**MODULE ONE**

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**AYLF CURRICULUM MODULE ONE: DEVELOPING THE LEADER WITHIN**

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**Introduction**

**Who are we?**

We are a collaborative initiative that brings together University Student leaders, students, and young professionals across the country from both public and private Universities, for mentor-ship, training, networking and capacity building. Our core focus being nurturing new breed of leaders in Africa, AYLF was formed in 2007. It is now present in Kenya, Uganda, Rwanda, Burundi, Tanzania, DR Congo, and South Sudan.

**Mission**

Our aim is to be a movement of friends to nurture a new breed of leaders in Africa, based on the leadership qualities, values, and principles of Jesus of Nazareth as exemplified by some of the history’s greatest statesmen and women. We seek to appeal to the human spirit to rise up and embrace values that enhance a high quality of life to the least of these. Our goal is that Young Leaders embody the values and principles of Jesus in East and Central Africa.

**Vision**

At the heart of AYLF is the dream that emerging leaders in Africa would know how to speak the truth without being sectarian or religiously divisive, see people without labels or stereotypes, loving each other and those they lead while serving with integrity.

**Philosophy**

•The work is done simply in the name of Jesus under the auspices of a national leadership drawn from business, industry, politics, academia, and religion. It’s not done under the name of any particular organization or religious group.

• The work relates to all people regardless of their religious affiliation - Christian, Muslim, Hindus, and others.

•The work is anchored in the Values, Principles, Precepts and the Person of Jesus.

•The work flows out of, and is based on, long-term committed relationships among those involved

**Core Values**

- Friendship/Relationship

- Reconciliation

- Community of compassion

- Faithfulness/Loyalty

- Integrity/Honesty

**Aims and Objectives:**

1. To foster reconciliation, friendship and unity among Young African Leaders across all the existing racial, religious and tribal divides.

2. To promote and support a servant leadership model for African leaders.

3. To further the principles and emulate the Leadership qualities of Jesus of Nazareth.

4. To highlight and emulate successful African and world leaders who have championed unity and reconciliation.

5. To engage in activities that will foster socio-political and economic development of Africa.

6. To facilitate learning and sharing on common interests such as: leadership skills, public speaking, debate, mobilizing people and resources, influencing public policy.

7. To provide opportunities where young leaders can be mentored by current leaders (in politics, business, religious, academics and other professionals) as well as by senior leaders who have left active public work.

**How do we intend to achieve our objectives?**

AYLF is known for its commitment to long term friendships, that’s why we call ourselves family of friends because it’s through those friends we exist and are able to influence the society. For most of us, our friendships tend to be more accidental than intentional. Our friends tend to be the room-mates, class-mates or work-mates that we just happened to meet. But we don’t really invest much time in them or have much commitment to them. At AYLF we do things differently because we know the value of friendships, three elements are key in building of long lasting fruitful friendships:

1. Sacrifice.

2. Commitment.

3. Intentionality.

Throughout history men and women who have greatly influenced their spheres of life were never alone they had long term trusted friends who walked with them in all seasons of their lives, here are some examples:

1. William Wilberforce was able to stop slavery in England and rest of the world by the help of a small group of friends who gathered daily in his house to pray, plan and encourage him to carry on with the work, I can imagine if he was alone maybe could have given up but the power of relationships/friendships kept him going on.

2. Professor Wangari Maathai was never alone she had a longtime friend who they walked together doing the noble work at the Green Belt Movement, her friend Virt Mbaya was the core of the great work she did at the NGO.

3. All of us know what Bill Gates has done with Microsoft Computer Software but not all of us realize that he has a partner, Paul Allen, who has been his closest friend and worked alongside him since High School.

4.Few years ago, another famous computer genius died Steve Jobs, head APPLE computers, I-Phone, I-Pad,I-Pod, when you take a closer look, you find that he co-founded the company with his best high-school friend Steve Wozinak and they worked together for 12 years to develop Apple during the beginning stages.

5. In Uganda the current government originated from of a group of 27 young men who went to ‘the bush’ with a shared vision. Most of them went to the same high school with him and formed the core of their movement. This includes President Paul Kagame in Rwanda

History has repeatedly shown us that those who have achieved much or impacted the world greatly have always been the kind of people who knew how to form strong bonds with a few like-minded friends, while pursuing a shared vision.” This is a central strategy of the AYLF vision, maintaining our “Family of Friends” (relationships).

A family of friends composed of “a new breed of leaders” with largely 2 main qualities:

1. Leaders who can work across the lines of all that is creating division and alienation in our countries.

2. Leaders who are anti-corruption. Women of virtue and Men of Integrity who can be the ‘salt and light’ in the system.

**Five Key Principles to forming long lasting relationships**

**1. Intentionality**: You will only develop strong friendships by intentionally investing in them - by spending quality time with a few other likeminded friends. You might have 1000 friends on Facebook but you can’t be good friends with a 1000 people. Good friendship doesn’t happen accidentally or hap-hazardly they happen when people choose to make them a priority in their lives.

**2. Long term commitments**: You will form Strong, long-term friendships by making strong, long term commitments. If possible even verbally- like the marriage vows a husband and wife make to each other. You must purpose to be there for one another for the rest of your life - in good times and bad ‘till death do us part’. It’s a promise, a commitment that we must make to one another.

**3. Self-sacrifice:** You will only make Strong long-term relationships by putting in an element of self-sacrifice. To build high-quality relationships will surely require you to sacrifice your time, energy and resources to helping out one-another, in small ways and in big ways during times of difficulty. In life’s big events: Weddings, Jobs, Births, and Deaths we all need friends around us. You will only form Strong, long-term relationships if you are trust worthy.

**4. Trust-worthiness:** Relationships are based on trust and trust can only be earned by being Trust-worthy. In other words, people need to know you will not betray them. People need to know that they can confide in you and the story won’t appear in Wiki-leaks, Facebook, Twitter or whatever. You need to be reliable, consistent, faithful and dependable for people to put their confidence in you.

**5. Able to forgive**: You will only build Strong, long-term relationships if you are capable of forgiveness. All of us at times, offend one another and the only way to repair the relationship is to apologize and ask for forgiveness. Sometimes you have to do this even when you feel it is the other person who should do it first. You have to learn to work with imperfect people because there is no other kind of person out there. To maintain strong relationships there are times when - you have to be kind instead of “being right.”

**Small Groups**

This five principles are the foundation of our long lasting fruitfully relationship entrenched in the **UBUNTU philosophy**, all this work happens in the small groups that meets in the universities across Africa currently 100 small groups are operating in different universities.

Small groups are the engine that runs AYLF, Its through small groups we are able to influence different universities.

At AYLF we hold ourselves accountable to these ten promises that are key to “Family of Friends” philosophy:

**1. The Promise of Grace Affirmation (Unconditional Love, Agape Love)**

I will choose to love you, up build you, and accept you, my brothers and sisters, no matter what you say or do. I will choose to love you in whatever form you come. There is nothing you have done or will do that will make me stop loving you. I may not agree with your actions, but I will love you as a person and do all I can to hold you up in God's affirming love.

**2. The Promise of Conflict Resolution**

I will not hide from you what I feel about you or coming from you, good or bad, but I will seek, in the timing of the Spirit, to deal openly and directly with you in a loving and forgiving way so that you are not un affirmed when in need, and so that our frustrations with each other do not become bitterness. I will try to mirror back to you what I am hearing you say and feel. If this means risking pain, realizing it is in "speaking the truth in love that we grow up in every way into Jesus who is the head,” then I will take the risk. I will try to express this honesty in a sensitive and controlled manner and to meter it, according to what I perceive the circumstances to be.

**3. The Promise of Openness**

I promise to strive to become a more open person, disclosing my feelings, my struggles, my joys and my hurts to you as well as I am able. The degree to which I do so implies that I cannot make it without you. This is to affirm your worth to me as a person. In other words, I need you!

**4. The Promise of Prayer**

I promise to pray for you in some regular fashion, believing that our caring God wishes us to pray for one another and ask Him for the blessings we all need. I will not be merely a passive listener. Rather, I choose to be a participant, willing to enter into your situation prayerfully and materially helping to shoulder your burden.

**5. The Promise of Sensitivity**

Even as I desire to be known and understood by you, I promise to be sensitive to you and your needs to the best of my ability. I will try to hear you, see you, and feel where you are and to draw you out of the pit of discouragement or withdrawal. I will earnestly avoid giving "simplistic" answers to the difficult situations you may find yourself in.

**6. The Promise of Availability**

Here I am if you need me. I will share my time, energy, insight, possessions as the Lord leads. I desire to live the kind of life of sharing exemplified by Jesus.

**7. The Promise of Confidentiality**

I will promise to keep whatever is shared within the confines of the group in order to provide the atmosphere of trust necessary for openness. I understand, however, that this confidentiality does not prohibit my Small Group Leader from sharing either verbally or in written form any pertinent information with the AYLF Secretariat. I understand that Small Group Leaders function under AYLF Secretariat oversight, having delegated authority as an extension of the AYLF work. As a result, they are accountable to the Secretariat, who is themselves accountable to the Chief Shepherd, Jesus.

**8. The Promise of Accountability**

I Promise to "Journey" through the equipping materials that each of the AYLF Small Groups are progressing through as part of their Equipping Times, and in doing so will make myself accountable weekly to my Partner in the Small group. I give you the right to question, confront, and challenge me in love when I seem to be falling in any aspect of my life under God—self, family, devotions, general spiritual growth, and the like. I need your correction and reproof so that I may even better fulfill my mission and life goals. I promise not to be defensive.

**9. The Promise of Time Regularity**

I will regard the regular time which my group spends together weekly as time for personal and peer growth. I will hinder group growth efforts for the lives of my brothers and sisters by my absence, except in emergency. If I am unable to attend for any reason, out of consideration I will call my Small Group Leader in order that the group members may know why I am absent, will be able to pray for me, and will not worry about me.

**10. The promise of Outreach**

I Promise to find ways to sacrifice myself for those outside our small group in the same way that I have promised to sacrifice myself for you, my brothers and sisters. I will network in relationships with my fellow Small Group members to bring two or more friends to my Small group during the course of its life.

We encourage each member of AYLF to be part of a small group and if there is none at your university we challenge you to start one, we will be there to walk with you as you start and grow. During our small groups we focus on the following:

1. **Teaching** using our curriculum, Bible and other recommended materials.

2**. Fellowship** we love enjoying the company of one another, hearing each other share their stories.

3**. Prayers** we love presenting our prayer requests and needs together as a team and take time to pray earnestly.

4**. Breaking bread** we this is part of our tradition that each time we meet we break bread and enjoy those sweet moments together.

5. **Play** this is a big part of us we are fun to be around; we enjoy every bit of ourselves, through games, retreats, sleepovers and road trips.

**Leadership styles**

As AYLF we ascribe to four major styles of leadership which will be discussed further in this curriculum, by selecting this four does not mean that all others are wrong but this are the ones we feel are in line with our purpose namely:

1. Servant Leadership

2. Transformation Leadership

3. Super Leadership

4. Authentic leadership

5. Ubuntu Leadership

***This leadership styles will be discussed into details in this program.***

**Find our voice**

As AYLF we believe that part of our existence is to help young African leaders find there voice in order to help others in society find their voices too. We holistically take the young leaders through a journey that will help them fully understand themselves and the principles that govern life in order to find their voices (finding your voice means when your talent and passion overlaps what the world needs to drive positive change and add value to people`s lives), we believe in the Light house principles that govern life: the mind, the body, the spirit and the heart all this four parts of our nature represent for:

* + Four needs
  + Four capabilities
  + Four intelligence
  + Four dimensions

If all this four parts are used in synergy they will unleash a tremendous power that can be used to better society and life in general.

We also help each other to grow and mature spiritually, we are aware that there are four different kinds of intelligence's that exist (IQ- for the mind, EQ-for the Heart, PQ-for the body and SQ- for the spirit), but of the four (SQ) spiritual intelligence essence of our existence, Stephen Covey states four key truths about SQ that are key for our understanding of the importance of this intelligence and why as AYLF we are big of this:

1. “Unlike IQ which computers have and EQ which exists in higher mammals, SQ is uniquely human and the most fundamental of all intelligence that exist”.

2. “SQ is the link to humanity need for meaning”.

3. “SQ is what is what we use to develop longing and capacity for meaning, vision and values”.

4. “SQ is helps us to dream and strive by underlining the things we believe and role our values play”.

5. “SQ is what makes us Human”.

Great example of our generation who used his spiritual intelligence and changed course of history is Anwar Sadat former president of Egypt. Sadat was acted on Spiritual intelligence and the results were seen by the whole world when he had subordinated his ego and Emotional Intelligence (social sensitivity, empathy and social skills) to his Spiritual Intelligence. (Conscience). He acquired incredible authority as his spiritual intelligence elevated his other intelligence as well. Anwar Sadat was killed in September 1981 by radical Islamist enraged by his making peace with Israel. We human beings always try to kill such people who take a stand to correct the wrongs of society, we killed Jesus, we killed Martin Luther King, we killed Gandhi, we killed Benazir Bhutto. Just as Sadat was killed by his own -so was the former Prime Minister of Israel - Yitzhak Rabin killed in 1995 by his radical fellow Israelis for trying to make peace with the Palestinians and shaking the hand of Yasser Arafat.

