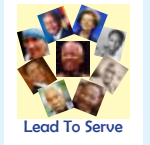




Makerere University Business School

Leadership Centre



Unlocking your Leadership Potential



TRAINING REPORT

Leadership Training Programme

For participants from different organizations

Held, May 10-11, 2016

At the MUBS Leadership Centre.

Faraday Road, Bugolobi

(MUBS Leadership 18 Unlock Training 2016)

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



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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



Unlocking your Leadership Potential

Leadership Training programme

(MUBS LC EWL TRN 15)

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) To share experiences on women inclusion in leadership and decision making positions
- e) Prepare women to rise into senior/top management and leadership positions

3.0 Programme content and outline

The programme was held May 10-11, 2016 at MUBS Leadership Centre Conference hall, Faraday Road, Bugolobi. The programme focused primarily on women in a patriarchy society. The glass ceiling and the socialization process, leadership qualities and best practices, sharing leadership experiences, how to overcome the glass ceiling, being an effective manager, winning people what it takes, how women can position themselves to be great leaders, leadership styles

The detailed outline is in Appendix 1

4.0 Participants

They were twenty five participants from different organizations including, Barclays bank, MTN, SWICO, BOU, MUBS, Cairo Bank, 19 were women in leadership and management positions out of the 19 women three were directors in different organizations and 6 were men *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 understand the glass ceiling and why it exists
- b) To understand the specific challenges that women face at work and leadership positions
- c) Acquire knowledge and skills required to enable them work in the male dominated environment

- d) Understand experiences of women in positions of leadership
- e) Be ready to rise into senior/top management and leadership positions

7.0 Challenges and experiences that women face at workplaces (Listed by participants)

- a) Ability to make balance between work and personal life
- b) Gender inequality
- c) Low self esteem
- d) They are not recognized in society even in decision making and when they get there they have to always prove their capabilities
- e) They are not granted the opportunity to be leaders even when they are capable
- f) Women face challenges of sexual harassment
- g) Being minimized in the opinions they give as leaders in the company and boards
- h) Lack of confidence because of what society portrays
- i) Lack of leadership programmes in the country and the domineering aspect of being a man's role to lead
- j) Women marginalized as the weaker sex/gender
- k) Domestic violence and sexual violence
- l) Discrimination in the workplace making women to feel devalued
- m) Not given opportunities in society because of the gender
- n) Negative socialization despising women and affecting their self esteem
- o) Left out in top managerial and decision making positions
- p) Cultural beliefs
- q) Having less powers than men for family and business
- r) Low pay
- s) Having children during career
- t) Equality and equal rights
- u) Job and career
- v) Balancing home and work
- w) Society prejudices
- x) Lack of spouse support in work and life balance
- y) Community especially men do not believe in us as leaders
- z) Conflicting interests
- aa) Marriage and work issues
- ab) Gender based discrimination
- ac) Not being taken serious at work place because of their gender
- ad) Thinking that all successful women have slept with their bosses for promotion and yet that is not the case

8.0 Participants' Training evaluation

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

i) 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%	33%	57%
Relevance of the training	-	-	13%	43%	56%
Presentations	-		11%	39%	50%

8.1 What engaged the trainees most?

The trainees indicated that they were mostly engaged with sharing experiences on women challenges and suggesting solutions to challenges they face as leaders. They also mentioned the session of becoming a leader, emotional intelligence

8.2 Benefits of the training

Participants tended to agree that change of attitude towards women is important and that continuous seeking of knowledge on how to overcome challenges is important. Society should be sensitized on accepting women as leaders. The men realized that they needed to support women in their leadership positions putting aside the socialization process and perceptions about women. And also learnt balancing work and home strategies

8.3 Other trainings required

Conflict management

8.4 Areas in which participants require more training.

All participants indicated that they would like to have more training

Participants indicated that they needed training in the following areas

- Conflict management
- How women can position themselves as great leaders
- Financial management
- Online marketing and social media management
- Motivation
- People management

- Emotional intelligence
- Breaking the glass ceiling
- Business management
- Public speaking
- Entrepreneurship
- Communication skills

