

MUBS Leadership Centre

NEWSLETTER



LEADING TO SERVE

July - September 2019 Issue:

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Transformational Leadership Training for Uganda Police Officers



A group photo of the participants with AIGP Asan Kasingye after the opening ceremony

Inside

The Uganda Police Force Women Affairs Department secured funds from the UN Women Initiative to enhance leadership competences of women in the UPF. The objective was to facilitate increasing the number of women in top leadership positions by preparing them for those positions and to qualify for promotion opportunities. A transformational leadership training programme was specifically designed to achieve that objective. The Makerere University Business School Leadership Centre facilitated the programme while UPF Women affairs department co-ordinated the programme.

A study was undertaken and a field survey to establish actual conditions of women in the UPF was undertaken besides a study of existing literature about the activities of the UPF. The study came to the conclusion that the number of women in the police force was low and

that working conditions for women in the UPF were not favourable. The study recommended affirmative action to increase the number of women in the UPF, an improvement in the working conditions and a training programme

A Training programme was designed and conducted. The programme lasted 16 days between September 9-27, 2019 at Bwebaja Police Command and Staff College and covered areas of gender and gender equality, leadership, roles, qualities and skills, Management and career planning.

The trainees were mainly women police officers in middle level management positions and different departments and regions of the UPF. Out of the 30 trainees, three (3) were men

About the MUBS Leadership Centre

Introduction

The success of a nation and indeed of an organization depends on its leadership. Leadership is thus at the Centre of social, economic success. Leadership provides vision, guidance and nurtures followers into high peak performance. Leadership is said to be coalition building, inspiring others, taking people through journeys they have never been through. Leadership makes or breaks an organization and indeed nations. Leadership is at the heart of governance and economic success. The MUBS Leadership Centre was established with a view of developing best

leadership and governance practices and the development of leaders in the country



To Lead To Serve

Mission

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

Vision

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

Overall Strategic Goal of the Centre

To be the leading research and training Centre in leadership and governance practices and create a database about leaders, leadership and governance matters

Leadership Centre Team



Ms. Regis Namuddu
Director



Ms. Maureen Basuuta
Administrator



Ms. Victoria Saiga.
Supervisor



Mr. Godfrey Dfwno
Office Assistant



Mr. Arthur Akampa
ICT Database Administrator

Opening of the training programme for UPF



Prof. Waswa Balunywa interacting with the participants

The training was opened on September 9, 2019 by AIGP Asan Kasingye. In his remarks, he thanked the UNWomen for supporting the initiative and encouraged the participants to take the Training seriously to see that UPF realizes its goal of a gender responsive Force. He also thanked the MUBS Leadership Centre and the UPF Women Affairs Department for preparing such an intensive programme. The Opening Ceremony was graced by Officials from the UN Women initiative Ms. Susan Oregede and Ms. Agripinner Nandhego.

From MUBS were the lead facilitators, the Principal Prof. Waswa Balunywa, The Director Leadership Centre and her team and the head UPF Women Affairs department.

Participants were engaged in a discussion on a challenge of low representation of women in UPF despite the desire to have a 30 percent representation of women at all levels. The need for training was emphasized and that the training at hand was meant to equip the Officers with the necessary leadership skills that would enable them take on leadership positions

and also enable them to lead effectively.

The team from MUBS presented the field report. They shared findings of the study while putting emphasis on working environment in UPF and challenges faced by women in the Uganda Police Force

Participants discussed the report in groups and made presentations putting emphasis on the challenges of women in UPF and the recommendations.

The socialization process session brought out the causes of women marginalization in society. It highlighted how women are treated in homes, school, at work and other areas.

Gender, gender equality and gender diversity This topic started off with group work assignment on gender equality. Issues of gender perception, roles, identity, inequality and the need for equality were highlighted.