Anwar Sadat was born on July 12 1918 to a poor family, one of 13 brothers and sisters. His father was Egyptian, and his mother was Sudanese. Graduated from the Royal Military Academy in Cairo and was posted in Sudan (Egypt and Sudan were one country), there he met Gamal Nasser who became the second President of Egypt. With several other officers they formed the secret Free Officers Movement committed to freeing Egypt both from British domination and the corruption by the ruling family dynasty or Monarchy which had long ruled Egypt. Sadat spent some years in Prison and although he was known a Military Hero he developed a fascination for Mahatma Gandhi .Early years of his Presidency he was enormously popular among those devoted to the Arab cause. Before his shift in perspective, he went around Egypt giving political speeches saying that he would never shake the hand of an Israeli as long as they occupy one inch of Arab soil, shouting “Never! Never! Never! Hearing this crowd present would react by shouting back saying “Never! Never! Never!” That was his slogan, but he had a change of heart and realized both Arabs and Israelis where all human beings because his spiritual intelligence was enlighten. When it was clear about the change of heart is wife had the following conversation before he was killed: Madam Jehan Sadat recounts the conversation she had with her husband on his change of heart.

Jehan: “I understand you are thinking about going to Israel. Is this correct?”

Sadat: “Yes”

Jehan: “How could you possibly do this after all you have been saying?”

Sadat: “I was wrong, and this is the right thing to do.”

Jehan: “You will lose the leadership and support of the Arab world.”

Sadat: “I suppose that could happen; but I don’t think it will.”

Jehan: “You will lose the presidency of your country.”

Sadat: “That too could happen.”

Jehan: “You will lose your life.”

Sadat: “My life is ordained. It will not be one minute longer or one minute shorter than it was ordained to be.” (And, as we know, he did, to an assassin’s bullet)

*She hugged him and told him that he was the greatest person she had ever known*.

The great world leaders alone don’t have the exclusive right to moral authority, personal fulfillment and influence for good. Each one of us has the potential for simple, great, quiet moral authority. Spiritual intelligence helps us to control other intelligence s and have high moral authority. Like Anwar Sadat, we can recognize our inner voice and change ourselves using this endowment.

And Jesus taught that if we did that a new kind of world would come. He called it the “Kingdom of God – coming on earth as it is in Heaven.” It’s the realization of a divine ideal – here and now on this planet. This is the over-arching vision into which the AYLF vision is contributing in our humble way.

**AYLF Discipleship**

As disciples of Jesus, we are his people and are called and committed to reflect God’s glory.

* Through our relationships with others (love God and other people).
* Through the creative use of our God given talents, gifts and resources to bless others, to glorify and honor God, to advance his kingdom and to enable the creation to flourish (art, recreation, politics, literature, etc.).

We are asking of you as you decided to take this journey together with us, be committed to the cause of” Family of Friends “through it all our final goal is to transform society to be a better place for all human beings, but we can only do this by transforming ourselves first.

Jesus said this can only be accomplished by the transforming of the human heart by the power of God and not man, which is causing us, little by little and step by step to begin to: Think like Jesus Talk like Jesus Act like Jesus Love like Jesus

We have so many leaders nut we have given our lives to only one leader and we follower him with commitment and totality of our being his name is Jesus Christ, we welcome you to join us as we follow Him.

**A.Y.L.F. Approach**

Ours is to help find common ground for shared values, life principles & unity across all the divides in the message, ideas and example of Jesus - without affiliation to any one denomination - respecting the truth in the traditions of all - learning from leaders & role models in the public arena who exhibit these values and principles.

Abram Vereide: “*He is the only universal - belonging to all ages, races and conditions. The basic eternal truths of other religions being largely summarized in his teachings…”*

AYLF desire is to see all our members become salt and light in the society, this means we need Unique Qualities in all our members.

**What is the Brand of Salt we are looking for?**

**1. Good Character** – Integrity, virtue, honesty, reliability, dependability

2. **Unity** – we are inclusive, we bring people together across all that is dividing people in society.

3. **Influence & Penetration** – we know how to fit into circles that are resistant to conventional religious approaches – to stand in the gap – to bridge across the divisions that are within society - to be revolutionary in a positive way.

4. **Kingdom of God mentality** – we operate holistically in every sector of society for positive change with values of justice, compassion, integrity, non-tribalism, non-religious hatred, etc.

5. **Jesus - centered focus**: we find common ground for shared values and a spiritual foundation around his principles, precepts, and person.

**The Truth embodied in Jesus’ teaching is self-evident**:

-That, to love is better than to hate.

-That, it is better to forgive than to seek revenge.

- That, we should do unto others as we would want them to do unto us.

- That, we are all God’s offspring and made in the image of God.

- That, one day we all will have to give an account for how we have lived our lives.

**8 Aspects of AYLF**.

1**. It’s a ‘Family of Friends’**-The word “ Family” - captures the strong, long-term nature of the relationships. “Friends” speaks to the quality of the relationships members who love and support each other. Here we see each other as one family ready to be there for each other but not taking advantage of each other anyway

. 2. **Grounded in Small Groups**- “We are a people from many nations who care about each other enough that we gather together in small groups on a regular basis, think together, discuss together, pray together and play together”.

3. **We focus on Jesus as the Common Ground**-

We Love unconditionally.

We serve God and not money.

We humble ourselves.

We give without seeking a return.

We empower and not control.

We show mercy, not revenge.

We seek justice and freedom for all people.

We encourage and not discourage.

We spread hope and not despair.

We believe and not doubt.

Consider that Jesus is in an unparalleled position to offer spiritual help for all people, regardless of their religious background. A rabbi to the Jews, a prophet to the Muslims, an avatar to the Hindus, an enlightened one to the Buddhists, the Son of God to the Christians, a wise teacher to secularists, and a ‘friend of sinners’ to the rest of us.

4**. It’s a Revolution of Love that works across all that is dividing humanity**-We have decided to do this together in order to establish throughout the world a “revolution of love” so powerful that the division and animosity separating people and nations will be greatly eliminated or replaced by the spirit of forgiveness and reconciliation as modeled by Jesus of Nazareth. We are children of God all of us race, educational background, skin color, status, do not matter at all. Jesus gave us ways to do that:

1. Mt. 5:9 - Blessed are the peacemakers for they shall be called sons of God.

2. Mt. 5:44-45 - Love your enemies…that you may be sons of your Father who is in heaven.

3. Luke 6:35 - Love your enemies…and you will be sons of the Most High.

5**. It’s a call for Personal Transformation**: Jesus said this can only be accomplished by the transforming of the human heart by the power of God and not man, which is causing us, little by little and step by step to begin to: Think like Jesus Talk like Jesus Act like Jesus Love like Jesus

6. **it’s about faith for a Better World**: This then is creating a climate throughout the world where men and women will find the order of the day:

To see the invisible

To believe the incredible

To do the impossible

In spite of the fact that many think this is an unachievable dream, we as families of friends are learning to become better citizens of our own nations and of the world.

7. **We Focus on the Essentials**: We are learning on a day to day basis what it means to “love God and to love our neighbors as ourselves.” We are experiencing, in some small degree, the liberating power of “doing unto others what we would want others to do unto us”.

8. **We reach out to Leaders but only have one Leader that we give our lives to**: We are discovering each day the excitement of giving our lives to follow a “Leader” that will succeed, rather than a leader that will ultimately fail.

After our time together here at AYLF our hope will that you will be ambassador of hope to humanity, get out there be:

I. A leader.

II. A leader who exemplifies the highest integrity and the best virtues.

III. Take this healing message of unity and reconciliation across all nations in the spirit of Jesus

Africa Youth Leadership Forum is a collaborative initiative working towards bringing together University Student leaders to harness and shape their leadership potential. By focusing on nurturing servant and transformational leaders, AYLF strives to inspire leaders who shall exploit their gifts and potentials as modeled by Jesus Christ of Nazareth. In order to achieve the goal, AYLF has developed a curriculum that will harness and sharpen young leaders’ minds. Essentially, this curriculum will enhance the acquisition of values modeled by the Jesus Christ of Nazareth thereby promoting the realization of nurturing a new breed of leaders in Africa.

**CHAPTER ONE: UNDERSTANDING LEADERSHIP**

**Objectives**

**By the end of this session, the participant should be able to;**

**a. Understand what leadership as described by AYLF is**

**b. Identify some of the myths associated with leadership**

**c. Describe different styles of leadership**

*Everything rises and falls on leadership, but knowing how to lead is only half the battle. Understanding leadership and actually leading are two different activities.*

**Introduction**

Leadership is a ubiquitous concept in our daily life. It is impossible to think about global peace, national development, family stability, or even individual progress, without mentioning leadership.

Why has leadership become so important? The value of leadership lies in what it can do. No society can rise above the character of its leaders. Therefore, if you want to shape the future of a society, you need to look at the quality of its leadership. Greek poet Euripides, who died in 406

BCE had this to say, “Ten good soldiers wisely led, will beat a hundred without a head.” In other words, success in war or battle tends to go hand-in-hand with good leadership at all levels .

AYLF is inviting you on a journey to understanding leadership. The aim of this lesson is to give you foundational concepts on leadership.

**Reflection**

“Leadership is about nurture and not nature.”

“Leadership is both a science and an art.”

To what extend do you agree or disagree with these statements? Explain.

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**What is leadership?**

Leadership, as fascinating and as common as it is, remains to be one of those concepts that is not easy to define. Stogdill (1974) stated, “There are almost as many different definitions of leadership as there are persons who have attempted to define the concept.” With an increasing number of books, commissioned studies, and articles on leadership, one question we have to ask is, what definition do we adopt? Are there standards we need to consider before settling on a definition? Leadership is a noun that embodies two critical words, leader and lead.

• Leader: refers to any person that leads or directs.

• Lead is a verb that means to guide, direct, instruct, or to go in advance.

Therefore, leadership as a concept looks at a person (leader) who is doing the act of leading.

In light of this basic description of leadership, let us look at following definitions of leadership. In the spaces provided, write down responses that immediately come to mind when you read that quote.

|  |  |
| --- | --- |
| Leadership Quote | Reflection |
| Leadership is the capacity and will to rally men and women to a common purpose – and the character which inspires confidence  – Field Marshall Bernard Montgomery |  |
| Leadership is action not a position.  – Donald McGannon |  |
| Where there is no vision, the people perish – Proverbs 29:18 |  |
| If the blind lead the blind, both shall fall in the ditch  – Jesus Christ |  |
| A leader is one who knows the way, goes the way, and shows the way.  – John Maxwell. |  |

**What leadership is not (deconstructing common leadership myths)**

*Every fact is a myth until proven to be otherwise*

*– Sapan Saxena (Author)*

The word myth is derived from the Greek word mythos, which means utterances, discourse, tales, narratives, and legends of obscure origin. Myths are unfounded, false, and unverifiable beliefs, traditions, or opinions held by many people. Instead of enhancing the meaning of leadership, when left unchecked, they cloud people’s objective understanding of leadership, which is a major hindrance to effective leadership. John C. Maxwell in his book, The 360 Degrees Leader, looks at seven popular myths.

**Myth #1: The Position Myth**

Leadership is a preserve of those who are at the top. People who espouse this notion often struggle to belong. Instead of working with others to build influence, these people often keep to themselves waiting for the “big break” that will give them an opportunity to unleash their leadership potential. What they fail to understand is that every organization and institution depends on leadership from all levels. As such, “leadership is a choice you make, not a place you sit.” In other words, anyone can lead, position notwithstanding.

**Myth #2: The Destination Myth**

You will only learn how to lead when you get to the top. Anyone who wants to succeed in any field knows that success lies in preparation. You don’t start learning when you get to your position. Learning precedes position. When you get there, you put into practice what you’ve learned. Hall of Fame basketball coach John Wooden once said, “When opportunity comes, it’s too late to prepare.” Anyone who wants to be a successful leader, must do so before they get the position.

**Myth #3: The Influence Myth**

According to this school of thought, people eyeing for leadership positions often think that they can only lead when they are at the top. You can only lead when you get a chance to be at the top. That is, you cannot have followers unless you are at the top. What these people forget is that though you may be able to grant someone a leadership position, you cannot grant them the real essence of leadership, which is influence. Influence is earned. No matter where you are or the level you hold, you must earn influence. As John Maxwell put it in his book, The 3600 Leader, “A position doesn’t make you a leader, but a leader can make the position.”

**Myth #4: The Inexperience Myth**

These people tend to ride on the notion, “If I were on top, I would have done it differently.” Whereas the desire to lead is a good one, the drawback associated with this position is that you will not understand what goes on at the top. You cannot control what you don’t know.

**Myth #5: The Freedom Myth**

Being at the top will give me the freedom to do what I want. In actual fact, being at the top comes with another set of limits in line with the position.

**Myth #6: The Potential Myth**

I will not be able to unleash my potential if I’m not in leadership. You will never become or do what you’ve never tried.

**Myth #7: The All-or-nothing Myth**

I cannot try to lead if I don’t get to the top. This notion limits people from unleashing their potential. In a world that seeks team players to come up with creative solutions, such a notion not only limits but denies people an opportunity to grow.

**Reflection**

Do you have other misguided perceptions about leadership you can add to this list?

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In what ways can you go about deconstructing these perceptions based on your understanding of what leadership is not?

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**Styles of Leadership**

Everyone has a unique behavior. As we go through life, these behaviors become distinct. They shape how we think and become, eventually influencing how we make our decisions and choices. Personal characteristics have a significant impact on a person’s approach to leadership. To a great degree, these characteristics determine how a person responds to demands that come with leadership. Since leadership is a reflection of a leader’s behavior the question we need to ask is, what shapes that behavior? Behavior that shapes a person’s approach in leadership comes from five different sources that include:

**The Models**: These are figures or examples a person holds in high regard for various reasons. Because of this, these figures end up influencing a person’s view of life.

Who is Your Model? Why

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**Experience:** A person’s life experiences (good or bad) shape how one will behave in leadership

What experience informed your decision to take up leadership?

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**Purpose or goal:** This revolves around the compelling factor driving a person to consider leadership.

