



MUBS Leadership Centre

LEADING TO SERVE

NewsLetter

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Leadership Centre Trains MUBS Managers

The 8th AILC 2018

The Leadership Centre will be holding the 8th Annual International Leadership Conference (AILC) 2018, between July 18 and 21, 2018 at the Imperial Resort Hotel, Entebbe. The conference has attracted Researchers, Practitioners and Women of substance. It will be opened by HE. Hon. Edward Sekandi, the Vice President of the Republic of Uganda.

The conference is one of the centres' major events on its calendar of the year. It enables the centre to cause a discussion on topical issues in the area of leadership and Governance.

The conference will this year be held under the theme "African Business Leaders: Creating the Change Africa needs".

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Winnie M Mandela

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Leadership Centre trains MUBS Managers

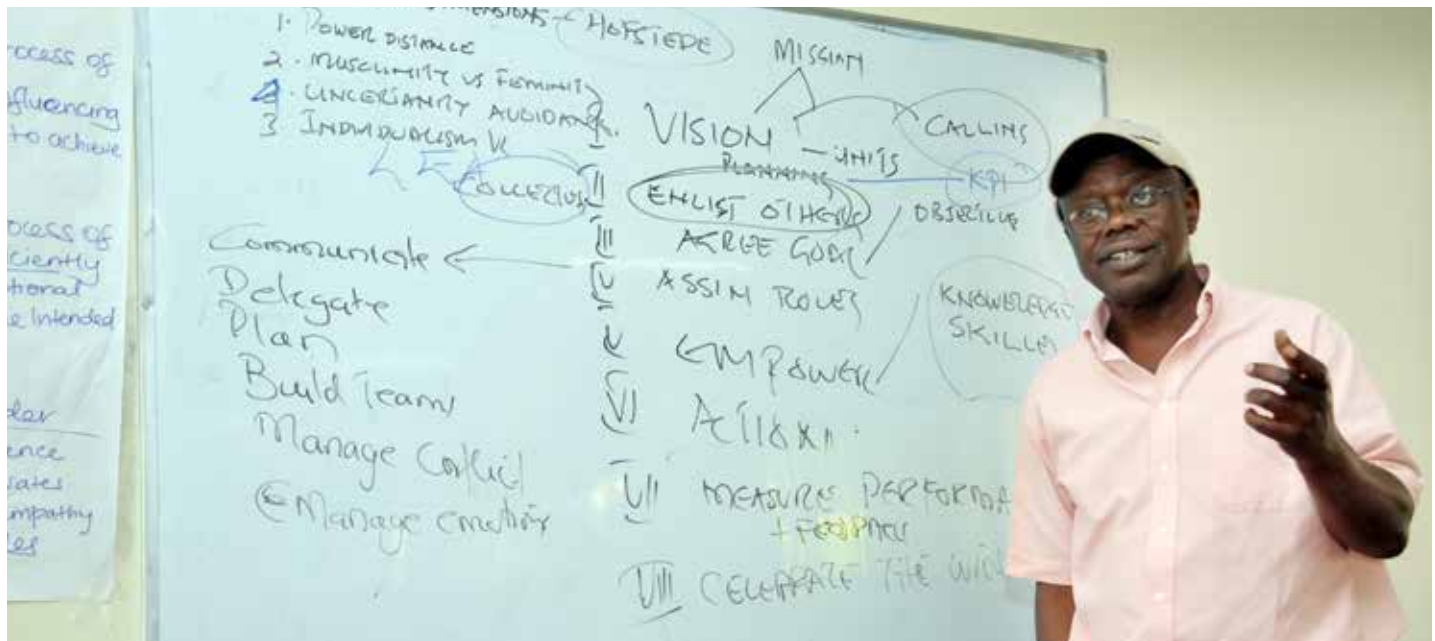


Over 200 Administrative staff in MUBS underwent training in different aspects of leadership and management. The staff ranged from the senior managers to supervisors. Among the programmes conducted were Developing Leadership Effectiveness, Supervisory Skills, Customer Service, among others. In interactive sessions, staff freely discussed the challenges they get as leaders in their various places and made recommendations to improve performance.

The facilitators included Prof. Waswa Balunywa, Principal MUBS, Prof. Muhammed Ngoma, Dean FGSR, Dr. David Katamba commonly known as Mr. CSR in MUBS, and Ms. Regis Namuddu Director MUBS Leadership Center.