Fair representation of people of different genders was emphasized. It was noted that there was need for equal representation of women

in organizations to have their issues properly addressed

Overview of leadership. Participants were exposed to what leadership is and that it can make or break an organization. A video on leadership was watched

Leadership Roles, Qualities and Skills. Participants were assigned in their groups to distinguish between leadership Qualities and Skills and they made presentations. The facilitator informed the trainees that to be effective, leaders have to acquire and exhibit various qualities and skills and to apply them in combination with the leadership roles.

Leadership styles. The trainees were informed that leaders have different leadership styles and also some situations required different leadership styles. They were encouraged to apply suitable styles at a given situation and depending on whom they are dealing with.

Feminist Leadership principles, Sexual Abuse & Exploitation, Transformational Leadership for women leaders. These sessions

exposed trainees to the role of women in leadership

Career planning, Career Resilience and Career challenges for women.

Participants were requested to think of the police as a career opportunity especially as women.

Participants were given an assessment tool which basically required them to fill in their values, interests & skills in terms of their careers. A personal Goal card was also given to them to fill. The personal Goal Card was to enable them see how far they would wish to go in terms of career development.

Management in Organizations & Improving work performance and using technology to improve performance. Various Information Technology applications to use while performing duties to enhance performance were discussed.

Conflict Management. Trainees were informed that conflict is inevitable and therefore leaders are obliged to know how to manage conflict. They were exposed of the different forms of conflict, causes and that conflict can be ably managed by following certain steps and knowing the different methods of conflict management and then applying the best method

Time Management. The session was on personal time management. Some of the biggest time wasters were shared which included procrastination, lack of planning, meetings, telephone interruptions. It was also noted that time was a very unique resource and needed to be well managed such that people can live a meaningful life. A video on eating a frog was watched to illustrate the Pareto 80/20 percent principle of Time Management. Eating the frog meant first doing the hardest tasks on your to do list which would enable them achieve the rest of their targets

Effective communication and Public Speaking. Participants were informed that UPF is an institution that maintains law and order and that they needed to have proper communication and develop communication skills including public speaking skills to ensure that there is proper flow of information from the Force to the citizens.

Case study of the 6th street

Operations the trainees were given a case study to discuss in their groups on the leadership challenges and lessons from the case. The case brought out the importance of effective leadership and the consequences of poor leadership

Organization Communication and decision making Participants were taken through the different communication channels within an organization and decision making

Management of Meetings

Participants were assigned work in their groups to discuss the 25 things that can wreck a meeting. Presentations were made by each group.

Ethics in Leadership. Trainees were informed that as UPF officers, they are expected to be ethical in their operations to enhance transparency in the Force.

Emotional Intelligence. Participants were informed that emotional intelligence had become a very important skill of a leaders and that 90% of top performers have high levels of emotional intelligence. They were requested to share a situation when they fell victims of emotions and to share what happened to them and the consequences. They were given instant feedback and lessons picked on how emotions are contagious.

Team building exercise Participants were exposed to a which was an outdoor game. The exercise was meant for the participants to appreciate team work as they





Ms. Regis Namuddu, Director Leadership Centre giving feedback after the team building exercise

execute their duties. Participants were also introduced to personal attributes which they were to identify from types of animals: the Bear, Buffalo, Deer, and the bird an Eagle. The exercise was meant to bring out the fact of uniqueness and having different attributes which complement team members.

Performance Appraisal in UPF by Mr Eldard Mugume, Commissioner Personnel from Ministry of Public Service took the participants through performance appraisal

Retirement and Pension Planning by Ms Lizzie Namulinda

Dealing with Difficult People.

It was noted that difficult people indeed existed and no workplace was without them. Participants were given tips on how to manage difficult people. A video was watched on various steps that can be followed in managing such people

Personal Leadership Development. Trainees were taken through on how to develop personal leadership development plans. They were requested to fill a form and submit to the Leadership Centre for follow up purposes

A movie entitled the Walk was watched. A video on how to develop personal mission, passion

and how to pursue your dreams. The video highlighted the fact that you needed people to succeed.