Why do you want to be a leader? What do you want to achieve?

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**Personality:** This refers to a person’s traits that make him or her distinct from other people.

Are you aware of your personality temperament? How does it influence your approach of leadership?

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**Situation:** In this context, a situation is an existing condition in which a person is assuming leadership.

What prevailing conditions do you think inform your approach to leadership?

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According to Kolzow, a leader’s personal characteristics play a significant role in shaping their style of leadership and success thereof. For this reason, effective leaders are people who know their personality, and strive to adapt their style of leadership behavior to their follower’s needs working alongside presenting situations.

**5 Styles of Leadership**

In line with our vision of developing leaders who knowhow to speak the truth without being sectarian or religiously divisive, loving each other and those they lead while serving with integrity, AYLF focuses on four main styles that are in line with our overall aim. These include

a. Servant leadership

b. Transformational leadership

c. Super leadership

d. Authentic leadership

e. Ubuntu leadership

**Servant Leadership**

*Whoever wants to become great among you must be your servant … just as the Son of Man did not come to be served, but to serve. – Jesus Christ (Matthew 20:25-28)*

The reality of negative impact from self-serving leaders is ever-present. Why is that? Most of the leaders are individuals whose perception of leadership revolves around power and control. Because of this, the world is in a dire need of a different type of role model. We need leaders who can lead at a higher level. These leaders not only focus on results and relationships, but go a step further to create an environment that fosters greater fulfillment and satisfaction. This special type of leaders are; servant leaders.

Robert Greenleaf coined the term servant leadership in his widely publicized essay titled The Servant Leader. Although Greenleaf came up with this concept in 1970, it had been around for quite some time. Two millennia ago, servant leadership was a central philosophy exemplified by Jesus Christ. In the New Testament of the Bible, we have this statement from Jesus Christ:

*You know that those who are considered rulers over the Gentiles lord it over them, and their great ones exercise authority over them. Yet it shall not be so among you; but whoever desires to become great among you shall be your servant. And whoever of you desires to be first shall be slave of all. For even the Son of Man did not come to be served, but to serve, and to give His life a ransom for many. Mark 10:42-45*

Other leaders who have exemplified this model of leadership are Mahatma Gandhi, Nelson Mandela, and Mother Teresa*.*

**What is Servant Leadership?**

Greenleaf’s big picture definition of servant leadership is:

*The servant leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is; do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?*

Servant leadership is a philosophy guided by a leader’s desire to increase service to others rather than themselves. They see themselves as humble stewards of an organization’s three main resources:

• The people under their care

• The finance under their watch

• The vision under their guard

Servant leaders strive to help people and not just make them happy. Their self-interest gives way to collective human development. In other words, it is never about them. They are givers, and not takers. The behaviors central to servant leadership include :

• Listening: they pay attention to the spoken and unspoken words from those they lead.

• Empathy: they strive to understand what other people feel.

• Healing: they strive to help people solve their problems.

* Awareness: they remain aware of their strengths, weakness, and those of the people around them.
* Persuasion: they tend to rely more on their persuasive power rather than positional power when making decisions.
* Conceptualization: they strive to develop a desirable future for people under their care.
* Foresight: They strive to have a better understanding of prevailing conditions. As such, they have the ability to anticipate possible outcomes associated with a particular course of action.
* Stewardship: their obligation is to safeguard resources and help in serving others under their care.
* Commitment to the growth of people: they focus on seeing people grow beyond their work.
* Building community: they strive to create community, both at the workplace and in the community.

**Discussion Question**

Do you know anyone who exemplifies servant leadership?

How has (s)he inspired you?

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**Transformational Leadership**

*Clearly the leader who commands compelling causes has an extraordinary potential influence over followers. – James MacGregor Burns*

Transformational leadership is a concept based on the assumption that people tend to follow leaders who inspire and motivate them. Leaders who embrace this style strive to motivate and inspire their followers by creating compelling visions, focusing on developing relationships with their followers as mentors, teachers, and coaches. The success of transformational leadership grows out of a continuous process of learning and building relationships. Transformational leaders spend time with their subordinates building trust and aiming to demonstrate high levels of integrity.

A transformational leader’s ultimate goal is to “transform” goals, visions, and sense of purpose into reality using their teams. The main components of transformational leadership include:

* Idealized future: transformational leaders strive to lead a life worth modeling. By focusing on leading an exemplary life, they instill a sense of pride and trust among their followers. As a result, their followers emulate their leader’s ideals and ways of doing things.
* Inspirational motivation: transformational leaders inspire their followers by focusing on building team spirit, enthusiasm, generating passion, and having an optimistic outlook. Through this approach, their followers find all the reasons to dedicate themselves to the leader’s mission and vision.
* Intellectual stimulation: another important thrust exhibited by transformational leaders is their willingness to question old assumptions. They are courageous to embrace new ideas and convictions. This approach fosters creativity and innovation in solving issues. Consequently, they develop independent people who are ready and willing to learn with the aim of bringing about change in their community.
* Individualized consideration: transformational leaders pay critical attention to their follower’s needs. They strive to help their followers grow by offering support, mentorship, and coaching them. These leaders create a climate of open communication where they are free to share their ideas in a supportive environment.

**In summary, these leaders**

• Create a vision for a better future that inspires their followers

• Communicate the vision in a very clear and concise manner

• Model the vision by following through what they say

• Build commitment to the vision by walking with others to actualize the vision

*Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has.*

*– Margaret Mead*

**Discussion Question**

In your sphere of life, have you ever encountered a transformational leader? What attributes do you think make him a transformational leader?

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**Super Leadership**

*I will make you fishers of men*

*– Jesus Christ of Nazareth (Mark 1:17)*

Give a man a fish, and he will be fed for a day; teach a man to fish, and he will be fed for a lifetime.

Anonymous

Productive leadership in the 21st century will hinge on a key word – empowerment; the oil that lubricated the exercise of knowledge . Jack Welsh once mused that the 21st century needs to focus on empowering people within organizations in such a way that they have the ability to make decisions, which informs the style of super leadership.

Super leadership, is a term that was coined by Charles Manze and Henry Sims to help in describing a style of leading that solely focuses on leading others to lead themselves. According to them, successful organizations are those that go beyond traditional models of leadership to embrace a new way of leadership. The leader’s objective is to empower the followers with the aim of transforming them from followers, to follower-self leaders or what they call super leaders. Leaders become super leaders when they possess the strength and wisdom of many persons within their ranks; when they help their followers to unleash their abilities. In doing so, the leader multiplies one’s own strength by boosting other people’s strengths.

*As we look ahead in the next century, leaders will be those who empower others.*

*– Bill Gates*

Super leadership is not a permissive style. Rather, it is an active approach of leadership where the leader strives to encourage other people within their ranks to take an active role in leading themselves.

Super leaders focus in teaching their followers to

• Be independent thinkers

• Act in a constructive manner

• Get rid of negative notions by replacing them with position and constructive beliefs

• Build self-confidence by encouraging the followers to take an active role in an organization.

To achieve this, these leaders participate in

• Modeling the way

• Teaching about the way

• Empowering their followers to walk the way

• Inspiring their followers to own the way

**Discussion Question**

To what extend to you agree or disagree with this statement? Explain

To be effective, a leader must successfully influence the way people influence themselves.

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**Authentic Leadership**

*The good shepherd lays down his life for the sheep… I know my sheep and my sheep know me.” – Jesus of Nazareth (John 10:11,14)*

At the most basic level, the term authenticity refers to a genuine disposition or character. In other words, an authentic person is original. What you see is what you get. In leadership, this quality of genuineness implies a leadership model where the leader strives to embody his or her true self. This model of leadership requires the leader to draw his leadership approaches from his principles, values, beliefs, morals and those critical aspects that inform our compass. According to Bill George (2010), the five important dimensions that form a leader include passion, values, relationships, self-discipline, and the heart. Authentic leaders are people who embody the following characteristics.

• They strive to demonstrate behavior that you can trust.

• They take responsibility of their mistakes.

• They commit to learning in order to understand their core selves.

• They strive to deliver greater outcomes

• They understand their purpose

• They practice solid values

• They establish connected relationships

• They demonstrate self-discipline

• They lead with the heart

What differentiates authentic leadership from other forms of leadership is that the leader may be more or less authentic and possess various characteristics of the other leadership models. That is, a leader can be charismatic, but fail the test of authenticity.

Signs to show that you are an authentic leader

• You value openness and transparency that is you have nothing to hide.

• You lead and speak from your heart. You endeavor to be original in your undertakings.

• You consider other people’s views in life.

• You are consistent

**Discussion**

Have you ever encountered an authentic leader?

How did the leader make you feel?

Are there attributes you would like to embrace from this model of leadership? Explain.

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He who does not know one thing, knows another – African Proverb

…I am because we are… - Desmond Tutu

What concepts do these two quotes evoke? Explain

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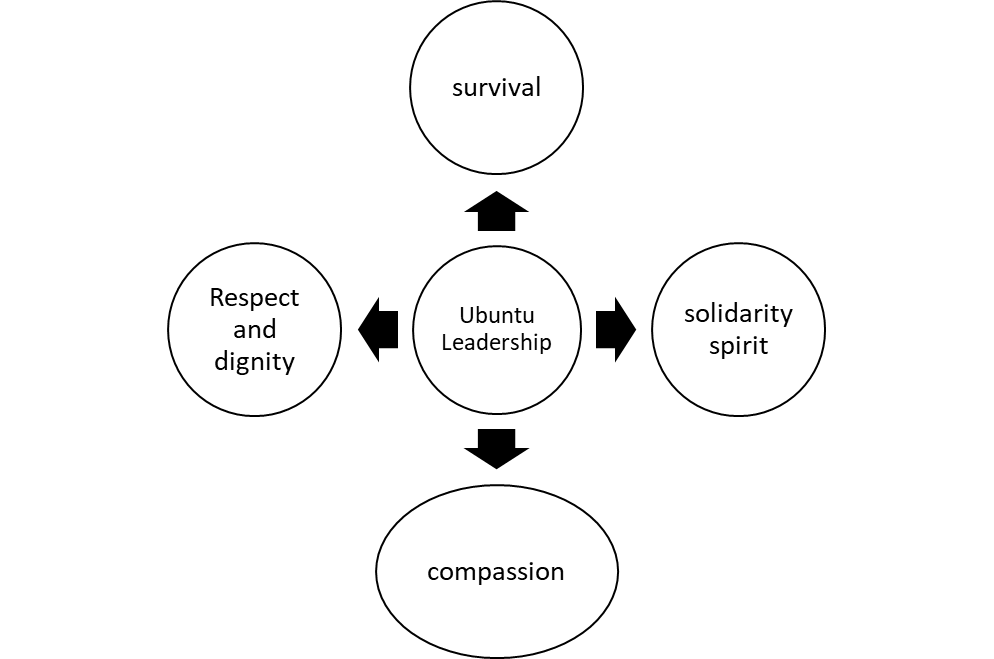
**Ubuntu Leadership**

Ubuntu is described as an ancient African worldview based on the primary values of intense humanness, caring, sharing, respect, compassion, and associated values, ensuring a happy and qualitative human community life in the spirit of family (Broodryk J. , 2006). Ubuntu means humanity, or, in a simpler explanation, that the existence of an individual impacts on others around him or her.

Behind this theory, is an African proverb ‘a thumb, although it is strong, it cannot kill aphids on its own. It would require the collective cooperation of other fingers.’ The fingers can be seen as individual person who act together in a collective manner in order to achieve a certain goal. The fingers represent key values that are necessary to form and maintain a collective culture.

**Values enshrined in Ubuntu Leadership**

* **Survival**: The heart of Ubuntu is survival. Ubuntu leadership focuses on creating an environment that challenges people to live and exist in spite of difficulties. Since it is driven by the power of ‘we’, people learnt how to survive through brotherly care and not individual self-reliance. As a result, teams, organizations and institutions challenge the stakeholders to pool their resources, preserve, and create necessary momentum to achieve a particular goal.
* **Solidarity spirit:** Ubuntu leadership strives to combine efforts and build the spirit of solidarity. This creates a fighting power. Leaders fashion teams and organizations socialized to understand that difficult goals and tasks can only be accomplished collectively.
* **Compassion**: Compassion is a human quality of understanding other people’s dilemmas and seeking ways to help them. The underlying belief is that all human beings are interconnected and share a common and communal responsibility for each other. This style of leadership does not focus inwardly. Rather, because of its values, leaders endeavor to express compassion by reaching out to others and practicing humanism. Out of this, relationships and friendships are formed.
* **Respect and dignity**: Respect, in this context, refers to an objective unbiased consideration and regard for rights, values, beliefs, and property. Ubuntu style of leadership extols respect and dignity. Working alongside survival, solidarity spirit, and compassion, leaders create an environment that constitutes the Ubuntu philosophy



**Reflection:**

A person is a person through other persons. None of us comes into the world fully formed. We would not know how to think, or walk, or speak, or behave as human beings unless we learned it from other human beings. We need other human beings in order to be human.

Desmond Tutu

What concepts do you find encapsulated in Desmond Tutu’s position? Explain

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**Application of Ubuntu in teams**

Ubuntu leadership approach calls upon team members to utilize their unique knowledge and abilities in towards ensuring team’s success. Daily challenges can hinder the productivity and performance of a team and it therefore becomes important that team members realize that lack of tolerance for cultural differences can result in low performance.

Leaders orient the team towards realizing that the survival of the team (maintaining high levels of productivity and effectiveness) can be achieved when all members pool their resources, such as their knowledge and skills, and abilities. For this reason, the chances of a team surviving are higher when recognition is based on shared values rather than on differences.