The programme was managed by Ms. Maureen Basuuta, Mr. Arthur Akampa, Mr. Godfrey Ofwono and Ms. Vicky Saiga. Ms. Regis Namuddu, the Director of the Centre was the overall coordinator of the programme.





Principal shares MUBS Vision and Mission with staff

At the training organized by the Leadership Centre, the Principal Prof. Waswa Balunywa shared the Vision and Mission of MUBS with the different groups of staff. He said that employees should know why they walk into organization every day. He said that the mission was a thread that bound everybody in the organization together. He said that as one of the founders of MUBS, they had always wanted to build an institution that they were proud of. They wanted to have one of the best institutions not only in the country but also in the region.

He believed that they have been able to achieve that and he said that the most important factor was members of the organization having one goal to which they subscribed. He said that when people put personal goals ahead of individual goals, it brought conflict. He said that human beings were inherently selfish and that this caused people to think only about themselves. That besides this, there are people whose nature was toxic. Some never accepted other people's views, some would simply criticise everything that they saw, others were dissatisfied whatever the circumstances.

He said that effective leadership was where the leader saw all these different people, understood their needs and emotions and was able to focus their energy into one direction to achieve the organization's goals. He said that organizations should induct their employees by letting them know what the goals of the organization were, why the organization existed and what was

expected of the employees. He said that organizations should also periodically remind employees about these goals and also train them to enable them to perform better. This was one of the reasons MUBS trains its staff.

He said that MUBS had had a policy of ensuring that each member of the organization attended at least one training programme every year. He said that this was important in getting staff to rekindle their energy by giving them new information to improve their skills. He went out to give the broad areas in which MUBS set its goals and requested each person to see how in their respective duties they contributed to achievement of the MUBS goals.

He said that conflict in organizations was inevitable and was a day to day affair. He however said that conflict that arose from personal egos was dangerous because it didn't have substance. Leaders needed to investigate conflict to establish the cause before they attempted to resolve it. He said that MUBS experienced conflicts among staff on regular basis. However, that once in a while something major would come up. He said that in his experience, however big the conflict was, if the disagreement was based on principles it did not divide the staff neither would it last. However, he said that conflicts based on personal egos would only be resolved if the egos were deflected and that it would last for as long as these egos were hanging high up.

Meet Patrick Mweheire



Patrick Mweheire is the Chief Executive Officer of the country's largest commercial bank Stanbic bank and Chairman of Uganda Bankers Association. He joined Stanbic bank in 2012 as the head of corporate and investment banking. It is on record that in his first year as the CEO, the bank made a profit of Ushs 150 billion.

He was the Commencement Speaker at the 13th MUBS graduation ceremony. the theme was "the usage of soft skills to improve organizational performance". He is a graduate from Harvard University and has continued to lead Stanbic bank to success.



Winnie Madikizela Mandela

Winnie should have been the mother of the nation but her life was crowded by controversies. Following the death of Stompie She walked hand in hand with Nelson Mandela as he came out of prison following his 27 years in jail. Winnie was Mandela's 2nd wife and they shared 2 children. She was born in September 26, 1936, in Bizana, Eastern Cape, South Africa. She died on April 02, 2018 in Milpark hospital, Johannesburg and buried on April 14, 2018 in Fourways Memorial Park, Ransburg, South Africa. She had a degree in social work that she earned in 1956.



Supervisors as Leaders



Ms. Regis Namuddu, (left) Director MUBS Leadership Centre demonstrating to participants during the training

Among the programmes that were conducted by the centre was “Supervisors as Leaders”. Among different categories of staff is the support staff categories, the leaders among this group are supervisors.

Supervisors provide leadership and like all leaders, need Leadership knowledge and need to build skills to ensure effective performance in their different sections. During the training, supervisors were informed that

they act as both managers and as leaders. As managers they plan the work, distribute among the people they supervise, Provide resources, coordinate the work and ensure that what was agreed was done.

They were also told that as leaders they have to ensure harmony in the group they lead, build teams, motivate staff and ensure that staff were satisfied with what they did.