Health is Wealth. Shared by a medical doctor, she basically shared tips on how people could live more healthy. Some of the tips shared included taking a lot of water, exercising regularly, doing regular checkups and eating healthy foods. The day was ended with a dinner dance for all the participants and this was held at the College

Discussion on future of women in UPF. Participants were requested to discuss in their groups the way ahead and future of women in the Uganda Police Force.

Leadership Best Practices. Trainees were informed of the best practices that they needed to exhibit in their leadership journey.

Closing of the Training The Training was closed on September 27. The Chief Guest of the ceremony was Major General Steven Sabiiti Muzeyi, the Deputy Inspector General of Police. It was also graced by Dr CP John Kamyu, Commandant Bwebajja Police Command and Staff College and officials from Un Women. Participants were awarded certificates upon successful completion of the training

Some of the Role Models



Prof. Maggie Kigozi



Dr. Sabrina Kitaka



Ms Prudence Ukkonika



MANAGING UP

By Prof. Waswa Balunywa

Senior Managers know it all, this is what most assume, even when realistically, they don't a few are willing to admit they don't. they never want to learn because they think they know.

After all being where they are is because they were supposedly good. This may be true for some but in some cases it isn't. Yes some people make it on merit to the top, others scheme their way and some are simply appointed there, many think they don't need advise, don't need to learn, after all they are on top. They don't listen and don't give attention to anything.

Most management literature tells us how to manage subordinates, supervising them, guiding them, and empower them. There is some literature to manage upwards but not sufficient. For instance, how do you handle your boss, especially a difficult boss?

Invariably bosses fit in a description of difficult people. They are never wrong, never late, don't make mistakes, know it all are associated with superior people. So how do you manage such people?

Managing up is not an easy task, you need to understand the boss, to develop and perfect lots of interpersonal skills. Successful managing up requires you not only to study your boss(es) but also your peers and the environment that you manage in.

This is largely the organizational



culture which is shaped by the behavior of the Chief Executive in the Organization. Study your boss's personality. What does the boss think about him/ herself? How does the boss behave? What drives him? Is he supportive, directive or consultative? Study the organizational culture.

Is it supportive, collaborative and directorial? How about the peers and other subordinates. Do they agree with the culture in place? How do they conduct themselves? Are they objective? Are they critical or hypocritical?

What is the level of teamship or conflict? How are these managed? What is the role of the boss? All this information will help you manage up.

Focusing on your boss as an individual, there are a few things to look up, knowledge or qualifications personality, Social-economic background, likes and dislikes and generally what

motivates him.

First look at what the boss knows. Final qualifications are usually the first things to look at but they

rarely tell the whole story. In fact most cases they don't at all. Knowledge is a bundle of tactic knowledge and experience. Knowledge is about the task and how to relate to people. Many bosses never pass the test of empathy. They are terrorists in their organizations.

The second aspect to look at is the boss's personality. How does he behave, probably care himself around. Personality is the most important, we all have egos. Those with huge egos are the type who know it all they can never loose an argument and don't

learn from others or from their mistakes. We have parent, adult and child egos. Those with a large

- *continued on page 11*

Unlocking your Leadership Potential

Leadership Training programme

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

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 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

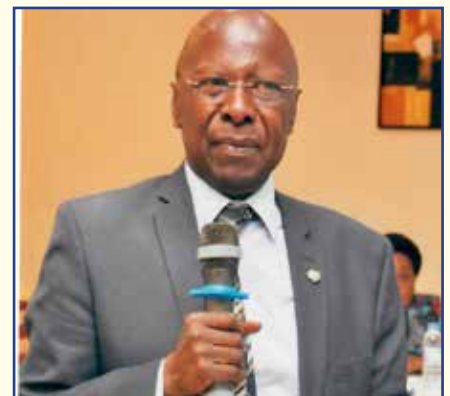


were Board directors

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

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

The training was closed with remarks from the participant representative and from the Director Leadership Center Ms. Regis Namuddu and the participants received certificates of attendance which were handed over by the MUBS Principal and lead facilitator Prof. Waswa Balunywa.