• **Value of solidarity spirit and team cohesion**

Solidarity increases cohesion among the team members. By instilling the value of solidarity spirit leaders build cooperation and competitive strategies within their teams.

The Ubuntu leader focuses on creating bonds between team members because it places emphasis on the achievement of tasks collectively rather than individually.

• **Value of compassion and shared vision**

This value helps the leader to create a shared vision. The leader and team members create a culture that promotes a vision that is shared. As a result, all members direct their efforts towards a shared vision because they experience belongingness in the same social network.

• **Values of respect and dignity and mutual trust**

No team can reach its highest potential without high formalization of mutual trust. Leaders create mutual trust by promoting activities and initiatives that enhance frequent and meaningful interaction. Because of this, team members feel comfortable and open in sharing their individual insight and concerns. It is mutual trust that eliminates uncertainty and ambiguity amongst the team members.

• **Value based leadership**

Value based leadership facilitates the creation of a climate that nurtures positive values in a team. Value-based leadership is a value-driven, change-oriented and developmental style of leadership. The purpose of this type of leadership is to help team members to change and grow in order to become proactive contributors to team effectiveness.

Leaders who personify Ubuntu demonstrate the following characteristics (Broodryk J. , 2005).

|  |  |  |  |
| --- | --- | --- | --- |
|  | **UBUNTU** | **Primary Concept** | **Guiding questions that shape a leader’s approach** |
| U | Universal | Global, intercultural brotherhood | Who are we? |
| B | Behavior | Humane, caring, sharing, respect, compassion | How do we handle people in our teams |
| U | United | Solidarity, community, bond, family | How do we achieve our goals? |
| N | Negotiation | Consensus, democracy | What steps can we embrace towards realizing our goals? |
| T | Tolerance | Patience, diplomacy | How do we overcome challenges that come our way? |
| U | Understanding | Empathy (forgiveness, kindness) | How do we walk with the less fortunate within our ranks? |

**Summary**

Leaders embracing this model strive to build cooperation and competitive strategies by allowing teamwork to thrive. Ubuntu leadership leads to a highly collaborative and cooperative work environment. As a leader you can implement this model by

• Treating the team with respect and dignity

• Being willing to negotiate for self-expression

• Providing opportunities for self-expression

• Promote equity in the workplace

• Be flexible and accommodative

**GROUP WORK**

In groups, the participants shall choose one leader from each category,

• Discuss and explain their strengths and weakness.

• Describe their style of leadership

• Share leadership traits you find most practical in your leadership sphere.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| A | B | C | D | E |
| Mother Teresa  Mahatma Gandhi  Martin Luther King Jr  Jesus Christ | Barak Obama  Winston Churchill  Julius Nyerere  Margaret Thatcher  Angel Merkel | Nelson Mandela  Thomas Sankara  Steve Jobs  Mark. Zuckerberg  Oprah Winfrey | Steve Jobs  Jeff Bezos  Elon Musk  Bill Gates  Paul Kagame | Adolf Hitler  Vladmir Putin |

**Reflections**

• Based on concepts gathered in this session, what style of leadership best describes you?

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• What new perspectives on styles of leadership have you learned?

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• Explain how they are likely going to impact your leadership style

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**CHAPTER TWO: DEMONSTRATING EFFECTIVE LEADERSHIP**

**Objectives**

**By the end of this session, the participant should be able to:**

**a. Define effective leadership**

**b. Describe the character of an effective leader**

**c. Evaluate one’s own leadership values**

**Who is an Effective Leader? Lessons from Dr. Stephen Covey**

The success of any organization or institution depends on effective leadership. Without effective leadership, society would degenerate into anarchy. Effective leadership is an essential part of a functioning society. But the big question is, what does it mean to be effective? The word “effective” stems from a Latin word “effectivus,” which refers to the element of creativity and productiveness. In this context, the adjective effective refers to one’s capacity to achieve desired results. In light of this definition, effective leadership stems from effective individuals. These are individuals who demonstrate a high level of interdependence as indicated by Dr. Stephen Covey in his book, The 7 Habits of Effective People. In this book, Covey shares seven timeless principles that describe habits of an effective leader. By looking at these concepts, the question that comes to mind is how you can apply these lessons when it comes to leading others. Let us look at seven critical questions that will guide you towards becoming an effective leader.

**Question #1: What do you go for, the urgent or the important**? The first habit of an effective leader is learning to draw a line between what is urgent over what is important. Effective leaders have a clear sense of what is important, they learn the art of prioritization. As a result, their leadership style is driven by purpose, and not by forces or agenda surrounding them.

**Question #2: What do you focus on?** Using the microscope principle, you magnify what you focus on. To achieve this end, as a leader, it is important to have a clear picture of what matters the most. Out of your commitment to focus on things that matter in life, it will not matter whether it looks difficult or easy. In the final analysis, you will always find a way to achieve your objectives.

**Question #3: Do you seek to understand first?** Effective leaders lead with the intent to listen, learn, and thereafter understand. The difference between effective and ineffective leaders lies in their willingness to learn. Through seeking to listen, effective leaders build the heart of relationships. In effect, this creates a harmonious environment driven by trust that grows from a leader’s willing to give and receive feedback.

**Question #4: How sharp is your saw?** What steps do you take to improve your leadership skills? Effective leaders know that for them to thrive in this competitive society, they have to keep on improving. Their focus areas include their physical aspect, mental wellness, social wellness, and spiritual wellness. This helps them to bridge gaps between what they see and what they would like to see. Consistent efforts towards developing your character, skills, and relationship will translate into confidence and a sense of prepared to achieve results.

**Question #5: Where do you begin?** Effective leaders are driven a clear vision. In other words, their end informs the steps and decisions they have to make in life. Besides putting in motion steps towards achieving the goal, effective leaders set up their teams and organizations for success. This brings us to the question, what is your end game?

**Question #6: Do you know that someday is never a day?** Effective leaders do not procrastinate. They have specific goals that inform how they ought to conduct themselves. They strive to improve their ability to manage time. Out of this desire, they operate based on schedules. In effect, this enables them to focus on their strengths and improve areas they are struggling in.

**Question #7: Are you proactive or reactive?** One of the most important habits of an effective leader is that they always think ahead. Thinking ahead means that these leaders strive to synchronize what has been happening, build on their knowledge regarding what is happening, and eventually see what can happen. As a result, the decisions, choices, and actions they make in the present, have an eye on rectifying what happened in the past as they prepare for the realization of a vision of what will happen in the future.

**3 Cs of an effective leader**

According to Thomas Cronin, a recognized authority of public policy, leadership is the art and science of making things to happen that might not have otherwise happened, and preventing things from happening that ordinarily might happen . In other words, the highest demonstration of effective leadership lies in its ability to bring about change and create an environment that inhibits hindrances to change. Even though this description may point to the person in leadership, what is important to note is that it solely focuses on the effect of one’s leadership.

**Who would you bet to last?**

Talking on the subject of effective leadership, Ortberg, a gifted story teller smiled at his audience and said, “let’s assume for a moment that 2,000 years ago you were a gambler, I know a number of you don’t ascribe to gambling, but bear with me for a moment. Let me ask you, whom would you have bet your money on to last a lifetime? The Roman Empire with its vast army or a little known Jewish Rabbi from an insignificant town of Nazareth, with his twelve inexperienced followers.

Briefly explain your response

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Everyone smiled as John went on to say, “Isn’t it amazing that all these years later we are still naming our kids Matthew, Mark, John, etc.” while John got a big laugh, his point was well taken. Clearly, Jesus’ leadership was and remains to be the ultimate example of what it means to demonstrate effective leadership. What lessons can we learn from Jesus’ approach of leadership that makes Him the most successful leader of all time?

Jesus’ leadership demonstrated three Cs, which any leader can learn from;

• Credo: His belief - What are do you believe.

• Competencies: His ability - What skills and abilities do you possess. Are there areas you need to improve in leadership? What are you doing about them?

• Conviction: His will to do – What gap do you see that you feel compelled to address? How are you planning to go about it?

Effective leadership hinges on the leader’s beliefs. These beliefs, in effect shape the leader’s convictions. Eventually, they demonstrate the leader’s output, seen in what they are willing and capable of doing.

**Character and behavior of an effective leader**

*Leadership is the capacity and will to rally men and women to a common purpose and the character that inspires confidence.*

*– Bernard Montgomery.*

To what extend to do you agree or disagree with this statement? Explain

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy. – General Norman Schwarzkopf, US Army General

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Character is a vital element of effective leadership. Without good character, a leader cannot build trust and without trust, the leader will lack the ability to execute one’s mandate. People cannot trust leaders with significant slips in character. Effective leadership is about building meaningful relationships, adding value, and transforming the society. Gandhi believed that his own personal life gave him the credibility to be a successful leader.

*No man can climb out beyond the limitations of his own character.*

*–John Morley, British Politician and Writer*

Character makes a person trustworthy. So, the question is what makes a leader trustworthy?

A trustworthy leader is one who does what he says he will do. They are people of their word. They keep promises.

* A trustworthy leader is one who overtime has proven his reliability. Are you reliable?
* A trustworthy leader is truthful and deeply honest. Do you pursue truth and honesty?
* A trustworthy leader does not rush to make decisions. He or she is open to counsel. Do you seek counsel before making decisions?
* A trustworthy leader looks out for common good; they are not in it for themselves. Are you in leadership for your own good or for the common good?

John Maxwell identified four critical building blocks every leader should have to develop strong character.

* **Self-discipline and moral courage:** Do what is right even when everyone else is saying otherwise. Do what is right even when you don’t feel like it.
* **Core values:** Have a clear sense of purpose. What values shape your worldview?
* A sense of identity: Do you know who you are? Who do you see when you look at in the mirror? Who do people see when they look at you? Is there a difference?
* **Integrity:** Do what is right even when no one is watching. Are your actions in synchrony with your values?

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**CHAPTER THREE: LEADERSHIP COMPETENCIES**

**Objectives**

**By the end of this session, the participant should be able to;**

**• Describe the meaning of leadership competencies**

**• State important leadership competencies as outlined in this module**

**• Identify personal competencies alongside areas of growth**

**Introduction**

To what extent do you agree or disagree with the following statement? Explain

In the end, it is important to remember that we cannot become what we need to be by remaining what we are. – Max De Pree

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Kolzow (2014), competencies are specific areas of proficiency that influence one’s style of leadership. Even though most scholars tend to interchange the terms competencies and skills, for this particular module, we are going to define skills as specific abilities that support one’s overall competency.

In this chapter, we shall look at three critical leadership competencies a leader should possess. They include:

a. Clarity of direction

b. Intelligence and learning agility

c. Ability to manage time

**Trust: The Ultimate Foundation for Leadership Competencies**

Leadership is about influence. But how do leaders build influence? The leader’s ability to grow influence goes beyond having authority. It is about integrating competence and trust. As a leader utilizes his or her abilities, the followers develop confidence in the leader’s ability. This creates a positive expectation that the leader has the best intention for them. Trust takes time to grow. In essence, trust is a product of;

Integrity: this is the leader’s degree of a leader’s honesty and ability to demonstrate it to others.

• Competence: the leader’s knowledge and ability.

• Consistency: the leader’s demonstrated ability to remain true and consistent to their word.

• Loyalty: the leader’s willingness to protect the organization’s interests.

• Openness; this is the leader’s willingness to be upfront when it comes to issues facing the organization and people in one’s ranks.

Overtime, as a leader demonstrates the above attributes, they develop the trust edge framework for leadership. According to research conducted by the Trust Edge Leadership Institute, a leader’s ability to build trust and thereby influence grows from eight notable traits. These include the following.

**Clarity:** People trust leaders who are clear. Clarity, in this context embodies communication that eventually translates into inspiring trust, increasing morale, motivating followers, and breeding satisfaction.

**Compassion:** People trust leaders who show care and concern. Caring, in this context, refers to leaders who think beyond themselves. They strive to build trusting relationships.

**Character:** People tend to notice whether a leader is doing what is right or going for the easy option. For this reason, before engaging or making any leadership decision, the question one should ask is, “I’m I doing this because its right or it is easy?”

**Competency:** People trust leaders who demonstrate a willingness and confidence to remain relevant, fresh, and capable of doing new things. By stretching their minds, these leaders inspire trust and confidence in their leaders.

**Commitment:** People trust leaders who are willing and ready to stand with them through adversity. As they say, actions speak louder than words, these leaders demonstrate tenacity by remaining true to the course regardless of the challenge. In effect, they inspire and motivate their followers to follow them.

**Connections:** People trust leaders who are willing to get at their level. These leaders should be willing and ready to ask questions, and also be deliberate when it comes to providing answers.

**Contribution:** People trust leaders whose contribution towards a defined course is clear. In other words, these are leaders who deliver results.

**Consistency:** People trust leaders whose track record of consistency remains the same. Out of this pattern, people develop confidence in their leaders.

Leaders, who focus on these principles, develop the necessary thrust that demonstrates effective leadership.

**Effective Leaders Possess Clarity of Direction**

*“Efforts and courage are not without purpose and direction.” John F. Kennedy.*

*Leaders are bridges that connect people to the future.*

**Illustration: The Tale of the Haves and Have Nots**

The goal was ambitious. Public interest was high. Experts were eager to contribute. Money was readily available. Armed with every ingredient for success, Samuel Pierpont Langley set out in the early 1900s to be the first man to pilot an airplane. He was a highly regarded senior mathematician at the Smithsonian Institution who also worked as a mathematics professor at Harvard. His fame and connections enabled him to get a $50,000 grant, a tremendous amount of money at that time, from the War Department to fund his project. Besides getting a lump sum, he was able to attract notable scientists to pull off his ambition. Langley and his team used the finest materials, and the press followed him everywhere. People all over the country were riveted to the story, waiting to read that he had achieved his goal. With the team he had gathered and ample resources, his success was guaranteed. Or was it not?