Prof. Waswa Balunywa, (in cap) MUBS Principal taking participants through the training

“Learn something new today, reflect on what you have learned, and apply it as soon as possible”

John C Maxwell

Leadership with Peter Drucker



Peter Drucker (RIP)

Legendary Management guru Peter Drucker (RIP) ruled the century as a leading authority in management. His writings were controversial. He had this to say about leaders. “Leaders cannot delegate their ultimate authority and responsibility. With authority and responsibility across and throughout the organization leading 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.

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.



Monthly mentoring breakfast meeting for Young Leaders.

The MUBS Leadership Centre conducts a monthly leadership mentoring breakfast meeting. The programme was previously running as a Young Women's Leadership Mentoring Programme until late last year. The change was as a result of the male students indicating that they too wanted to participate. It is conducted monthly and is aimed at preparing young leaders for leadership responsibilities in the future.



Prof. Waswa Balunywa taking young leaders through the mentoring breakfast meeting at MUBS Annex Bugolobi

“Without training, you risk becoming irrelevant”

Prof. Waswa Balunywa

Unlocking your leadership potential

The centre conducted a training “Unlocking your Leadership Potential” for the general public. The programme was intended to create awareness among managers in organizations that they too needed to become leaders. The programme highlighted the difference between a leader and a manager and urged managers to realize the need to be leaders. They have the potential and the programme enabled them to unleash this potential.

During the training prof. Balunywa, one of the lead facilitators said that to unleash one's leadership

potential, it needed person to have a calling. The calling is one's mission in life and it is that mission that determined an individual's leadership direction in terms of what a leader stood for.

He said that after identifying one's call, he/she had to enhance leadership skills through acquisition of knowledge and practice. It is then that one would realize his/her potential as a leader.

The programme was attended by managers from MTN, NWSC, Bank of Baroda among others.

The 8th Annual Youth Conference



Youth pose for a group photo with Odrek Rwabwogo (3rd left) at the 8th Annual Youth Conference at MUBS

The Leadership Centre in conjunction with Entrepreneurship Centre, ICT Centre and Careers and Skills Development Centre runs an annual youth event previously conducted as the youth camp. This year's event was run as a **Youth Conference**. The conference was held at MUBS and attracted over 100 participants from different universities within and outside Uganda.

The conference was organized under the theme “*Youth Empowerment: Making Happen*”. Today most developing countries are faced with large number of young unemployed people. Young leaders are demanding that their governments address this problem and enable the youth to look at the future with hope. Unemployed youth causes challenges in any society. The idle people get tempted into indulging of undesirable behavior, idle people take to alcohol, abuse of drugs, unwanted sex

leading to unwanted children and creating lawlessness in society. Poor uneducated youth pose a serious challenge to any society. The conference went out to address these among other challenges posed by unemployed people.

Among the keynote speakers were Prof. Waswa Balunywa, MUBS Principal, Aziz Kafeero, founder of Kafeero foundation, Hon. Gerald Karuhanga, Odrek Rwabwogo, among others.



Hon. Gerald Karuhanga



Youth attending the 8th Annual Youth Conference at MUBS Annex Bugolobi



Aziz Kafeero

Uganda's Past Leaders: **Benedicto Kiwanuka**

Kagimu Mugumba

A Brief Profile



Benedicto Kiwanuka (RIP)

Benedicto Kiwanuka was the first Prime Minister of Uganda. He was born on May 8, 1922. He was the leader of the Democratic Party and one of the early leaders that led the country in the transition between colonial British rule and independence. Kiwanuka was a member of the Baganda ethnic group and member of the Roman Catholic Church.

After attending primary school, he joined the King's African Rifles where he rose to the rank of Sergeant Major in the Second World War. He also worked as an interpreter at the High Court of Uganda. He attended a Matriculation course law in Lesotho between 1950 and 1952, before proceeding to Britain to attend University College London between 1952 and 1956.

In 1956, he returned in Uganda and started practicing

Law privately from 1956 to 1959. In 1958 he was elected President General of the predominantly Catholic Democratic Party.

He re-organized the party and made it popular throughout Uganda. The Democratic Party won a majority in the March 1961 legislative elections and Kiwanuka became Chief Minister in the Uganda legislative council.

As a result of the September 1961 Uganda Constitutional Conference held in London, Uganda achieved internal self-government on March 1, 1962 and Benedicto Kiwanuka became Uganda's first Prime Minister in the new National Assembly.