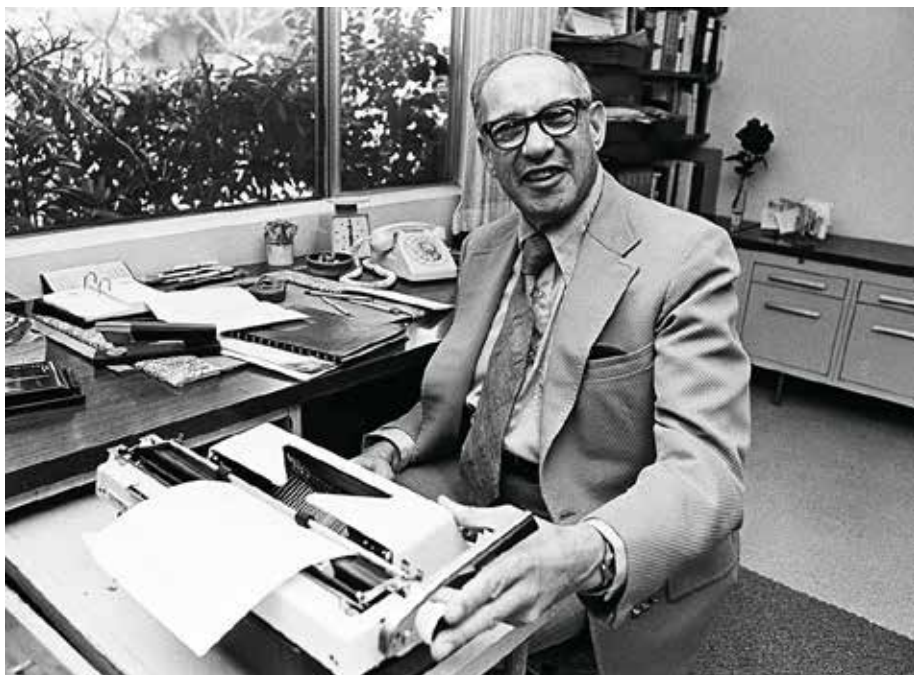
Focusing on Strengths.

Leadership With Prof Peter Drucker(R.I.P)

In the latter half of the 1990s and early 2000s, thousands upon thousands of pages were written by noteworthy authors extolling the virtues of building both leaders and organizations by focusing on strengths.

However, decades earlier, long before anyone else thought to write about it, Drucker had made it clear that it was the duty of all responsible managers to focus on strengths: "Nothing destroys the spirit of an organization faster than focusing on people's weakness rather than on their strengths, building on disabilities rather than on abilities. The focus must be on strength... the greatest mistake is to try to build on weakness," Drucker asserted.

That sounds logical, even intuitive. However, the majority of today's managers spend most of their time trying



"In knowledge work, above, all, one therefore has to start from strength. And this means constant attention to placing knowledge workers where what they can do will produce results and make a contribution."

LEADERSHIP QUOTES

"Not the cry, but the flight of the wild duck, leads the flock to fly and follow."
-Chinese proverb

"Leadership is the capacity to translate vision into reality."
-Warren G. Bennis

"Leadership is action not position"
-Donald H. Mc Gannon

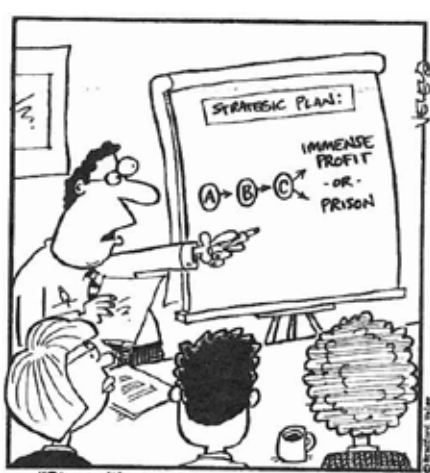
"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has."
-Margaret Mead

"Leaders must be close enough to relate to others, but far enough a head to motivate them."
-John Maxwell

to fix weaknesses rather than build on strengths. In fact, most large organizations not only encourage this behavior, they institutionalize it by incorporating it into many of the company's informal and formal reviews and processes.