8.5 What the participants did not like about the training

Most of the participants liked everything but a few mentioned that

- Sessions that were handled as lectures were boring
- The programme duration was short
- The training seemed to target women yet men were also welcome
- No ice breakers

8.6. How could the training be improved?

- Add role plays and simulation
- The programme required more days it should at least last for a week
- Involve prominent politicians
- Involve more men so that they learn more about the challenges affecting female counterparts
- Encourage participants to share their experiences from their workplaces
- Include short plays and reduce presentations
- Include the component of entrepreneurship
- Allocate sufficient time to facilitators
- More group discussions should be encouraged
- Invite more of the experienced people to share experiences
- Identify participants training topic needs

8.7 Other target group suggested for the training

- Top/senior managers
- Emerging leaders
- Men
- Guild cabinet and political leaders
- Local council chairpersons
- Market leaders
- CEOs of top companies
- Institutional leaders
- General managers
- Women Sacco and family corporations
- Line managers and supervisors
- Customer care
- Youth teams
- Heads of sections/units
- PWD

8.8 General comments

Most of the participants general comment was appreciation and feeling changed with leadership tips

9.0 Closure

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

10.0 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.

11.0 Recommendations

To hold regular leadership trainings for employees to enhance their competences

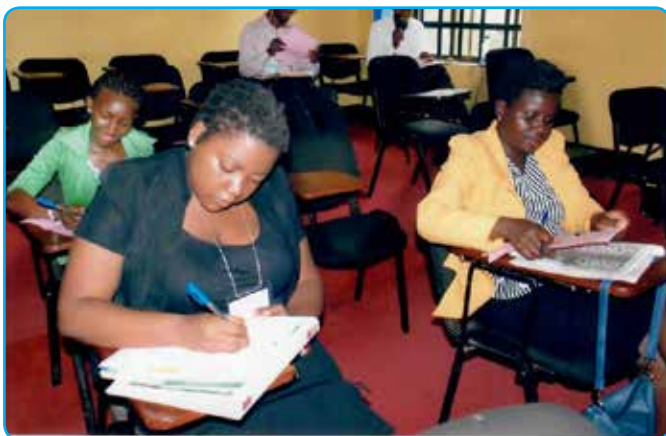
Training in pictures



Training in pictures



Training in pictures



MUBS Leadership Centre

Empowering women to Lead Training Programme

List of participants May 10-

11,2016

NAMES

WOMEN

	ORGANIZATION
1. SARAH NAKATO	BARCLAYS
2. LUKIA NABUKALU	MTN-UGANDA
3. NATUKUNDE PEACE	MTN
4. BALIGEYA RAJAT	MTN
5. KOMUGISHA JOAN	MTN
6. CHRISTIN G NABASAKULYA	STATEWIDE INSURANCE COMPANY
7. NAKATE JULIANA	STATEWIDE INSURANCE CO. LTD (SWICO)
8. OLIVIA BANYA	BANK OF UGANDA
9. OLIVIA NANSUBUGA	MAKERERE UNIVERSITY BUSINESS SCHOOL
10. LORNA KYALIGONZA	MAKERERE UNIVERSITY BUSINESS SCHOOL
11. JENNIFER NAOMI ARIONGET	BARCLAYS BANK OF UGANDA LIMITED
12. MAUREEN AMPIIRWE	BARCLAYS BANK UGANDA
13. FLORENCE TUSHABE	BARCLAYS BANK UGANDA
14. SHEILA KESIIME	MAKERERE UNIVERSITY BUSINESS SCHOOL
15. NALONGO CATHERINE	MAKERERE UNIVERSITY BUSINESS SCHOOL
16. SARAH MIREMBE L	MUBS
17. SANDRA ASHABA	MTN UGANDA
18. ASHA HUSSEIN	MTN
19. NABISUBI HABIBA	MUBS

MEN

20. PHILIP MUKOMBA	MTN
21. TABAN PATRICK	MUBS
22. KAFUMUFU KENNETH M	MTN UGANDA
23. KAKWEZI STOLLAH ULIMI	CAIRO INTERNATIONAL BANK
24. MUTAKA MUSITAFU	ENTREPRENEURSHIP CENTRE MUBS
25. EDIOM MAAWELL	MTN

