

# Leadership seminars 2020

## Session 2

### Leadership and Leadership Attributes



# Your objectives

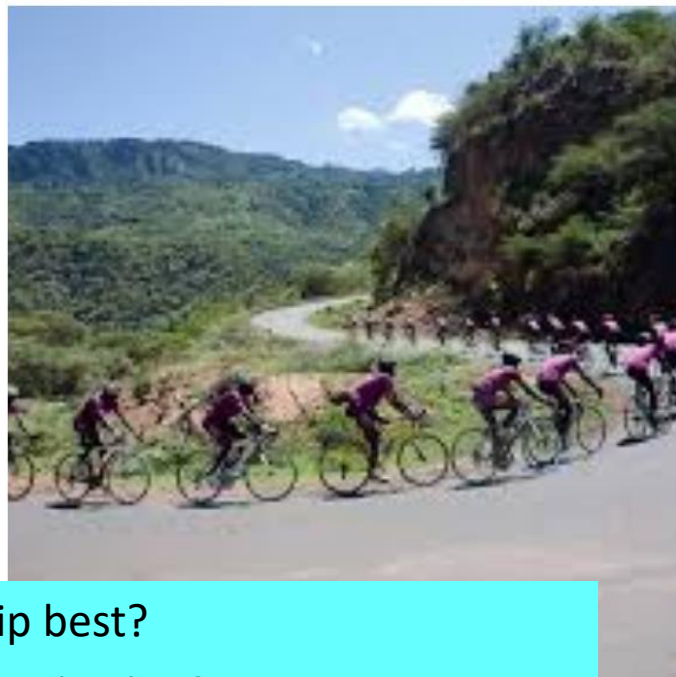
- How can I relate to another person's personality type? ✓
- What influences the development of different leadership types?
- How do I integrate different personalities in the work place? ✓
- Why is it important to learn about leadership?

# Objectives

Create understanding on how we define leadership and increase understanding of leadership attributes in Africa.

# What is leadership?

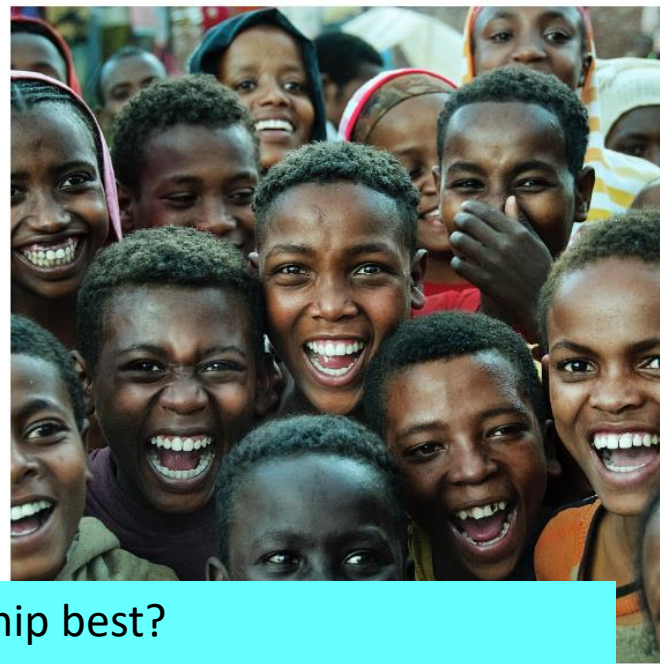
- Revisiting the pictures
- Who was not present during the 2 hour seminar on 22-01?



- Which picture depicts leadership best?
- Which picture does not show leadership?







- Which picture depicts leadership best?
- Which picture does not show leadership?





- Which picture depicts leadership best?
- Which picture does not show leadership?