As a result, managers are trained to focus on employees' flaws rather than enhance their strengths.

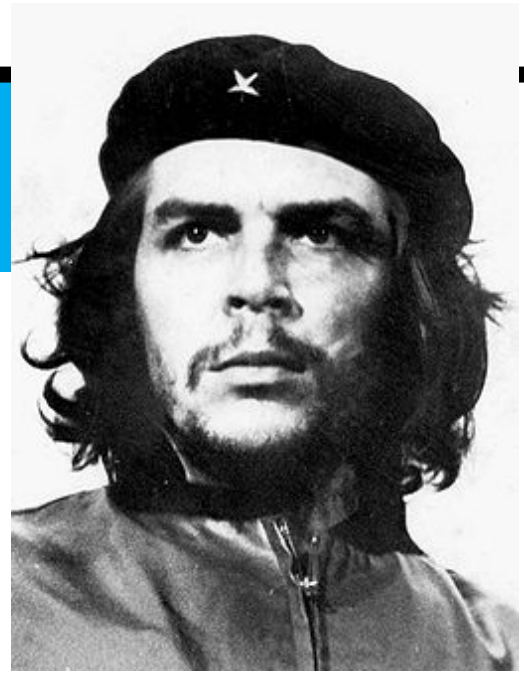
-Inside Drucker's mind



"Stay with me now, people, because in step C, things get a bit delicate."

Ernesto “Che” Guevara

Case of a revolutionary



Ernesto "Che" Guevara
(June 14, 1928 – October 9, 1967).

Originally known as Ernesto Guevara de la Serna Lynch, Ernesto Guevara Lynch, and Ernesto Guevara de la Serna. Commonly known as Che Guevara, El Che, or simply Che, was an Argentina Marxist revolution politicians, author, physician, military theorist, and guerrilla leader. Since his death, his stylized image has become a ubiquitous global symbol of counter culture.

As a young medical student, Guevara traveled throughout Latin America and was transformed by the endemic poverty he witnessed. His experiences and observations during these trips led him to conclude that the region's ingrained economic inequalities were an intrinsic result of monopoly capitalism, neocolonialism, and imperialism, with the only remedy being world revolution. This belief prompted his involvement in Guatemala's social reforms under President Jacobo Arbenz Guzman, whose eventual CIA-assisted overthrow solidified Guevara's radical ideology.

Later, in Mexico, he met Fidel Castro and joined his 26th of July Movement. In December 1956, he was among the revolutionaries who invaded Cuba under Castro's leadership with the intention of overthrowing U.S.-backed Cuban dictator Fulgencio Batista. Guevara soon rose to prominence among the insurgents, was promoted to Comandante, and played a pivotal role in the successful two-year guerrilla campaign that deposed Batista. Following the Cuban revolution, Guevara reviewed the appeals of those convicted as war criminals during the revolutionary tribunals, ratifying sentences which in some cases involved execution by firing squad. Later he served as minister of industry and president of the national bank, before traversing the globe as a diplomat to meet an array of world leaders on behalf of Cuban socialism. He then played a key role in bringing to Cuba the Soviet nuclear-armed ballistic missiles Crisis which precipitated the 1962 Cuban Missile Crisis.

Participation in African affairs

In 1965, Guevara decided to venture to Africa and offer his knowledge and experience as a guerrilla to the ongoing conflict in the Congo. According to Algerian President Ahmed Ben Bella, Guevara thought that Africa was imperialism's weak link and therefore had enormous revolutionary potential.

Egyptian President Gamal Abdel Nasser, who had fraternal relations with Che dating back to his 1959 visit, saw Guevara's plans to fight in the Congo as "unwise" and warned that he would become a "Tarzan" figure, doomed to failure.