A few hundred miles away, Wilbur and Orville Wright were working on their own flying machine. Their passion to fly was so intense that it inspired the enthusiasm and commitment of a dedicated group in their hometown of Dayton, Ohio. There was no funding for their venture. No government grants. No high-level connections. Not a single person on the team had an advanced degree or even a college education, not even Wilbur or Orville. But the team banded together in a humble bicycle shop and made their vision real. On December 17, 1903, a small group witnessed a man take flight for the first time in history.

**Discussion Question**

What similarities did these two teams share?

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What differences set them apart?

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What do you think enabled the Wright brothers to succeed yet they were not better-equipped, better-funded, and better-educated team? **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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A leader’s firm sense of direction conveys one’s information about the best possible course of action. Besides conveying what the followers ought to do, it also reflects the leader’s quality of judgment. Because of the clarity of their direction, effective leaders have:

a. The ability to inspire people to act

b. The ability to give people a sense of purpose

c. The ability to give people a sense of belonging.

In summary, these leaders allow the following question to inform their actions.

**Effective leaders possess intelligence and learning agility**

Learning has no end. It is like an adventure that keeps on unraveling new insights and approaches that you can embrace as a leader. Discovering new ideas, trends, and ideals has no end. In other words, you simply cannot get to a place and close the book. To demonstrate effective leadership, you have no choice but to keep learning.

Alvin Toffler once remarked, “The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn, and relearn.”

**Can you identify those aspects you need:**

To learn

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Re-learn

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Leadership comes with a host of enticing and challenging opportunities that can easily sidetrack you from the core purpose. In order to navigate these challenges, you need to equip yourself with relevant skills and develop your abilities. The beauty of this process is that the more you deepen your commitment to learn and discover new ways of doing things, the better you will become. This efficiency will not only translate in executing your mandate as a leader, but more importantly, it will play a critical role in enabling you to remain consistent with your internal vision.

**Reflection:**

What areas do you feel inclined to enhance?

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What are my greatest leadership capabilities?

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What are my greatest leadership needs?

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**Successful Leaders Know How to Manage Time**

“Think of many things. Do one.” – Portuguese saying

“Sleep faster. We need the pillows.” – Yiddish saying

“Haste has no blessing.” – Swahili saying

“There is no hand to catch time.” – Bengali saying

“Today can’t catch tomorrow.” – Jamaican saying

Leaders grapple with time, whether it has to do with too little time or too much to do. Each day comes with a series of demands and chores that seem ready to engulf and choke out your freedom and ability to choose. The objective of this topic is to help a leader in coming up with a strategy that will to enable him or her deal with present pressing demands on time with a common sense and efficiency so that what is most important receives its due.

**What is time?**

Time is nothing more (or less) than a way of measuring out our lives. Time cannot be created it can only be re-allocated. Spending more time on one activity only means spending less on another.

**Is it possible to manage time?**

Strictly speaking, it is impossible for a leader to manage time. What one can do is manage oneself. As a leader endeavors to develop this critical competence, he or she gains control over his or her life. For this reason, the key to learning how to manage yourself is starting with knowing who you are and where you are heading.

*“Good time management simply means deciding what you want to get out of life and efficiently pursuing these goals. Time management does not mean being busy all the time – it means using your time the way you want to use it – which can include large doses of day dreaming and doing nothing. Good time management brings with it increased relaxation, less stress, more satisfaction, and greater accomplishment.” Dorothy Cudaback, Family Life Extension Specialist*

Time management is an endless series of decisions, small and large, that gradually change the shape of your life. Even though no one has total control over their time, it is possible to determine how you spend your time by planning and organizing. Some of the common Obstacles that hinder Effective Time Management include:

• Unclear objectives

• Disorganization

• Inability to say no

• Interruptions

Although we think about the past and envision the future, what we can’t do is live in either of them. As a leader, you can only live as well as you can in the now. Largely, you get to decide how you live right now. Here is a basic checklist to help you make those decisions:

**a.** What is to be done?

b. What has to be done first (what’s most important)?

c. How much of it has to be done?

d. How fast does it have to be done (what is the deadline)?

**Why time management is important?**

Time management is “a vehicle that can carry you from wherever you are to wherever you want to go.” Brian Tracey, author of Time Power.

**Time is limited**: no matter how you creative you are or how you try to slice it, you only have 24 hours in a day. To be effective, you have to figure out how to manage this limited and invaluable resource.

**You can accomplish more with less effort:** learning to control your time enables you to focus, which enhances your efficiency.

**Improved decision-making ability**: time management enables you to sieve through and eliminate unnecessary pressures that lead to poor decision-making. It gives you control and enables you to have enough time to think through the process.

**Reduces stress:** lack of control makes you to feel rushed and overwhelmed. Once you know how to manage your time, it becomes easier for you to have a clear picture. It enables you to plan.

**Improves self-discipline**: effective time management practices leave no room for procrastination. The more you do it, the better you become and the more productive you become.

**Where did my time go?**

“Those who have least to do are generally the busiest people in the world.” – Samuel Richardson (1689 – 1761), British Novelist.

One of the most effective ways in learning how to manage your time starts by analyzing how you spend your time. What surprises you the most about the way you spend your time? What actions can you take to ensure that you make the most out of your time?

**To what extent do you procrastinate? Time management worksheet**

Read each statement below and choose the word that best describes your behavior. Write the corresponding number you choose on your paper.

• Never – 1

• Occasionally – 2

• Often – 3

• Always – 4

|  |  |  |
| --- | --- | --- |
| 1. | I feel I have to “cram” before an exam |  |
| 2. | My homework is turned in on time |  |
| 3. | I think I get enough time |  |
| 4. | I pull all-nighters before mid-terms and finals |  |
| 5. | I plan activities with friends or family for a couple of nights a week and spend the amount of time with them that I planned |  |
| 6. | When I’m working on a paper, I put of writing until a few days before it’s due |  |
| 7. | I cancel social activities because I feel I don’t have enough time |  |
| 8. | I get my papers in on time |  |
| 9. | I find myself making a lot of excuses to my instructors about why my work isn’t done |  |
| 10. | I feel comfortable about how I use time now |  |
| 11. | I feel that something is hanging over my head, that I’ll never have enough time to do the work assigned |  |
| 12. | I feel tired |  |

Score A – add up the numbers for questions 1, 4, 6, 7, 9, 11, and 12 = \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Score B – Add up the numbers for question 2, 3, 5, 8, and 10 = \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If score A is greater than Score B, you are probably a procrastinator. If Score A is less than score B, you manage your time well. If the scores are equal, you may procrastinate at times, but procrastination is not a habit.

Adapted from: https://uiu.edu/wp-content/uploads/Time-Management-Worksheet.pdf

**Personal Behavior and time management**

Do you know that your personal behavior might be hindering you from managing to plan?

Assessing your personal behavior

Instructions

1. In the given set of behaviors, read them and evaluate how it describes your time-management practices. Use the second column to indicate its frequency.

2. Read the statement for the second time and indicate how important you consider it to you.

3. Multiply the values from the first and second column and get a rating for the third column.

4. Mark by circling values that are less than 5

|  |  |  |  |
| --- | --- | --- | --- |
| Behavior Audit | **How Often?**  **1= Seldom**  **2= Sometimes**  **3=Frequently** | **How Important?**  **1=Not at all**  **2= Somewhat**  **3= Very** | **Rating** |
| I have three or four clearly established personal and career goals that I am striving to reach. |  |  |  |
| I use a “To Do” list daily. |  |  |  |
| I make use of a daily planner or calendar to record important events and tasks. |  |  |  |
| I rank my priorities daily from most to least important. |  |  |  |
| I delegate as many responsibilities as I can. |  |  |  |
| I have adequate time to be with friends and loved ones. |  |  |  |
| I am aware of my daily energy levels. |  |  |  |
| I complete my most important tasks when I feel most energetic. |  |  |  |
| I work on my most important tasks before I work on the easy ones. |  |  |  |
| When I face an unpleasant task, instead of procrastinating I break the task into manageable, bite-sized pieces. |  |  |  |
| I plan ahead by setting aside time on my calendar to complete major tasks. |  |  |  |
| I schedule time for interruptions. |  |  |  |
| I take good care of myself by rewarding myself for completing realistic objectives. |  |  |  |
| At the end of most days, I look back on my To Do list and find that I have accomplished the most important tasks. |  |  |  |
| I take good care of myself by rewarding myself at least twice a week. |  |  |  |
| When necessary, I set limits by saying, “No, I just don’t have time right now to do that.” |  |  |  |
| When waiting for a stop light or for an appointment, I take two or three deep breaths and relax deeply. |  |  |  |
| I schedule and limit the amount of time each day that I devote to phone calls and e-mail. |  |  |  |
| I strive to handle each item in my mail only once. |  |  |  |
| I am organized well enough that I can find my bills or an important letter in less than five minutes. |  |  |  |
| Each member of my household has clearly defined household duties. |  |  |  |
| I ask for help when I want it. |  |  |  |

Key: *A score of more than 5 on an item suggests that you value that time-management practice and do it frequently. The circled items describe practices that you do not find important or have not found time to implement*

Adapted: http://www2.ca.uky.edu/agcomm/pubs/fcs7/fcs7101/fcs7101.pdf

**Prioritizing: The Key to navigating life as a student leader**

Prioritizing is an important part of the life of a student leader. Because you do not have enough time to complete all of your tasks, prioritizing is essential. It entails taking note of activities that influence your ability to reach your goals. Students who double up as leaders must define their academic goals and leadership goals before they can determine their priorities. Defining one’s goals will force the leader to think long term and consider both general and specific objectives in life.

**Stephen Covey’s Grid**

|  |  |
| --- | --- |
| **IMPORTANT**  **URGENT** | **IMPORTANT**  **NOT URGENT** |
| **NOT IMPORTANT**  **URGENT** | **NOT IMPORTANT**  **NOT URGENT** |

**Ken Blanchard’s Grid**

|  |  |
| --- | --- |
| **HAVE TO DO**  **WANT TO DO** | **HAVE TO DO**  **DON’T WANT TO DO** |
| **DON’T HAVE TO DO**  **WANT TO DO** | **DON’T HAVE TO DO**  **DON’T WANT TO DO** |

To be an effective time manager, you need to remember the distinction. You also need to remember: not everything that is important is necessarily urgent, and not everything that is urgent is necessarily important.

**Use a to do list**

A to do list is a list of tasks one feels obligated to do or a list of those things one wants to get done. In most cases, people write them in order of priority. With the advent of technology, people have come up with many ways of preparing to do lists. The main benefits of having this list include:

**Increased productivity**: To do lists help to highlight important things you need to do. This list enables the user to reduce time wasters thereby remain focused on important tasks.

**Improve memory:** To do lists tend to act as external memory aids. Keeping such a list helps a person to keep track of what is happening. It also helps in reinforcing memory.

**Act as motivators:** This list serves as a motivational tool because it helps is clarifying goals and making them achievable.

**Suggestions for creating a healthy to-do list**

**Don’t put too much on it**: Be realistic in your expectations and your time estimates. Think about what absolutely needs your attention, tasks that no one else can do, and put those things on your list. But don’t jam the list. By putting the important, must –do items on your list, you’ll find that there is no room for the less important, optional, and even forgettable tasks. That’s okay. Let the list help you organize, keep on task, and get the important jobs done. If by some miracle things take less time than you had allowed for, rejoice! You’ve given yourself the gift of found time, yours to spend however you want and need to.

**Put some air in it:** Overestimate the commute time. Figure in the wait before the meeting.

**List possibilities, not imperatives**: What happens if you don’t get to everything on your list? What happens if you wake up simply too ill to crawl out of bed?

**Schedule your tasks**: If you can assign some time slot in your day to accomplish a particular task, there is a much greater likelihood that you will actually do it. You will be mentally prepared, committed to tackling the job, and less prone to distractions if it’s scheduled with a beginning and end point.

**Don’t carve the list in stone**: Your list has to be flexible if it’s going to do you any good. You have to be able to change it, digress from it, flip it, and tear into it, if it is really going to help.

**Order creatively**: Make sure the most important tasks get done before you drown in a sea of relative trivia. Try to vary your pace, alternating difficult and easy, long and short, jobs requiring creative thought with rote functions. Change activities often enough to keep fresh. Attack mentally taxing jobs when you’re most alert and energetic.

**Turn the big jobs into small jobs**: Divide and conquer. Breaking down a large task into small tasks helps you to see what steps to take and the order you must take in order to finish the larger goal.

**Schedule breaks, time-out, and little rewards**: Most of us schedule rest for last that is if we schedule it at all. Plan for the rest, what to do, be specific. Brief rests at the right times will help you maintain a steady, efficient work pace.

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**CHAPTER FOUR: VISIONING AND STRATEGIC LEADERSHIP**

**Objectives**

**By the end of this session, the participant should be able to;**

**a. Understand visioning and strategic leadership dynamics.**

**b. Develop personal and organizational vision and strategic plans.**

**c. Understand the concept of Strategic, Visionary and Managerial leadership works together.**

**Vision**

Vision is the art of seeing the invisible.

*“Where there is no vision, the people perish…………”*

*Proverbs 29:18*

Vision is the energy that creates action and ignites the passion of the followers and leaders. It’s safe to say vision is the core of leadership and change.

A clear vision creates a yearning in leaders of organizations, communities and nations to actualize it. This healthy dissatisfaction with the state of things becomes the driving force compels leaders to focus on result and growth in different areas of life. At AYLF we believers of the power of vision, embracing futuristic thinking. This enables leaders to act in the present with their eyes in the future. Since we cannot achieve this on our own, we have embarked on journey to raise a New Breed of leaders in Africa.