Uganda achieved independence on October 1962 with Obote as the first Prime Minister of a fully independence Uganda. Benedicto Kiwanuka was imprisoned in 1969 by Obote's government but was one of 55 political detainees released by Idi Amin immediately after the coup that brought Amin to power.

Amin appointed Kiwanuka as the first Ugandan chief justice on 27 June 1971. Kiwanuka soon came into confrontation with Idi Amin's disregard for the rule of Law. Kiwanuka was later killed by Amin's forces on September 22, 1972 at Makindye Military prison in a prolonged execution which according to eye witnesses involved Kiwanuka ears, nose, lips and arms being severed and castration before he was finally Immolated. Kiwanuka's killing was the first of a series directed against leading figures in the Baganda and Ankole tribes aimed at curbing the power these groups held.



Benedicto Kiwanuka meeting the U.S President J.F. Kennedy at the White House in 1961 when he was the Chief minister of Uganda.



Benedicto Kiwanuka (right) and Abu Mayanja (left) addressing a rally after Kiwanuka's release from prison in 1971.

The 7th Annual International Leadership Conference

As this year's conference approaches one can reflect on last year's conference and its achievements.

A conference was held under the theme **"Has African Leadership Failed: why does Africa Continue to be Poor"** was a tremendously success.

It was officially opened by the 2nd Deputy Prime

Minister, Rt. Hon. Kirunda Kivejinja and was addressed by many top government officials including the Deputy Governor of Bank of Uganda, Dr. Louis Kasekende, and Commissioner General of URA Ms. Doris Akol, Andrew Mwenda, CEO of Independent Magazine, among others.



Conference participants pose for a group photo with the 2nd Deputy Prime Minister Rt. Hon. Kirunda Kivejinja (in white)



Rt. Hon Kirunda Kivejinja
2nd Deputy Prime Minister



Dr. Louis Kasekende
Deputy Governor Bank of Uganda



Prof. Moses Muhwezi
MUBS Deputy Principal



What you need to be an Effective Leader - Prof. Waswa Balunywa

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

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

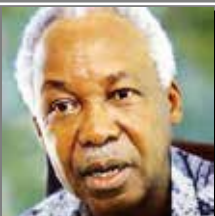
9) Be good at Execution

- Getting the job done
- Following plan and adjusting accordingly
- Achieving set goals

“

Power is driven by Knowledge and Resources and they drive Leadership.

Prof. Waswa Balunywa

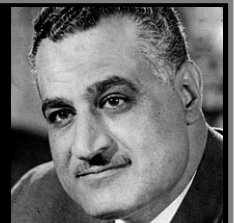


“Cooperation and conflict are two sides of the same coin, both arise out of man's relationship with his fellows. The larger the group, the greater the possibility of development through cooperation, and the greater the possibility of conflict”

Julius Nyerere.

“We're a sentimental people. We like a few kind words better than millions of dollars given in a humiliating way”

Gamal Abdel Nasser



“Without dignity there is no liberty, without Justice there is no dignity, and without independence there are no free men”

Patrice Lumumba

One of Africa's founding heroes

Makerere University Business School

Leadership Centre



The 8th Annual International Leadership Conference 2018



Conference Theme

The MUBS Leadership Centre announces the 8th Annual International Leadership Conference 2018 under the theme **"African Business Leaders: Creating the Change Africa needs"**

The conference will be held under the following sub themes:

- *Where are the African business leaders*
- *Women of influence in business in Africa*
- *The leading youth in entrepreneurship*
- *From slums to high rises: the role of business leaders*
- *The African Corporation*
- *Corporate Governance in Africa*

Conference Goals

The conference seeks to explore the following goals

- Identify bottlenecks to developing African business leaders
- To establish who the women of influence in business are and why with a view of picking lessons
- To identify bottlenecks to youth leadership in business
- To establish how the slums in Africa can be transformed into organized urban areas
- To examine the role of regional organisations in transforming Africa
- Examine the status of corporate governance and its impact on business in Africa

Theme:

"African Business Leaders: Creating the Change Africa needs"

July 17th - 20th, 2018

**Imperial Resort Beach Hotel
Entebbe, Uganda**

Conference Vision

Identifying weaknesses in African business leadership and why Africa is dominated by foreign businesses and to generate ways ahead

Conference Mission

Stimulate thinking about engaging Africa to do business



Lead To Serve

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