biya won and once again continued as President.
- Despite the opposition parties claiming the elections to be rigged, he won the 2004 presidential elections and was sworn in for the fifth term.
- Realising his inability to contest for President in 2011 following the two-term limit, he chose to make amendments in the 1996 Constitution claiming it to be unfair on limiting people's choice, to ensure he stays in power.
- In 2009, he was voted at number 19 in the Top 20 list of 'The World's Worst Dictators' by Parade Magazine.
- With the 2011 elections, he became the President of Cameroon for the sixth term. Presently, he is also serving as the National President of CPDM, a position he has held since its formation in 1985.

Major Works

- He is known for ending the dispute over the oil-rich territory of Bakassi Peninsula with his neighbor, Nigeria, by moving to the International Court of Justice and signing the Greentree Agreement with the Nigerian government, in 2006.

Personal Life & Legacy

- He married Jeanne-Irene in 1960. The couple did not have any kids but she adopted Frank Biya, an offspring from Biya's extra-marital affair.
- After Jeanne's sudden death in July 1992, he re-married Chantal Biya, 38 years his junior, in April 1994. The couple has two children – son Paul Biya Junior and daughter Anastasia Brenda Biya Eyenga.
- The first couple of Cameroon is constantly under media coverage, mostly due to their luxurious lifestyle.
- He owns two presidential Boeing 747s, two private mansions in Cameroon, and other homes in Switzerland



President Paul Biya and His Chantal Biya at one of the political functions



End of year message from the Director

As we come to the end of 2014. I want to take a moment to thank our clients who have participated in the various activities of the Centre. We also thank all the facilitators on the different activities especially those who travelled from Korea, the delegation led by Prof. Song Chol. They joined us at the leadership quarterly seminar, and introduced the Juche philosophy which they urged African countries to adopt so that they become self reliant.

We thank MUBS Council and Management for the continued support that has enabled us focus and make milestones on the Centre's goals.

Despite the challenges of staffing and lack of enough funds, we have persisted on achieving our mission *"To develop leaders and best leadership and governance practices"*.

We have thought of involving more partners in holding the different activities as a means of dealing with the challenges highlighted

In the coming year we intend to hold monthly Women Mentoring programmes targeting the MUBS students and young women employees purposely to empower



Ms Regis Namuddu
Director, MUBS Leadership
Centre

young women by enabling them to take up leadership roles in future both in corporate and political world.

There is no doubt that leadership is key for the success or failure of individuals, organizations and nations at large. We thank all of you who have commended our programmes, those who have testified achievements because of our programmes it gives us great encouragement.

Finally I would like to call upon all of you our readers who have not joined membership to please join and enjoy the various benefits which include; access to information about leadership and governance, access to leadership quarterly Newsletters, access to discounted leadership training

programmes, subsidized participation in the Annual International Leadership Conference and the mentoring programmes, free participation in the quarterly Leadership and Governance seminars and networking with other members at the Annual Members Dinner.

You can join as a student at 20,000/= as an ordinary member at 50,000/=, as a Honorary member identified by the Centre and finally we recruit organization as corporate members at 200,000/=

Awaiting for many of you to join membership and we wishing you a happy ending 2014 and a splendid 2015 as we join hands to develop and enhance leadership and governance practices in the region.



1. Nelson Mandela
2. Barack Obama
3. Mother Teresa
4. Yoweri Museveni
5. Margaret Thatcher
6. Kwame Nkrumah
7. Mahatma Gandhi
8. Martin Luther King Jr.
9. Julius Nyerere

Lead To Serve

The Resilience of Leaders



Prof Waswa Balunywa
Principal, MUBS

Now and again I have considered resigning from my job as a result of frustration from both within the organization I lead and from outside. I am sure I am not different from any other leaders. While the frustration is understandable as a general rule the one caused from within the organization is difficult to fathom. Resignation should come as a last option for any Leader when the Leader feels unable to continue for one reason or the other. In case of public institutions when one feels that he or she will take responsibility for the positive things that have happened one may resign.

