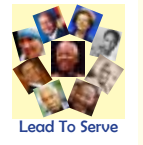




Makerere University Business School

Leadership Centre



Unlocking your Leadership Potential



TRAINING REPORT

Leadership Training Programme

For participants from different organizations
Held, May 24-25, 2018
At At Royal Suits Hotel, Bugolobi

(MUBS Leadership Centre 21 Unlock Training 2018)

Prepared by Prof. Waswa Balunywa, Lead Facilitator, &
Ms. Maureen Basuuta, Administrator MUBS Leadership Centre

Makerere University Business School

Leadership Centre



Unlocking your Leadership Potential Leadership Training programme

For participants from different organizations

Held May 24-25, 2018

At Royal Suits Hotel, Bugolobi

Training Report

(MUBS Leadership Centre 21 Unlock Training 2018)

Prepared by Prof. Waswa Balunywa, [Lead facilitator](#)
& Ms. Maureen Basuuta [Administrator](#), MUBS Leadership Centre

About Makerere University Business School

Makerere University Business School is the leading business and management education Centre and training institute in the region. It provides opportunities to the young and to develop their careers through different academic and post experiences training programmes, it supports business and non-business by providing HR with managerial competences

About the MUBS Leadership Centre

The success of an organization and indeed of a nation depends on its leadership. Leadership is thus at the center of social and economic success. Leaders provide vision, guidance and nurtures followers into high peak performers. Leadership is coalition building, inspiring others, taking people through journeys they have never been through leadership is at the heart of governance and economic success and transformation

Vision of the Centre

A Centre for research training, development of leaders and best leadership and governance practices

Mission of the Centre

To develop leaders and best leadership and governance practices in the region

THE TRAINING

“Unlocking your Leadership Potential Leadership Training programme”

1.0 Introduction

You and/or others in management roles at your company may have leadership attributes, but what you can need are managers with leadership skills. There is a huge painful difference and it costs organizations hundreds of thousands of dollars annually per untrained leader. Too often people are promoted into management positions primarily because they are top performers who demonstrate responsibility to achieve results. The problem is that they are never systematically developed in to a leader, just appointed to be one. Achieving results as an individual is very different from accomplishing significant, consistent results through others. Your leaders are the role model for your organizational culture, catalysts for employee engagement, and the one reason employees stay with your firm

2.0 Objectives of the training

The programme is intended to enhance leadership skills of participants by exploring what leaders do and how gender impacts on leadership practices more especially building on the previous programmes

- a) Establish what it takes to be a leader
- b) Identify bottle necks to leadership
- c) Different leaders and styles
- d) Unlocking one's potential
- e) Women experiences on inclusion

3.0 Programme content and out line

The programme was held May 24-25, 2018 at Royal Suits Hotel Bugolobi. The programme focused primarily on what it takes to lead, what leadership is, inabilities to leadership development, different types of leaders, becoming a leader, the calling, the skills, attributes, the roles, becoming creative and emotional intelligence

The detailed outline is in Appendix I

4.0 Participants

The participants were twenty three from different organizations including, Bank of Baroda, Diamond Trust Bank, NWSC, MTN, Star Gifts, Uganda Law Reform Commission MUBS. 11 (Eleven) trainees were women and 2 (two) of them were board of directors in different organizations and 12 (twelve) were men and 4 out of the 12 were board of directors Appendix II

5.0 Delivery Methods

The programme used interactive methods including group discussions, group presentations, case study, outdoor exercises, lectures, videos and question and answer sessions

6.0 Expected outcomes

At the end of the programme participants were expected to;

- a) Understand what it takes to be a leader
- b) Identify bottle necks and solutions to effective leadership
- c) Differentiate leaders and managers
- d) Apply different leadership styles
- e) Unlocking one's leadership potential
- f) Understanding women experiences in leadership /decision making positions

7.0 Challenges women face at the workplace as listed by participants

1. Women indicated that they face the usual challenges of sexual harassment at work, they are marginalized. The men make all kinds of comments about them they think that they are incapable of performance and they do not respect them just because they are women too.
2. Women faced the problem of having children especially in the early careers. Unlike men when women have children and the children fall sick, women must attend with them. They also indicate that now and again we have to take children to school and pick them from school and also preparing children go to school. These make them divide the attention between family and work, at times they get to work late or leave work late.
3. Inequality. At times women are not paid the same rate as given to men though you may never know this. They receive low pay and they not given those opportunities which men get like training even promotion. They may be discriminated.
4. They are left out of top managerial decision-making processes. They reported that most of the men look at women as simply sex objects. That they cannot take decisions, that they are emotional and now and again when they are taking decisions women are left out of the decision-making process. The women also not empowered to make decisions they are not prioritized for training and this makes them be at a lesser level than their male counterparts who are well trained and are able to take decisions.
5. Lack of support by spouses Women have traditionally been the ones looking after the families and as a result of this, they put more emphasis on the home to be able to maintain the home and the children and as a result, they tend to have divided attention. Some men however, tend not to support their working wives. When they see women earning more earning money, they feel threatened. This does not support women having deep interest in their work in the workplace.
6. There have been times when women have not been given the opportunity to lead when they are capable, just because they are women. In some organizations men don't have confidence in the women because of the usual social prejudices about women, thinking that women are the weaker sex and therefore, cannot decide. Women also reported that, not only in the organization but even outside when they indicate that they are in top management positions, men don't believe that is true and they continue to treat women in low esteem.
7. That when they have to prove their credibility, affirm their authority especially to disrespectful people. One of the participant stated that she recalls a male who did not expect her to assert herself and that he was surprised and told her that she ought to be submissive and more respectful because she is just a woman like the wife he had at home

