



Makerere University Business School

Leadership Centre



UNLOCK YOUR LEADERSHIP POTENTIAL 2019

September 4-5, 2019

Training Report



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



Makerere University Business School

Leadership Centre

Unlocking your Leadership Potential 2019

Leadership Training programme

For participants from different organizations

Held

September 4-5, 2019

Training Report

(MUBS Leadership Centre 23 Unlock Training 2019)

Prepared by Prof. Waswa Balunywa, **Lead facilitator** & 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 ad 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

(MUBS LC ULP TRN 22)

1.0 Introduction

Women continue to be marginalized and fail to rise up to the top managers leadership positions because of the socialization process. While affirmative action has helped to bring women into management positions their potential has been not explored to maximum. This programme intends to create awareness among participants of the challenges they face as well as skills they need

2.0 Objectives of the training

- a) To give participants an understanding of the glass ceiling and why it exists
- b) Create awareness among participants of the specific challenges that women face at work and leadership positions
- c) Give participants knowledge and skills required to enable them work in the male dominated environment
- d) Prepare women to rise into senior/top management and leadership positions

3.0 Programme content and out line

The training was held August 29-30, 2019 at imperial Royale Hotel. Kampala

The programme focused primarily on women in a patriarch society. The glass ceiling and socialization process, how to overcome glass ceiling: being an effective manager, leadership roles and qualities a combination of characters, sharing leadership experiences, one minute manager, assessment of leadership styles, leadership styles and best practices

The detailed outline is in Appendix I

4.0 Participants

The participants were thirty coming from different organizations including, Orient Bank, MUBS, Cairo Bank, SWICO, ULRC, Trinity college Nabingo, Law Reform Commission, DFCU Bank. Seventeen were male participants and 7 were directors on boards and thirteen were female out of them 3 were Board 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) Be able to understanding of the glass ceiling and why it exists
- b) To understand the specific challenges that women face at work and leadership positions
- c) Have acquired the required knowledge and skills to enable them work in the male dominated environment
- d) Ready to rise into senior/top management and leadership positions

7.0 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	-	-	-	69%	31%
Relevance of the training	-	-	6%	44%	50%
Presentations	-	-	7%	60%	33%

7.1 benefit from the training

All participants agreed that they benefited from the training. They learnt a lot from sharing experiences and that they are capable of improving and growing into better leaders and managers

7.2 Recommending others for the training

All participants agreed that they would recommend others for the training to enable them improve leadership within their organizations

7.3 Who should attend the training?

Participants noted that all these need leadership competences

- Leaders
- Managers
- CEOs
- Line managers
- All employees with a leadership dream
- Executive directors
- Heads of schools
- All senior managers in government
- Those in initial stages of management
- Everyone
- Senior officers
- Middle managers

7.4 Any areas that need improvement for such a training .

Corporate Governance

7.5 General comments

All participants commended the training programme they said it was fruitful, highly engaging and involved experienced people who shared vital experiences

8.0 Closure

The training was closed with remarks from the participant 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 conduct research based on the shared challenges and to develop more training programmes out of the findings

11.0 Consideration for research and development of future training programmes

Participants were quoted as follows;

“Women’s competences are doubted in the organization. Whenever I make a successful presentation of my report they conclude that there is a male who must have offered the support to review the work before I presented it.”

“I have a master’s degree in economics with over twenty years of work experience. However I still have to prove myself to men. I am asked more questions about my reports and other communications than my male colleagues,

Once you get fed up of explaining your credibility and yet you want to fit and succeed in a male domain you must be determined and sometimes become forceful. You resort to aggression

Second generation gender bias are the invisible barriers holding women back in work place. It is not easy to notice the biases but sometimes body language shows it.

“Females and males join workplace with same goals and qualifications to succeed but females are despised. At first I played femininity to try to resolve differences and conflicts that rose but when I quickly learned that the kindness of a woman is perceived as weakness I started to behave like a man”

“Although there have been concerted efforts for gender diversity on corporate boards, very minimal attention has been paid to creating an inclusive environment for women to comfortably fit and to have authority in their services”

“Women generally display a fierce determination to be successful and they want to demonstrate their ability to lead, they just need support from group members”

“Female Directors have to be extra ordinary resilient to serve in leadership positions or else whenever women opt to find means of fitting in the male dominated environments they have to adjust and behave like men in order to be accommodated”

“Explicit attention is not given to what happens within the boardroom in terms of climate of inclusion. Despite following laid down procedures and processes, boards lack inclusion practices and behaviors to guide people’s interaction. Many times women feel unwelcome on boards”

All the female participants insisted that societal perceptions challenge the access and presence of women in leadership positions. “There are subtle biases in organizations and on boards sometimes referred to as second generation gender biases. Those biases affect valuing women.

TRAINING IN PICTURES









End of report

Annexure I

MUBS Leadership Centre

Participants of the Unlocking your Leadership Potential Training Programme, September 4-5, 2019
Participants List

NAMES

1. CYNTHIA NATUKUNDA
2. JULIET NANTALE
3. RITAH NABATEREGGA
4. KUTEESA JUSTINE
5. REBECCA NADDAMBA
6. CATHERINE ALUNGUR
7. ALLOW IRENE
8. NAMUTEMBI JANE BRENDA
9. CATHERINE NANFUKA KABUYE
10. SAMALIE MUKYALA
11. NAMAGANDA JACQUELUIA
12. PROSIE HOPE KUKABI
13. BUKOSELA BOWBOWA

ORGANIZATION

AIRTEL
UGANDA PRISONS SERVICE
UGANDA INVESTMENT AUTHORITY
POST BANK UGANDA LIMITED
AIRTEL UGANDA
AIRTEL UGANDA
ORIENT BANK
ORIENT BANK LTD
UGANDA INVESTMENT AUTHORITY
UGANDA INVESTMENT AUTHORITY
MUBS
UGANDA INVESTMENT AUTHORITY
ORIENT BANK LIMITED

MEN

14. AMIT RAHEJA
15. DAVID MULANDA
16. WAVAMUNNO JOHN WILLIAM
17. MIKE MUHANGI MUHUMUZA
18. ERIA KANGEREKU
19. KILAMERI IVAN

BANK OF UGANDA (U) LTD
POSTBANK UGANDA LTD
ORIENT BANK LIMITED
AIRTEL UGANDA
UGANDA INVESTMENT AUTHORITY
INSURANCE REGULATORY AUTHORITY OF
UGANDA

20. DAVID KIYINGI NYIMBWA

MINISTRY OF FINANCE, PLANNING AND
ECONOMIC DEVELOPMENT

21. ARTHUR MUGWERI

MINISTRY OF FINANCE

22. GALIWANGO

UGANDA INVESTMENT AUTHORITY

23. NIWAGABA HERBERT

POSTBANK UGANDA LTD

24. JAMES EMOTU

UGANDA PRISONS SERVICE

25. JOSEPH MIBAZI ARINAITWE

POSTBANK UGANDA LIMITED

26. SIMON OUNDO

AIRTEL UGANDA

27. SANDE PROTAZIO

INSURANCE REGULATORY AUTHORITY OF
UGANDA

28. PATRICK NSUBUGA

AIRTEL

29. OSCAR JUMBA

AIRTEL (U) LTD

30. MUSINGUZI BOB MUGISHA

UGANDA SECURITIES EXCHANGE