Despite the warning, Guevara led the Cuban operation in support of the Marxist Simba movement, which had emerged from the ongoing Congo Crisis. Guevara, his second-in-command Victor Dreke and 12 other Cuban expeditionaries arrived in the Congo on April 24, 1965 and a contingent of approximately 100 Afro-Cubans joined them soon afterward. They collaborated for a time with guerrilla leader Laurent Desire Kabila who had previously helped supporters of the slain Partrice Lumumba lead an unsuccessful revolt months earlier. Disillusioned with the discipline of Kabila's troops, Guevara would dismiss him, stating "nothing leads me to believe he is the man of the hour."

Capture and execution

Guevara was captured in a ravine in Bolivia on October 7th, 1967, after a shoot-out with Bolivian special forces in a battle where he told the soldier who wanted to kill him that *"Do not shoot! I am Che Guevara and worth more to you alive than dead."*

He was later executed on 9th October. Guevara was shot 9 times. This included 5 times in the legs, 1 in the right shoulder and arm, once in the chest, and finally in the throat.

After his execution, Guevara's body was lashed to the landing skids of a helicopter and flown to nearby Vallegrande, where photographs were taken of him lying on a concrete slab in the laundry room of the Nuestra Señora de Malta. As hundreds of local residents filed past the body, many of them considered Guevara's corpse to represent a "Christ-like" visage.

Lessons from the Leadership of Che Guevara

- Never be deterred by your career or profession any one can become a leader
- Never be silent if you have a genuine cause



- *continued from page 7*

spoilt child ego are never wrong even if they are! So watch out for your boss's ego. You have to find appropriate actions for you to get it right.

While personality is shaped by many including socio-economic background, it is still important to look into your boss's background. Some people may change because of the schooling and exposure they get such that their background has no effect on their conduct.

I have met people who spent some time in a seminary. I know one of them, an excellent manager, likes to drink beer and talks a lot. Another also an excellent manager tends to be withdrawn and will not

talk unless talked too. Some people have traumatic experiences that later impact on their behavior though you may not be a ware of them. Rich people also behave differently, some are harsh on people they lead, and others

are empathetic. An examination of background will enable you understand your boss better.

Organizational Culture

Organizational culture is how the organization conducts itself. Its values, traditions and beliefs.

Organizations have values. These are what they uphold as standards of performance behaviour and what guides people to behave in a certain manner these values normally reflect the value of the dominating managers and their behaviours.

If a manager doesn't listen, make decision impulsively, the organization will also model after him. These norms must be understood in looking up to the boss. What are his values?

Likes and Dislikes

When you stay with a person for sometime you will know what

they like and what they dislike. Of course in an organization, it may be what the wife of the boss doesn't like! These likes should be related to.

Work, this is irrelevant and managing up. This means this should not be ignored completely. Knowing it helps in defining how you will relate.

A boss may like time keeping people, motivated people, people who question, advice, says no Sir, others don't like it, knowing these likes and dislikes enables you to manage up.

Skills you need to manage up: The go develop skills to handle the boss

- Listening skills
- Talking skills
- Body language
- Team playing
- Taking blame