The exclusion experience and false allegations make the women feel devalued, uncomfortable, unhappy and this limits tapping into their full potential

Participants' Training evaluation

After the training participants were required to evaluate the programme and the participants evaluated the programme as follows

Overall assessment on a scale of 1-5

1 being very unsatisfactory, **2** fairly satisfactory, **3** satisfactory **4** very satisfactory and **5** being excellent

	1- Very unsatisfactory	2- Fairly satisfactory	3- Satisfactory	4-very satisfactory	5- Excellent
Overall assessment of the training	-	5%	5%	31%	59%
Relevance of the training	5%	-	-	32%	63%
Presentations	-	5%	5%	40%	50%

7.1 What engaged the trainees most?

The motivational speakers, others mentioned sharing experiences among participants and facilitators. Difference between a leader and a manager, the case study, animals and traits

7.2 Benefits of the training

Participants tended to agree that they have refreshed their leadership and governance competences

7.3 Areas where participant require more training.

All participants indicated that they needed more training

- Effective communication
- Emotional intelligence
- Effective communication
- Leadership traits and facts
- Corporate culture
- Problem solving
- Managing conflict
- Different personalities
- Situational leadership
- Decision making
- Business ideas
- Leadership roles and responsibilities
- Leadership skills
- Corporate governance and leadership
- Crisis management

- Communication skills
- Delegation skills
- Inspiring and motivating people

7.4 What the participants did not like about the training

Majority of the participants liked everything about the training part from a few who mentioned

- Slide presentations, making it like a lecture
- Not interacting with each other for long

7.5 How could the training be improved?

- Include more case studies
- Involve more leaders to share experiences
- Encourage real life experiences and talks not slides
- Give more time to participants to share their experiences
- Who else should be trained in the organization?
- Add more success stories and motivational videos
- Increase duration and more influential speakers

All staff in the organization should keep developing their leadership competences

7.6 Other suggested target group for the training

- Utility organizations
- Bankers
- Section heads
- Senior managers
- Supervisors at all levels
- Managers and leaders of different companies
- Subordinates
- University students | preparation great leadership in employment
- Call center supervisors
- CEOs
- Middle level managers and supervisors
- Team leaders
- Medical doctors
- Business owners
- Entrepreneurs
- Line managers
- Potential leaders
- teachers
- Marketers

7.7 General comments

All participants appreciated the training and that they had learnt a lot from experienced facilitators, and hoped to have more trainings with the MUBS Leadership Centre

Any final key thought key thoughts to share

- How does one become a member of the MUBS Leadership Centre
- Need to have more sharing of experiences from past and current CEOs
- Enroll more trainees countrywide
- Reach out to many so that you enlighten many and develop the world
- Continue the good work. God bless
- As an engineer by profession I have decided to take up further studies to explore more of my leadership abilities
- I would suggest to partner with corporate companies and organize some kind of seminars across all departments
- I wish I can be given more opportunities for such trainings. I hope I will become more of a good leader
- I am leaving as both a manager and a leader, thank you MUBS Leadership Centre
- Invite me next time
- Let us involve men leaders in these sessions
- I was honored to be invited. Thank you for the good work
- Thank you for the hospitality, Prof Balunywa, Director Regis and team
- Continue to train and empower leaders with skills

8.0 Closure

The training was closed with remarks from the participants' representative and from the Director Leadership Center Ms. Regis Namuddu.

9.0 Certificates of attendance

At the end of the training participants received certificates of attendance which were handed over by the MUBS Principal and lead facilitator Prof. Waswa Balunywa.

10.0 Recommendations

- To hold regular leadership trainings for employees to enhance their competences
- To encourage organizations and boards to adopt inclusive mechanisms to enhance women leaders' credibility for leadership and board position
- To conduct research on issues raised by trainees during sharing experiences sessions















MUBS Leadership Centre

Unlocking your potential Training Programme May 24-25, 2018

List of participants

NAME	ORGANIZATION
1. NAMUKANGU PEACE	MTN
2. JUDITH NABUKENYA	MUBS
3. NANKYA MARIAM SUMINI	MAKERERE UNIVERSITY BUSINESS SCHOOL
4. EMILY NAREEBA PATIENCE	MTN
5. CATHERYN ILEMUKORIT M	NATIONAL WATER & SEWERAGE CORPORATION
6. NAMATOVU AISHA	MTN-UG
7. SHARLINE MUSTARI K	MTN-UGANDA
8. INNOCENT KANSIIME	NWSC
9. NATUKUNDA PEACE	MOBILE TELECOMMUNICATIONS NETWORK
10. ENG. ALLAM KAKWEZI	NWSC
11. GLORIA BASHEMERA	NATIONAL WATER & SEW. CORPN

MEN

12. BASALIDDE DAVID	MUBS
13. ABBASI SIPASE	MTN
14. GANG STEPHEN	NWSC
15. NABUSAGU ADAMS	NATIONAL WATER & SEWERAGE CORPORATION
16. TOM MBAZIIRA	NATIONAL WATER & SEWERAGE CORPORATION
17. JOSHUA ATUREBIRE	MTN-UGANDA
18. ROBERT KIRUMIRA	MTN UGANDA
19. AGABA WALLACE	MTN
20. CHASNEET SINGH	BANK OF BARODA (UGANDA) LTD
21. COLLIN KWESIGA	MTN
22. RWAKIJUMA-KANTU W	LAW REFORM COMMISSION
23. BARUNGI STEPHEN	MTN UGANDA

End of report