This we intent to achieve through fostering a shared vision, creating teams to champion the transformation agenda, and creating platforms for empowerment in all our spheres.

**Process of creating the vision**

Organization/Team vision

Leaders bear the responsibility of creating an environment that will stimulate team members to unleash their potential. These opportunities will enhance their capacity to discuss, modify and improve organizational effectiveness, which informs the process of developing a vision.

In the process of creating a vision a leader focus on tomorrow`s possibilities helps in shaping today`s realities.

Here are three key components of vision creating:

1. During vision developments a leader must confront the reality of the current state.

2. A leader must look back at the history of the organization to get better understanding.

3. A leader must study the current state and environments and ask them how the future look will like.

**Personal vision**

Vision is the bigger picture.

Your life’s vision defines who you want to be, what you want to be known for and the set of experiences and accomplishments you aim for. Your vision helps define the goals by giving you a framework to evaluate those goals.

**How to Create Your Life’s Vision**

When building a personal vision we need to ask ourselves these fundamental questions:

1. What is the meaning of life?

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2. What matters in life? Make a list of all things that matter to you using word like Family, Time, Relationship, Ability, Health etc.

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3. What life do I want to have lived at age 20, 30, 40, 50, 60, 70 and 80?

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4. What kinds of people do I want to be surrounded by?

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5. What do I believe I`m capable of in life? *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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*6.* What are the greatest things I could accomplish, given the right circumstances, resources and motivation?

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7. What I wish to could change about the world? *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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8. What could can I contribute to the world that would make me feel proud and content?  *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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9. When I die, what will I want people to say and remember about me? *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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10. After responding to the above questions write down all the common phrases you have used in the different questions use them to create your personal vision. . *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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*Your vision becomes your why.*

**Reflection:**

a) Create your own personal vision using the process given above

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b) With your team of leaders create a vision of the student body you are leading, make that vision known to those you lead as the bigger picture. *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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**Power of Vision**

For a leader to be an agent of change and transformation in society they must be inwardly transformed by the power of the vision they are sharing/selling to the team, before organization/community/team change happens people must see that change in their leader in other words a leader must live a living example of what he/she is asking of others.

Successful transformation is led by vision, which is the driving force into a dimly lit future, the initial phase of transformation is to identify major gaps between the current and state of the vision, this is possible by taking time to look back into the history, look inward at the present state, look up to God for help guidance and directions, and look forward into the future. A leader must come up with realistic transformation initiatives (TIs) to guide them through the leadership journey. The Transformation Initiatives help hold the leader accountable and become the measuring measure for progress.

Example

When Gareth George was hired as CEO of Kenya Commercial Bank (KCB), he joined the bank when it had just posted billions of shillings in loss, loans defaults were running into billions of shillings, staff morale was at rock bottom and customers and investors’ confidence in the bank was nil. His focus was not only to be the ‘’turn-around”CEO but his vision of transforming the bank focused on these five initiatives

1. Regain customer confidence
2. Inspire and motivate employees.
3. Radical process transformation
4. Financial success
5. Bank reputation

The banks had to re-brand, go through restructuring, retrain, hire staff qualified staff, introduce new processes and create a new image, an interview held with the former KCB chief executive Martin Oduor revealed that the current bank success owes a lot to the transformation initiatives by Gareth George.

Transformation initiatives serve as screening mechanism for the proposed investments in programs and projects to support the transformation effort. It’s however, important to note that the ( TIs) and the programs and projects that are implemented to drive them are subject to modification and even replacements as their objectives are achieved or as a new and different challenge emerge.

**Reflection:**

1. Write down your personal vision.

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1. Write down the vision for your team in that organization/community/university that you are leading.

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1. Identify the gaps between current and vision state of your personal vision and team vision. State what will be needed to change in order to close the gap in both visions.

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1. Using KCB story identify five practical areas that are going wrong in your sphere of influences that you would love to change, let your selecting be SMART because this areas will be evaluated by AYLF leadership and mentors in the course of your training with us.( this areas may include personal life). \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**STRATEGIC LEADERSHIP**

Strategic leadership is the ability to anticipate envision maintain flexibility and empower others to create the needed strategic changes (Finke stein, Ham brick &Canella,2008). When the leadership dedicates itself to liberate rather than stifle the talents of the people it leads, it reaps quantum results in terms of loyalty, productivity creativity and devotion to the organization compelling cause.

A strategic leader must facilitate the development of appropriate strategic actions and determine how to implement them .Such may, include identifying risks and establishing ways of controlling them, selecting the environment to which the organization resources are suited or responding to or where possible anticipating changes in the environment and adjusting the organization to suit these changes.

In addition Colley (2005) argues that strategic leadership integrates good corporate governance practices, ethics, facilitates and gives the direction that the organization ought to go, by reshaping forces affecting their activities.

**ESSENTIALS OF STRATEGIC LEADERSHIP**

Ability to develop initiatives.

Initiative is an optimistic perspective on the tasks at hand in that it sets things in motion, sees tasks that need to be accomplished and begin the work. Strategic leaders look at barriers not as prohibitive but rather as challenges and opportunities they always stay fresh, relevant and capable.

**Reflection:**

1. List down three initiatives you have in mind to set in motion in order to better your life and campus life.

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1. What barriers do you see to these initiatives?

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1. What strategy do you have to transform these barriers into opportunities? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Embrace integrity.

Integrity is a quality that has to do with consistency, predictability and stability in leaders’ relationship with the team they lead.

Integrity help build ultimate trust and cohesion in a team, it gives a feeling of coherence and wholeness since followers can see it in the personal values of the leader.

Personal integrity involves strong personal ethics, positive belief in others, honesty, fairness and genuine vision bearing.

**Reflection:**

a) Thoughtfully list down your personal values. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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b) According to the definition given above on integrity do you count yourself a person of integrity? Explain

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c) Do others think of you as a person of integrity? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Competency in terms of skills (both technical and social).

Strategic leaders need to continually assess their performance and continually look for ways to improve and extend their skills. Credibility builds confidence to investors and employees commitments (Pearce, 2007).

Reflection:

1. Making a list of all the skills you have both technical and social. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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ii. Make a list of skills you don’t have but are necessary to have both technical and social. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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iii. With the help of your mentor develop ways to acquire the skills lacking and better way to use the skills you have. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Visionary

Great organizations are set in motion by great leaders and every great leader has bold dreams. Vision is an aim for the future and a healthy discontent with the status quo which presents a realistic credible and attractive future to the group as a strategic leader; there is a need to be a proactive rather than reactive to situations.

The right vision attracts commitments and energizes people and creates meaning in the followers’ lives, it establishes a standard of excellence assists in goal setting and provides an opportunity to measure progress. The right vision bridges the present and future.

**Reflection:**

1. In your sphere of influence are contended with the status quo? If not write down a list of those things that need change and improvement.

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b) What is your strategy to influence change and improvement on the above list as an individual and team? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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*Remember a strategic leader is one who is proactive not reactive.*

**Persuasive**

Hackman (2004) defines persuasiveness as a successful intentional effort at influencing another mental state through communication in a circumstance in which the one being persuaded has some measure of freedom. People will always listen and trust those who are consistent in what they do.

**Flexible**

Hellen (1999) defines flexibility as the ability to adapt to changes and to embrace change as positive and desirable, doing something for a long time will not deliver new results and in order to change the results, the strategic leader must change the way they do things. Flexibility demonstrates the important ability to understand and respond to others and changing situation a quality that is very necessary in the 21st century.

**Reflection:**

a) Write down areas in your life you think needs change and why? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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b) What strategy have you put in place for the changes and how will you accomplish them? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Compassion**

A leader must have the ability to demonstrate genuine care, love and concern for the people they lead. It’s not enough to hit targets people development is very key to a leader with a vision.

**Reflection:**

I. As a leader do you care for the people you are leading, if yes kindly list down six ways you think you are showing your care. “Remember people don’t care how much you say you care for them, but how you show you care”. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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II.What are the areas that you are developing people you are working with or leading? Why? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Concepts of strategic, Visionary, and Managerial leadership.**

**Managerial leaders**

• Adopt Impersonal, passive attitudes towards goals

• Relate to people according to their positions

• Maintain low level of emotional and not very relational.

• Want stability and order they strive to maintain status quo.

**Visionary Leaders**

• Shape ideas as opposed to reacting to them.

• Influence changes in a way people think of what is possible, desirable and necessary.

• Concern with people relates with others in an intuitive and empathetic way.

• Make decision based on values.

• Invests in human capital for long term viability.

• Future oriented and risk takers.

• Support creativity, chaos and innovation.

• Change status quo.

**Strategic leaders**

• They are a synergistic combo of managerial and visionary leaders.

• They manage paradox created by the two models by balancing them.

• Create an environment for all involved to perform well.

• They make candid, courageous and yet pragmatic decisions.

• Love feedback from all levels of organization

**Strategy making process.**

1. Assessing where we are- referring to collecting relevant information.

2. Understanding who we are and where we want to go- refers to vision, mission and core values.

3. Learning how to get there-refers to understanding and formulating the critical elements of strategy.

4. Making the journey-refers to translating the strategy into action.

5. Checking our progress-refers to assessment of strategy effectiveness.

**Strategic Thinking**

In the 21st century leaders are expected to be thinkers, not just thinkers but strategic thinker, Hughes and Beatty (2005) define strategic thinking as a cognitive processes required for the collection, interpretation, generation and evaluation of information and ideas that shape society.

**Strategic thinking requires the following:**

* Synthesis as well as analysis.
* Nonlinear as well as linear.
* Nonlinear as well as verbal.
* Implicit as well as explicit.
* Engages the heart as well has the head.

**Activity:**

1. Using the guidelines given above develop personal strategic plan for your life, studies, start-up and career share it with your mentor (appointed for you by AYLF) for future insights.

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2.With you team of leadership develop a strategic plan for the next one year, make your plan SMART.

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Group project:

In your small group brain storm of a project you can do that will be able to transform life of the campus community or community around you.

Brain storming notes:

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The project must be able to address a real need or issue affecting your community, hence it should have a short term implication, in such that you will be able to implement its first phase, long term implication so that it can be carried on and improved by those who come after you.(SMART project)

Project assessment notes:

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Group project is not easy to do since we are all different but we encourage this project be done with the whole group because we are a family of friends here are some hints to help you through this process.

**5Rs of group project:**

|  |  |  |
| --- | --- | --- |
| **5R** |  |  |
| Responsibility | Contribute as much as you can |  |
| Complete the work assigned to you |  |
| Reliance | Help each other to:   * Learn from the project * Complete the project |  |
| Relationship | Encourage each other to   * Share information * Exchange viewpoints * Discuss learning strategies * Form good partnerships |  |
| Show acceptance to different personalities |  |
| Respect | Be sensitive to each other's   * Needs * Feelings * Positions |  |
| Be devoted to the project |  |
| Reflection | Be aware of:   * How much progress the group has made * How much you have contributed to the group * How well you have communicated with the members * How well the project has been done |  |

Develop strategy to fund raise support for the project.

Fundraising strategy notes:

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Write a well thought proposal on the project

Proposal ideas notes:

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**Chapter 5: Developing Leadership Skills**

**Objective:**

**At the end of the session the participant should be able to:**

**a. Define the three approaches to leadership.**

**b. understand the dynamics of developing leadership functions into skills.**

**c. Describe effective method of developing oneself as a leader**.

In the first four chapters of this book we have dealt with different aspects of leaders and given different definitions of leadership from different sources. We have also looked at different styles of leadership and what makes one a great leader, now we turn our eyes to you as AYLF we are here to help you develop your leadership skills as a person.

**In the spaces below give five responses to the question**.

Examine what you have learned about leaders so far what is leadership according to you?

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**Essential qualities of a leader.**

There are some qualities that you have to have as a leader, without it you will lack credibility. You cannot leave personality and character out of leadership because they influence your leadership styles.

**Here are some qualities of leadership across the board:**

**Enthusiasm:** Can you think of any leader who lacks enthusiasm? Without enthusiasm about what you are doing as a leaders will prove hard to have the whole team support or by in to whatever you want to achieve.

**Integrity:** This is the quality that makes people trust you. And trust is essential in all human relationships, professional or private. ‘Integrity’ means both personal wholeness and adherence to values outside you especially goodness and truth. Leadership that does not rest on the bedrock of integrity does not last it always collapses. Through integrity we are able to make a useful distinction between good leaders and leaders for good.

**Standards**: Leaders are often demanding people, uncomfortable to have around because their standards are high. They are resilient and tenacious.

**Fairness:** Effective leaders treat individuals differently but equally. They do not have favorites. They are impartial in giving rewards and penalties for performance.

**Warmth:** Leadership involves your heart as well as your mind. Loving what you are doing and caring for people are equally essential.

**Humility:** This is an odd quality, but characteristic of the very best leaders. The opposite of humility is arrogance. Who wants to work for an arrogant leader? The signs of a good leader are a willingness to listen and a lack of an overweening ego.

**Confidence:** Confidence is essential. People will sense whether or not you have it. So developing self-confidence is always the preliminary to becoming a leader. But don’t let it become overconfidence, the first station on the track leading to arrogance.

It’s important as a leader to develop all the above skills if you are going to make impact in your sphere of influence, always remain open to the feedback no matter how painful it’s because we grow through feedback as leaders.

**Reflect on your qualities:**

i.Do I possess the above-mentioned seven qualities? Explain \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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ii.Have I demonstrated that I am a responsible person? Explain

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ii.Do I like the responsibility and the rewards of leadership?