In public enterprises resignation is quick to consider primarily because the sharks are too many out there waiting for the job. Whether they do better than you or not who cares. At times you wonder whether public enterprises recruitment is simply about filling jobs. Leaders have responsibilities, they are instrumental in the success of the organization, and they concretize the vision, sell the mission and lead the way. They motivate people to climb this mountain of set objectives.

Scaling milestones of success and of course tailored now and again but modeling the way to organization success. What leads to this frustration that at times

leads to a feeling of wanting to give up. The causes of frustration are built in human nature itself. God does not make junk but many people choose to be junk through what they think, say and do. Human nature is inherently selfish and for this reason most people put themselves 1st others come second. Genuine Leaders are not like that, they are not selfish. Because human beings are selfish they develop envy at times it is positive envy when someone would wish to be like so and so. Negative envy is when someone wishes so and so fails.

In large Organizations with variety of people with different temperate and background, selfish interests a rise. These personal interests through association with others may develop into obstacles to organization performance. People divert their energy to non-organizational issues to fault finding while the allegations and scrubbing as they jockey for positions in the organization. Its then that they initiate measures to destroy leaders. They will attribute their personal failures to the Leadership in the Organization. They will find fault with the vision of the Leader and with the path the Leader has taken.

Unfortunately they have no substitutes it's just positive energy they will find fault with decisions by the Leaders unless these decisions benefit them or their collaborations. They find fault with decisions that the leaders makes unless those decisions favoured them. They attribute the misfortunes to the leadership.

In my personal Leadership Journey, I recall the building opposite our institution, the Capital Shoppers building having been given to me as the developer, I recall a press report that affected my family negatively. I have found that anybody who may be remotely associated with me is a problem to those who think they are not associated with me. Irrespective of their performance, I have had excellent performance.

It is during those trying times when you feel that it's time to walk away. A frustration sets in that makes you feel un appreciated, un loved and somebody who is simply wasting his time with the organization but thinking about it again you wonder the effort you have put in to bring the organization to where it is.

Why should you go away? Because some selfish people may make you believe you are not worthy the job. If you believe in yourself, believe what you are doing is good. It is creating results, improving the lives of others. Match forward with your head high it calls for resilience.

The MUBS Leadership Centre schedule 2014

MONTH	ACTIVITY	DURATION	COSTS UG.SHS
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 th	UG X 90,000
	21 st Quarterly Leadership & Governance Seminar (Mandela Memorial Lecture)	1Day 21 st	Sponsored by MUBS
March	International Women's Day Forum	1 Day 8 th	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 th -11 th	UG X 220,000
May	22 nd Quarterly Leadership & Governance Seminar (Know your leaders)	1/2 Day 30 th	Sponsored by MUBS
	How to balance home & work (Women in employment)	1Day 8 th	UGX 170,000
June	Becoming An Effective Leader for Guild leaders, graduates and youth in leadership	1 Day 20 th	UGX 90,000
	5 th Annual International Leadership Conference (AILC)	6- Days 24 th -28 th	Local participants UG X 350,000 International participants US D 300
July	Effective Board Management Leadership & development	2 Days 10 th -11 th 2-day 24 th -25 th	UG X 90,000 240,000
August	23 rd Quarterly Leadership & Governance Seminar	1/2Days 22 nd	Sponsored by MUBS
	Empowering Women to lead Lading in Changing times	2-Days 7 th -8 th 2-Day 21 st -22 nd	UGX180,000 240,000
September	Leading Homes & Families (For men)	2Days 18 th -19 th	UG X 170,000
October	Team building	1-Day 24 th	UG X 220,000
November	Leadership in Local Government	2-Day 12 th -13 th	UGX 150,000
	24 th Quarterly Leadership & Governance Seminar	½ Day 20 th	Sponsored by MUBS
	Empowering women to lead	2-Day 27 th	UG X 150,000 180,000
December	Conflict Management	1- Day 4 th	UGX 220,000
	Annual MUBS Leadership Members Dinner 12 th	½- Day 12 th	

- 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, Website:www.leadershipcentre.mubs.ac.ug