THE MUBS LEADERSHIP CENTRE ACTIVITY SCHEDULE FOR 2019

MONTH & DATES	PROGRAMME	TARGET GROUP	TARGET ORGANIZATION	FEES: UG.SHS OR SPONSOR Per Participant	NUMBER OF DAYS & VENUE
17 th January	25 th Quarterly Leadership Seminar Theme "The Life of Prof. Mazrui"	All well wishers	General Public	MUBS	½ MUBS Annex Bugolobi
February	Young Women Mentoring Programme	Students	MUBS	MUBS	½ MUBS Annex Bugolobi
21 st February	26 th Quarterly Leadership Seminar " Theme: The performance of Decentralization in Uganda"	Student and the public	General Public	MUBS	½ day MUBS Annex Bugolobi
8 th March	MUBS Women Forum - International Women's day	The General Public	GENERAL PUBLIC	MUBS	½ MUBS Main- Nakawa
18 th - 21 st , March	Annual International Youth Conference	Students	Universities & Other Tertiary Institutions	100,000	3 days MUBS Annex Bugolobi
25 th to 26 th	Skills Development programme	MUBS students	MUBS	MUBS	2days
28 th – 29 th March	Leadership Development Training;	Senior – to middle – level managers, directors and officers	Government Corporations, NGOs, Banks, local government entities and Ministries	600,000 (Excluding accommodation)	2 days Grand Imperial Hotel - Kampala
18 th April	27 th Quarterly Leadership Seminar " Theme: The performance of Decentralization in Uganda"	The General Public	Scholars, students and general public	MUBS	1/2 Day
23 th to 24 th	Skills Development programme	MUBS students	MUBS	MUBS	2 days
30 th May	Leadership in Local Government	Parliamentarians, CAOs, local Council leaders	Parliament & local government entities	800,000 (Non-Residential)	1 day Grand Imperial Hotel - Kampala
June 5 th to 7 th	Leadership in Changing Time	senior – to middle – level managers, directors and officers	Corporations, NGOs, Banks, local government entities and Ministries	650,000	2 days Imperial Hotel - Kampala
June 18 th to 21 st , 2019	9 th Annual International Leadership Conference(AILC)	Scholars, policy makers, business leaders, political leaders	General Public	International: US \$ 300 Local: Ugx 350,000	
June	Gender mainstreaming	MUBS Staff	MUBS	MUBS	
4 th to 5 th July	Effect leadership Training in Educational Institution	College Principals, Deputy principals, Tutors, Head Teachers, Deputy Head Teachers and other top managers in academic institutions	Secondary schools, PTCs, NTCs, Technical Institutes, Technical schools, UCCs and college of Instructors	200,000 (Excluding Accommodation)	2 Days MUBS Annex Bugolobi
18 th to 20 th July	Leading in changing Times	senior – to middle – level managers, directors and officers	Government Corporations, NGOs, Banks, local government entities and Ministries	550,000 (Excluding Accommodation)	3 days Imperial Hotel - Kampala
25 th and 27 th July	Balancing Home & Work For Women in employment	Corporate women	Government Corporations, NGOs, Banks, local government entities and Ministries	620,000 (Excluding Accommodation)	3 days Imperial Hotel - Kampala
6 days (from 13 th August)	Young Women Mentoring Programme	Students	MUBS	Leadership Centre	
14 th to 15 th	Skills Development programme	MUBS students	MUBS	MUBS	2 days
23 rd August	28 th Quarterly Leadership Seminar "The life of Nelson Mandela"	Public and students	MUBS staff, student & General Public	MUBS	½ day
29 th to 30 th August	Unlocking your leadership potential Training Programme	Senior – to middle – level managers, directors and officers	Government Corporations, NGOs, Banks, local government entities and Ministries	620,000 (Excluding Accommodation)	2 days Imperial Royal Hotel - Kampala
26 th to 27 th September	Leadership & Organization Conflict Management	Senior – to middle level managers, directors and officers	Government Corporations, NGOs, Banks, local government entities and Ministries	800,000 (Excluding Accommodation)	Two days Imperial Royal Hotel - Kampala
24 th to 25 th October	Effective Board Leadership Training Programme	Board Chairpersons, Chief Executive Officers, and Non-executive Directors, Managing Directors and Corporate Secretaries	Government corporations, Public enterprises, academic institutions and NGOs	\$850 (Accommodation inclusive)	2 days Imperial Botanical Hotel, Entebbe
17 th to 18 th	Skills Development programme	MUBS students	MUBS	MUBS	2 days
November	29 th Quarterly Leadership Seminar The life of Winnie Madikizela-Mandela	Students & the General public	General Public	MUBS	MUBS
December	Annual Leadership Centre Members Networking Dinner	Leadership Centre Members	General Public	100,000	

Note : a)We also conduct Tailor Made Programmes and we fix them in our off the shelf schedule

b) The Centre offers the leadership component under the skills development programme (SKIDEP) for third year students every semester

c) All fees are subject to change depending on the Venue where the activity takes place

For registration please contact the Leadership Centre Management on +256 414-220818/ 0774109802/0703374742

The Director, Ms. Regis Namuddu on 0703226277 or 0712 8363007