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iv. Am I well known for my enthusiasm at work? Examples

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v. Have I ever been described as having integrity? Explain

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vi. Can I show that people think of me as a warm person? How?

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vii. Am I an active and socially participative person? Examples

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viii. Do I have the self-confidence to take criticism, indifference and/or unpopularity from others? Examples

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ix. Can I control my emotions and moods or do I let them control me? How?

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x. Have I been dishonest or less than straight with people who I work with or work for me over the past six months? Give how, why and examples

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xi. Am I very introvert or very extrovert or am I an ambivert? (mixture of both as leaders

should be).

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**Situational approach to Leadership.**

The main contribution of this situational approach is that it emphasizes the importance of knowledge in working life; and knowledge is linked to authority. In some situations one person may emerge as the leader; in others he or she may not. Winston Churchill, for example, was a great leader in wartime, but not so good in peace.

In 1940 he was the only cabinet minister with experience as a war minister in the First World War, quite apart from his own background as a professionally trained officer who, as a regimental commander, briefly served on the Western Front. Apart from his gifts of oratory and character, Churchill had a considerable amount of knowledge relevant to running a war – more so than his colleagues. He was able to greatly lead his nation through times of war but not as much during peace.

Therefor it’s important for a leader to acquire both technical and professional knowledge, actually part of your development as a leader. You are equipping yourself with one essential ingredient, getting ready for any situation that will arise.

There are four forms of authority in situational leadership among people:

**The authority of position and rank** – ‘Do this because I am the boss!’

**The authority of knowledge** – ‘Authority flows to the one who knows.’

**The authority of personality** – In its extreme form, charisma.

**Moral authority** – Personal authority to ask others to make sacrifices.

Nelson Mandela, for example, had dignity, integrity and charm. Because he endured years of imprisonment he acquired the moral authority to ask his fellow countrymen and women to accept difficulties and hardships on the long road to national unity and prosperity.

Sailors do what the captain orders when the ship is tossed to and fro in a storm, because they sense that the captain has the knowledge of the sea and navigation, deepened by experience of many other storms, to know what to do. Knowledge creates confidence in others.

**Reflection: are you right for the situation?**

i. Do you feel that your interests, aptitudes and temperament are suited to the field you are in? Explain

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ii. Can you identify fields where you would be more likely to emerge as a leader?

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iii. How have you developed ‘the authority of knowledge’? Have you done all you can at this stage in your career to acquire the necessary professional or specialist training available? Explain.

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iv. Have you experience in more than one field or more than one industry or more than one function? List them down.

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v. Do you take an interest in fields adjacent, and potentially relevant, to your own? list

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vi. How flexible are you within your field? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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vii. How good you have responded to situational changes with marked flexibility of approach? Explain

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viii. Do you read situations well, think about them and respond with the appropriate kind of leadership? Explain

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ix. How adequate have you proved yourself in situations that are arising in your sphere of influence? Explain

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x. Can you stand change? Or you are highly adapted to one particular work environment and cannot stand change? Explain

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**Group approach Leadership.**

Leadership is seen in terms of functions that meet group needs, what has to be done.

There are three elements or variables involving leadership:

**The leader** – qualities of personality and character.

**The situation** – partly constant, partly varying.

**The group** – the followers: their needs and values.

All groups, individuals and organizations are unique. In fact, work groups are always different, just as individuals are. Groups like individuals have certain needs in common. There are three areas of overlapping needs that are centrally important.

**Overlapping needs:**

**Task need:** Work groups and organizations come into being because there is a task to be done that is too big for one person. You can climb a hill or small mountain by yourself, but you cannot climb Mount Everest on your own you need a team for that. Why call it a need? Because pressure builds up a head of steam to accomplish the common task. People can feel very frustrated if they are prevented from doing so, a leader has to be aware of this need and motive the team toward achieving the goal.

**Team maintenance need**: This is not so easy to perceive as the task need; as with an iceberg, much of the life of any group lies below the surface. It’s important as a leader be on the look out of the forces or ideas both internal and external that may come to destroy the group

**Individual need**: individuals bring into the group their own needs not just the physical ones for food and shelter, but also the psychological ones:

• Recognition.

• A sense of doing something worthwhile.

• Status.

• Deeper needs to give to and receive.

These individual needs are perhaps more profound than we sometimes realize. They spring from the depths of our common life as human beings. They may attract us to, or repel us from, any given group.

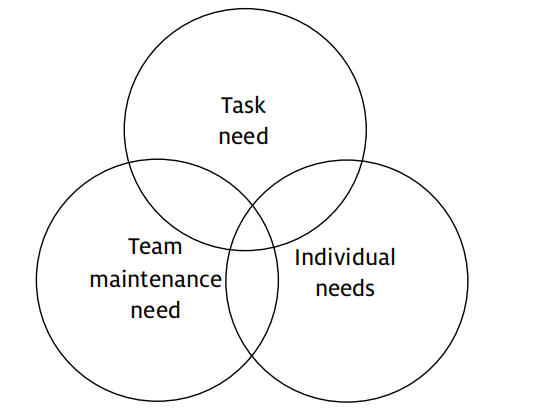
Underlying them all is the fact that people need one another not just to survive but to achieve and develop personality. This growth occurs in a whole range of social activities:

• Friendship

• Marriage

• Neighborhood

• Inevitably work place where we spend most of our lives in.



Functional approach to Leadership (Action Centered Leadership).

A function is what you do, as opposed to a quality, which is an aspect of what you are. For example, someone has to define the objectives, make a plan, or hold the team together if it is threatened by disruptive forces. Here a leader provides the functions of leaders needed by task, team and individuals.

This is the entrance door to effective leadership; you can by practice, study, experience and reflection learn to do the functions with skill, they will become your leadership skills. This skills will be like sharp, bright and well-oiled tools in your tool box, ready for instant use when need calls. Defining the task

It’s important for action centered leader to have a defined task, be sure and clear what you are supposed to do as per the set objective as a leader and the best way is to be:

• Clear.

• Concrete

• Time-limited

• Realistic

• Challenging

• Capable of evaluation.

Leadership is also about answering the question **Why** as well as **What**. A boss may tell you what to do in a specific way, but a leader will explain or convey to you why as a first and important step on the road to your free and willing cooperation the hallmark of all true leadership.

After answering the **Why** and **What** questions the leader will go further and ask **How**, **When,** and **Who** because leadership is a journey. If you are not on a journey, don’t bother with leadership just settle for management.

**Reflection:**

i. Are you clear about the objectives of your group now and for the next few years/months, and have you agreed them with your team leader/team members/boss/student body? List them.

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ii. Do you fully understand the wider aims and purpose of the organization/campus/position? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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iii. Can you relate the objectives of your group/team to those larger, more general intentions?

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iv. Does your present main objective have sufficient specificity? Is it defined in terms of time? Is it as concrete or tangible as you can make it? Explain

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v. Will the group be able to know soon for themselves if you succeed or fail? Does it have swift feedback of results? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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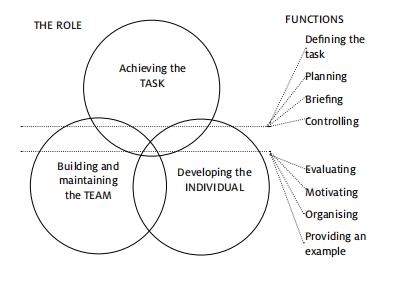
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**Your role as leader**

The word “Role “is a metaphor drawn from the theatre, it points to the part assigned or assumed in the drama. In its wider social use, a role can be roughly defined as the expectations that people have of you. Different people have different expectations; you may experience role conflict sometimes in life. You may find, for example, that there is considerable tension at certain times in your life between the expectations of your parents, those of your life partner, boss and those of your friends.

This is where the three circle model comes in, what it does for you is to define the leader’s role in a visual way. People expect their leaders to help them to achieve the common task, to build the synergy of teamwork and to respond to individuals and meet their needs.

The overlapping circles integrate these three facets of the role. Following the analogy of light, the leadership functions are like the spectrum of colors of the rainbow when a sunbeam is refracted through a prism.



**Turning the core leadership functions into Skills**

As a leader you have a unique opportunity to turn the functions of your office into skills that you will use in your long term to better your life, in other words a wise leader is one who take up every opportunity accorded to them and learn new things instead of pushing them away to others.

Most leaders miss this golden chance by pushing most of their functions to their junior to do them for them because they are either too busy to learn or they feel that task is beyond them.

Here are some of the functions passed to sectaries by top leader and actually can be a great opportunity to learn new skill, I’m not saying you do it always since I know as a leader you may be so busy, all I’m suggesting is that take time learn this functions well in the process you develop valuable skills:

 Planning

 Systems

 Communication/Briefing

 Team building

 Controlling

 Evaluating

 Motivating

 Administration

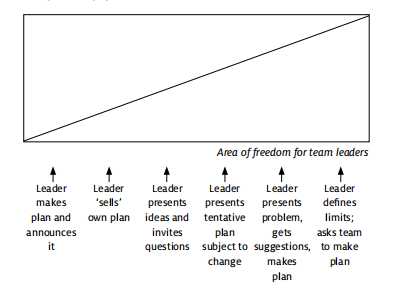
 providing an example

**Planning**

The function of planning meets the group’s need to accomplish its task by answering the question how. But the ‘how’ question soon leads to ‘When do this or that have to happen?’ and ‘Who does what?’ Planning means building a mental bridge from where you are now to where you want to be when you have achieved the objective before you. A leader should have a perspective on the key issues like how far should make the plan yourself or how far you should share the planning function with your team.

A leader who takes part in this function is able to develop very critical way of thinking. There is a useful way of looking at the planning function as a cake that can be sliced in different proportions, as illustrated below.

**The planning continuum**



From the leadership angle the advantages of moving towards the right-hand side of the continuum in are considerable. The more that people share decisions affecting their working life, the more they are motivated to carry them out because they feel empowered by their leaders.

On the other hand, you will notice that when you work on the far right of the continuum you have lost control over the outcome. The team may make a plan that, although meeting the requirements you have identified, is not the way you would have done it yourself, that’s why it’s important for the leader to take define the boundaries of how far is far and strike balance that will motivate the team.

**Refection: On planning**

i. Were more creative solutions searched for as a basis for the plan? List them down.

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ii. Is the plan simple and as foolproof as possible, rather than complicated? Break it down here.

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iii. Does the plan include necessary preparation or training of the team and its members? Give breakdown.

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iv. Have I called upon specialist advice? Explain

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v. Have all feasible courses of action been considered and weighed up in terms of resources needed/available and outcomes? List them down

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vi. Has a program been established that will achieve the objective? Explain

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Vii. Is there a provision for contingencies? write the contingency plan down.

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**Communication/Briefing**

Briefing is the function of communicating objectives and plans to the team. It usually involves standing or sitting in front of the team and briefing them in a face-to-face way.

Like all functions, briefing can be done with skill, for there is a right way to brief a group and a wrong way. Briefing, in fact, is part of a much larger communication skill: effective speaking.

**Here are some guidelines:**

* Be prepared.
* Rehearse and practice.
* Make sure that you have some professional looking visual aids: ‘A picture is worth a thousand words.
* Be clear
* Double-check that what you are saying is not vague, ambiguous or muddied.
* Be simple reduce complicated matter to its simplest form without oversimplifying.
* Avoid technical language or jargon that your audience will not understand.
* Be vivid, colour your message with enthusiasm, confidence and humor. Make it live, make it exciting, challenging and fun.
* Be natural you do not need to be a great orator. Just be yourself, your best self.
* Communication is the sister of leadership. Briefing points to only one skill, namely public speaking. Listening is co-equal in importance. Everyone has something to contribute to the plan and its execution: ideas, suggestions or information. You need to be a listening leader.

**Team building: thoughts worth thinking**

*You do not know me, I do not know you, but we have got to work together. Therefore, we must understand each other; we must have confidence in each other. I have only been here a few hours, but from what I have seen and heard since I arrived I am prepared to say here and now that I have confidence in you. We will work together as a team. I believe that one of the first duties is to create what I call atmosphere. I do not like the general atmosphere I find here – it is an atmosphere of doubt, of looking back. All that must cease. I want to impress upon everyone that the bad times are over and it will be done. If anybody here thinks it cannot be done, let him go at once. I do not want any doubters. It can be done and it will be done beyond any possibility of doubt.*

*Field Marshal Viscount Montgomery, extract from speech to staff on taking over the Eighth Army, before the Battle of El Alamein*

The building is not all about physical activities, parties, road trips but we can also have a team building activity of raising the spirit of your team by sharing your vision, your spirit of resolve, and your determination to change the climate and standards of the group. That may require some tough talking, and people will wait to see if it is going to be backed up by equally firm deeds.

The initial meeting can be especially important in this process, for first impressions are as basic in working relationships as in love and friendship. The impression that you make on people at that first meeting will stay with them forever.

**Controlling**

Controlling is the function of ensuring that all the energy of the team, and the resources at its disposal, are turning wheels and making things happen as they are supposed to. ‘Control’ comes from Medieval Latin “contrarotulare” and originally meant ‘to check accounts’.

It is the natural instinct of leaders to rely as much as possible on self-control or self-discipline in others. The better the team and its constituent individual members, the more you can do that. Leadership only really exists among free and equal people, and so ultimately a large element of self-control is a necessary element of leadership. If a group or team, organization or community lack that, then they are also inadvertently robbing themselves of the opportunity to experience leadership as opposed to management. Control is a key aspect of leadership that is mostly assumed because the word is taken from a negative base yet it’s something very fundamental in leaderships.

*Good leaders are also good managers, but not every manager is a leader.*

**Reflection on testing controlling skills:**

i. Do I maintain a balance between controlling too tightly and giving too much freedom to the team?

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ii. Am I able to coordinate work-in-progress, bringing together all the parts in proper relation to each other? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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iii. In technical work, do I ensure that team and individual needs are met? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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iv. Do meetings I chair run over time(s) allotted to topics? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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v. Do I have proper budgets and ways of monitoring actual performance? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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vi. Do customers/people/staff rate my organization’s/team control systems for:

– Quality of product/service

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– Delivery

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– Costs

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– Safety?

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**Evaluating**

Evaluating or review is an integral part of thinking as a leader; it plays a crucial role in your decision making. It helps a leader to assess the possible consequences of a decision that was made or is about to be made in terms of the short term and long term effects on the team and organization.

The principal way to build or develop the team is to evaluate the team or get them evaluate experiences of working together as a team. No team is perfect. Many are good, a few are very good, and still fewer are excellent. Evaluations keep us in that path of wanting to be better and contribute more to better livelihood in society.

**Here are some of the criteria or hallmarks of an excellent, high-performance team:**

**Clear realistic objectives**-Everyone knows what the team’s objectives are and what their part in the plan is.

**Shared sense of purpose**-By this I do mean that every member can recite the organization’s mission statement, by that you experience what engineers call a ‘vector’: direction plus energy.

**Best use of resources**- All resources belong to the team and are put to work according to priority.

**Atmosphere of openness**-There is excellent two-way communication between leader and members, and among members. People can speak openly, without fear of being thought critical. All that matters is to ensure that the best decisions are taken.

**Handles failure-**Success is often to be found at the edge of failure. A high-performance team picks itself up quickly after a failure, learns the lessons and presses forward.

**Rides out the storms**-The test of a high-performance team comes in the storms that overcome other, less stoutly made teams. The true evaluation of teamwork is in the difficult, demanding change situation.

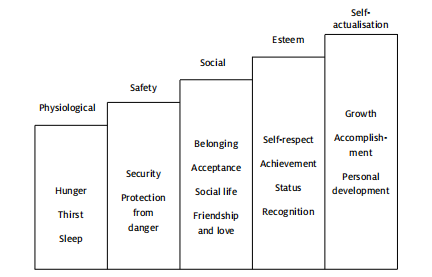
When it comes to teamwork, remember that success often breeds failure. Successful teams sometimes become overconfident, even arrogant, and that is when they start making ‘below the waterline’ mistakes, the ones that can sink your organization/project/group/start-up. The price of excellence in teamwork is eternal vigilance.

**Motivating**

If communication is sister to leadership, then motivation is its brother. ‘Motivation’ comes from the Latin verb for ‘to move’. There is, of course, a variety of ways to move people, you can threaten them with punishments of one form or another, or induce them with financial rewards. Although motivating others in this way does fall within the compass of leadership as well as management.

The best way a leader can motivate their team, is by first learning about their needs and finding ways to meet those needs. All human beings have needs that we thirst for fulfillment. Once a leader is able to identify these needs and find ways to meet them, people will start feeling they belong and they matter in the organization/team/campus and will follow you lead.

Maslow’s concept of a hierarchy of needs is still valuable He suggested that individual needs are arranged in an order of prepotency: the stronger at the bottom and the weaker at the top. Look at the graph below:



**Key principles for motivating others**

**Be motivated yourself**- If you are not fully committed and enthusiastic, how can you expect others to be?

**Set realistic and challenging targets**-The better the team and its individual members, the more they will respond to objectives that stretch them, providing these are realistic.

**Share progress motivates**- If you never give people feedback on how they are progressing, you will soon demotivate them.

**Provide fair rewards**-Not easy. Do you reward the whole team, or each individual, or both? Either way, the perception of unfair rewards certainly works against motivation.

**Give recognition**-This cost you nothing, but praise and recognition based upon performance are the oxygen of the human spirit.

**Building Systems**

Systems are sure way to ensure that they good work and progress we make today is carried on by those who come after us, leaders lead today but also sets foundations for tomorrow so that their work can out live them.

A good leader understands the importance and value of systems. Almost by definition it is impossible to think of organizations that do not have systems or definite ways of doing things, and yet has a future. Tomorrows building is based on today’s foundation, it’s important that as leaders in all spheres of life we build systems that will carry on what we start today.

It’s unfortunate that most of African countries do don’t have political systems that ensure continuity of projects and investments done from one administration to another. Each administration starts afresh after every five or so years, meaning as a continent we do not develop but mark time at same spot for years and sink into unnecessary debts from foreign governments. Over half of the debts we owe as African countries are where not necessary loans, the sad part is that the other have started projects that do not encourage economic growth, more heart breaking revelation is most projects are not complete after so many years and have of the loan money went to few people’s pockets all this because of lack of systems.

**Administration**

*It is a servant function.*

Administration is usually linked to management skills rather than leadership skills. Because of this we have great leaders full of entrepreneurial spirit, enthusiasm, driven and a motivator but have no knowledge completely organizing and administration, in other word does not understand the day to day operation of the organization, yet a leader is supposed to lead with knowledge and understanding.

It important for a leader to delegate and it’s also wiser to be involved on the daily operation of the organization from hands on point of view; this also helps to create team work.

**Providing an example**

“Leadership is example”. Certainly it is impossible to think of leadership without example. It may take many shapes and forms, but it has to be there.

Leadership is “walking the talk” your daily life as a leaders must reflect your values and character to the world , what you say you stand for let’s see you live by that very principal.

Remember that you cannot avoid being an example of some kind or other, simply because the people who work with you will always observe what you are and what you do as well as what you say. “*A manager will take six months to get to know his staff, but they will take only six days to get to know him “goes a Japanese maxim.*

Example, in other words, is just you. But you do have some discretion as to whether it will be a good or poor example.

**Reflection on if you set a good example:**

i. Do you ask others to do what you would be unwilling to do yourself? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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ii. Do people comment on the good example you set in your work/campus/church/society? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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iii. Does your (bad) example conflict with what all are trying to do?

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iv. Can you quote when you last deliberately set out to give a lead by example? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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v. Can you think of ways you could lead by example? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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vi. Do you mention the importance of example to team leaders who report to you? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Key questions for good leadership**

**Task**- The core action of going out in front on the journey in order to show the way is a form of leading by example. How can you ‘lead from the front’ in your field?

**Team**- As a builder and maintainer of the team you need to maintain or change group standards, the invisible rules that hold groups together. How can you develop your team’s standards through the power of example?

**Individual**- Think of each team member as a leader in his or her own right. Each should be a leader in his or her technical or professional role, and a ‘three-circle’ contributor. How can you help each member lead in their areas of expertise by example?

**How to develop yourself as a leader**

It’s not the work of organizations to grow you as a leader it’s your duty, in fact I can boldly say organization do not develop nor grow leader, most of the dynamic leaders you see they emerge and grow in spite of their organizations rather than because of them.

There is no infallible system or set of systems, I am afraid. You are a unique person, with a unique path of leadership in front of you. Nobody can teach you the way; you have to find it for yourself. If it was an easy path, a lot more people in leadership roles or positions would be showing the skills of leadership.

**Here are some suggestions to develop you as a leader:**

**Be prepared**

The door into leadership has ‘Confidence’ written upon it. You have to want to be a leader. It begins with a willingness to take charge, if you hate the idea of taking responsibility then leadership is not for you. *“You cannot put into yourself what God has not put there” as a Hungarian proverb says.*

The basic requirement of leadership is willingness to accept responsibility (service to others). Never write yourself off as a potential leader it is a question of getting yourself into the right field and then waiting for the right situation. But remember Louis Pasteur’s famous remark that “*Fortune favors the prepared mind”.*

The more prepared you are, the more confident you become as a leader or leader-to-be always to look confident, even when you may not be feeling it inside. People will tend to take you at face value.

**Reflection:**

Write down five things that you think will help you as a leader or leader to be?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Be proactive**

Organizations do have a vested interest in your development as a leader, because they need leaders it’s your duty to prove to them that you can be a leader. Share with them your hopes, intentions and ambitions. You should be seeking above all opportunities to lead, be it leadership of a team or a project.

Experience is a compost heap of successes and failures. Make compost! Without it you can hardly grow as a leader.

**Reflection:**

Write down five proactive steps that will take to help you grow in your leadership development in your organization/campus?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Be reflective**

Most leaders are action centered and fairly well immersed in our work, however its important from time to time to withdraw from crowds as our master Jesus Christ did time to time in order to take “helicopter view” of what is going on.

These times of reflection should include your own role performance as a leader. List the things that are going well and identify some specific areas for self-improvement. This process is a natural one in any aspect of our lives as husbands, wives or partners, students, workers, company founders; it should be a self-learning method/process. It will yield you a mental list of action points aimed at improving your skills and knowledge as a leader.

**Reflection**

A). List down five things that are going well in your area of leadership at your current post?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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B). Identify five specific areas that are going wrong at you current post?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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C) List down five areas that require self-improvement?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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D). State five steps you are going to take to correct the areas that are going wrong in your leadership?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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E). List five action points that you will take to improve your skills and knowledge as a leader?

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Be Strategic/Prudent**

*“It is easy to find a thousand soldiers but very difficult to find a general” says the Chinese proverb.*

Napoleon once wrote in a letter to his brother Joseph. “Probably the most desirable attribute of all is that a man’s judgment should be above the common level. Success in war is based on prudence, good conduct and experience”. Same is true for leadership.

Strategic/prudent leadership is based on these three principal ingredients: intelligence, experience and goodness. That is why we call Gandhi or Nelson Mandela wise, but not Hitler, Stalin or Saddam Hussein. As a leader you need to be able to think clearly and reason cogently.

**The key functions of strategic leadership**

|  |
| --- |
| ***Function***  ***Area of Responsibility*** |
| Providing direction for the organization as a whole Purpose, Vision |
| Getting strategy and policy right Strategic thinking and planning |
| Making it happen Operational/administration |
| Organizing or reorganizing requirement Organization fitness to situational Releasing the corporate spirit Energy, morale, confidence. |
| Networking Allies, partners, stakeholders |
| Choosing today’s leaders and developing tomorrow’s leaders Training and setting up systems |

Society is need of desirable leaders men and women of high morals and integrity, as its said the bird carries the wings and the wings carries the bird they both depend on each other to fly far and wide, to be free and explore the world this is the state that the world is in today desire to fly far and wide to explore. President Harry S Truman said*,* ***“In periods where there is no leadership society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better”.***

From AYLF we leave you with this quote:

*Your position never gives you the right to command. It only imposes on you the duty of so living your life that others can receive your orders without being humiliated.*

*Dag Hammarskjold*

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**LEADERSHIP DEVELOPMENT PROGRAMME**

**MODULE 1: DEVELOPING THE LEADER WITHIN**

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| **Topic** | **Learning objectives** | **Activities** |
| **Chapter 1: Understanding leadership**   1. What is leadership? 2. What leadership is not( deconstructing myths) 3. Styles of leadership 4. Distinguish between leadership & management. 5. Leading with Excellence. | At the end of the session the participant should be able to:   1. Define what is leadership 2. State and explain different styles of leadership 3. Identify an individual style of leadership and how to apply it in different context. | * Group discussions * Reflect on Jesus Christ’s model of leadership * Identify role models in the contemporary world and why? * Video |
| **Chapter 2: Demonstrating effective leadership**   1. Character of an effective leader.  * Credo- This I believe. * Competencies- This I can do. * Convictions- This I will do. * Clarifying your values.  1. Behavior of an effective leader.  * Being trustworthy * Integrity * Self-reflection * Self-directed * Action- and results-oriented * Respecting and caring for others * Transparency * A positive attitude and Clarity | At the end of the session the participant should be able to:   1. Describe the character of an effective leader 2. State behaviors of an effective leader. 3. Write and clarify his/ her own personal values. | * Group discussions * Prepare a list of personal values * Review the character of Jesus Christ * Watch a video |
| **Chapter 3: Critical leadership & competencies.**  **(**What makes a successful leader?)  i)Possess clarity of direction   * Ability to inspire others to high performance. * Communicates well and listens intensively. * Demonstrates a collaborative orientation. * Works to develop people   ii) Possesses intelligence and learning ability.   * Ability to think creatively * Capable of creating a culture of excellence   iii) Time Management   * Balancing between leadership and excelling in studies * Prioritizing and clarification of values * Exercises good judgment | At the end of the session the participant should be able to:   1. Demonstrate leadership competencies in their sphere. 2. State the value of consistency in leadership 3. Balance personal, academic and leadership roles | * Participate in a moot communication session * Review case study focusing on critical leadership and good judgment   ● Write down how they manage to balance their personal, academic and leadership roles. |
| **Chapter 4: Visioning and Strategic Leadership**   1. Vision 2. Power of Vision 3. Strategic Leadership 4. Essentials of strategic leadership 5. Strategic Thinking | At the end of the session the participant should be able to:   1. Understand visioning and strategic leadership dynamics. 2. Develop personal and organizational vision and strategic plans. 3. Understand the concept of Strategic, Visionary and Managerial leadership works together. | * Develop personal vision and mission statement * Develop a strategic plan for their term in office. * Watch a video of a visionary African leader. |
| Ch**apter 5: Developing Leadership Skills**   1. What is leadership? 2. Essential qualities of a leaders 3. Leadership approaches 4. Turning the core leadership functions into Skills 5. How to develop yourself as a leader. | At the end of the session the participant should be able to:   1. Define the three approaches to leadership. 2. Understand the dynamics of developing leadership functions into skills. 3. Describe effective method of developing oneself as a leader. | In groups, give the participants an assignment to identify real-life issues across the world touching on the  •skills learned and how they can apply them in such cases.  A talk from a life coach |