<https://youtu.be/aVlKep7luIM>

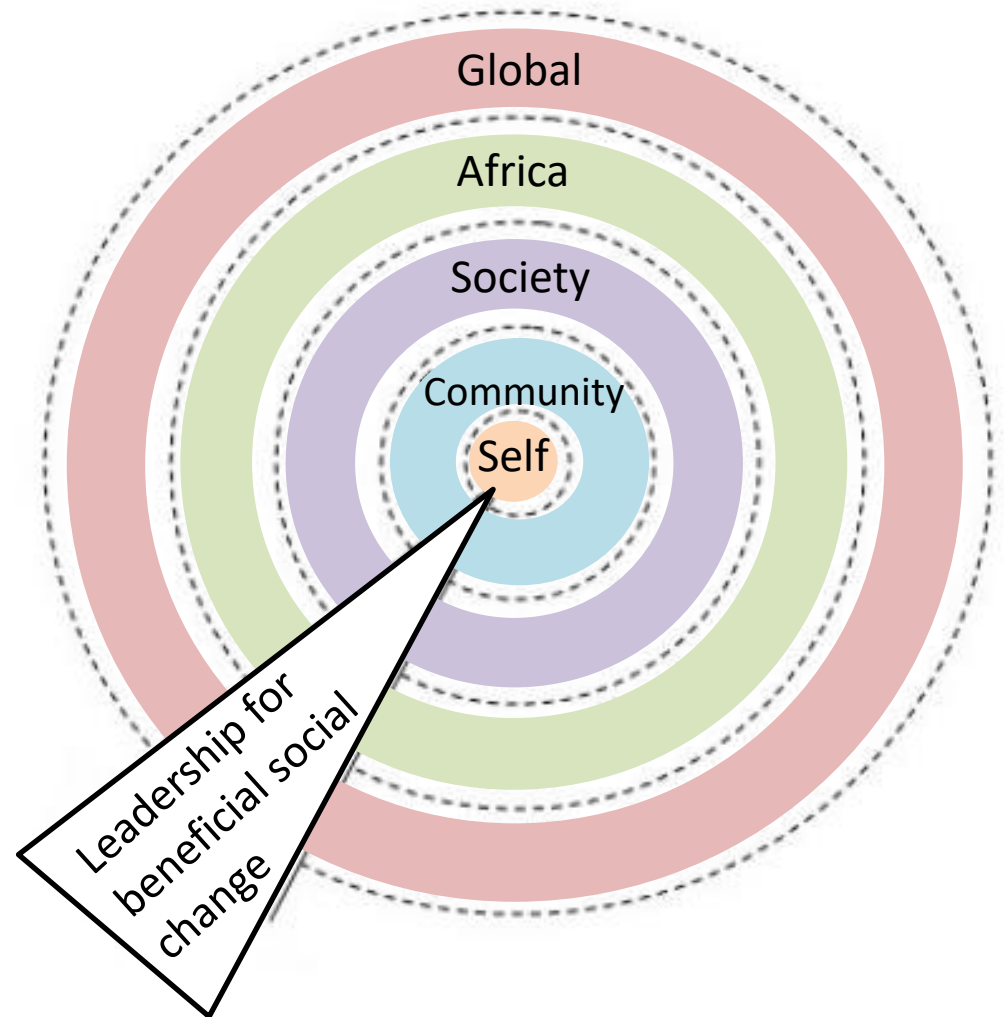


Context .....

- **Self**- identifying oneself as a leader
- **Community**- family, work, religion, community groups
- **Society**- wider social context
- **Africa**- transnational groupings
- **Global**- interconnections with other groupings outside Africa

- Dotted lines indicate that there are not clear distinctions
- Leadership is present in a whole variety of situations

## Leadership and Identity in Africa



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# How do you define....

## Love?



We can say **leadership** is in this league ....

It is more a “*phenomenon*”, that:

- cannot easily be captured or described;
- has different meanings to different people;
- Is sometimes noticed best when absent or lacking .....

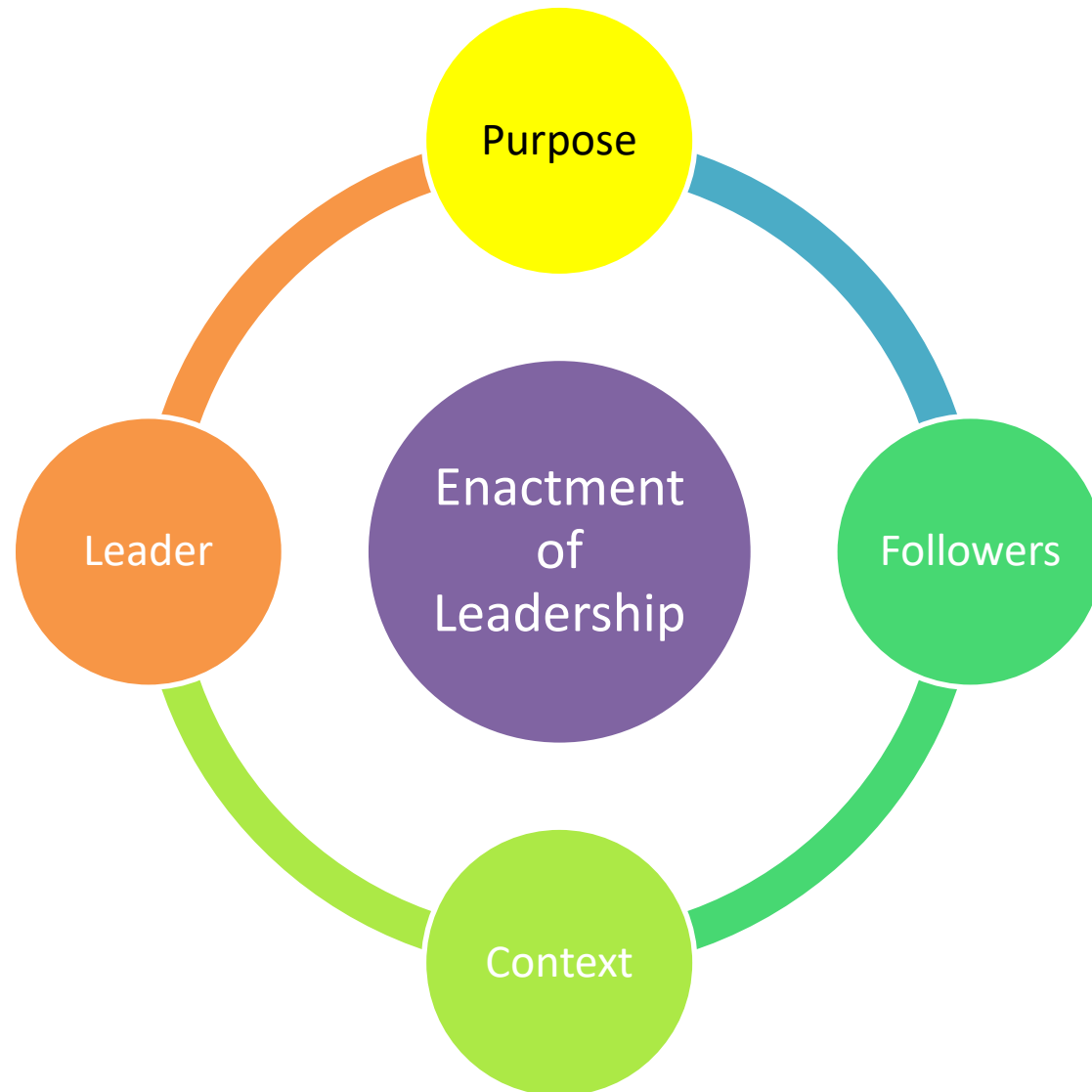
Working definition:

**Leadership** is a *moment* – it is an activity or process that has a number of interconnected elements: a leader and followers, a particular context and a common purpose or goal.

Thus - leadership is not only the behaviour or qualities of the leader! And leaders and followers can change places.

Instead: A moment, a dynamic interaction of four key elements

# Leadership Multiplex





## Senior female leader, Personal experience: “Born a leader?”

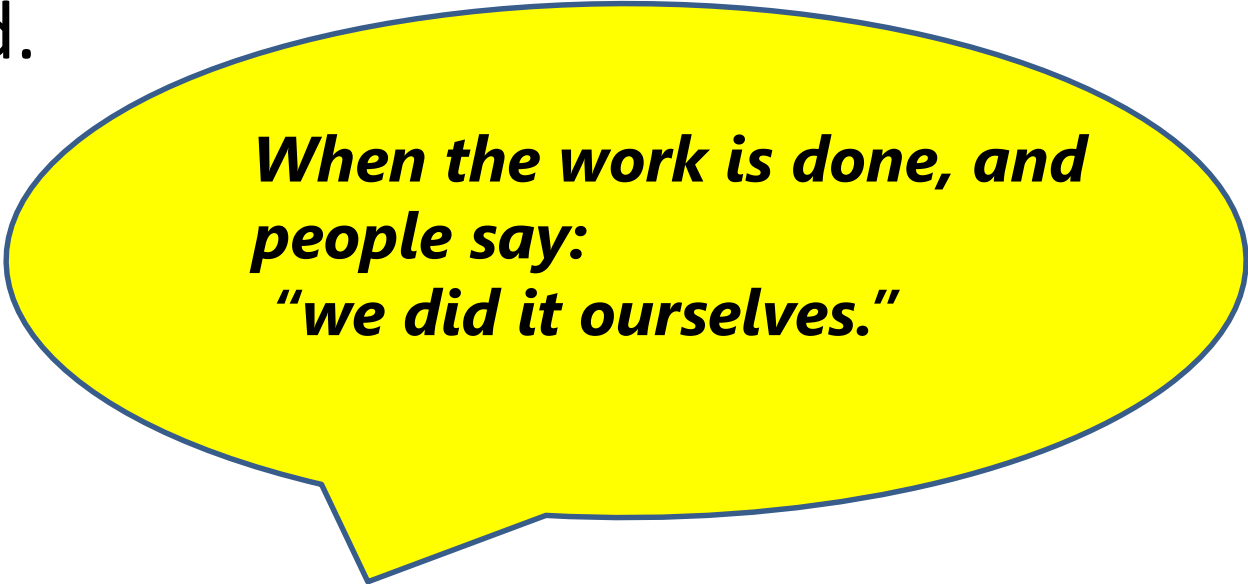
“I am a responsible and dependable person. Prior to my current job I was in positions that would have positioned me to move higher but I doubted my ability. But there were people who saw there were traits in me that showed I was leadership leaning.

For instance, they said I had the education, the personality and the character for leadership. I could not see it. Now, by character I am very prone to leading. Before I used to think it was being helpful. For instance, we are in a meeting and no one is taking charge so I would stand up and take charge. Perhaps it is from being the eldest as my dad gave me a lot of responsibilities; the rest of my siblings picked up on that and would look to me for guidance.

- Do you think leadership is result of nature or nurture?
- What was your first experience of leadership?

# Effective leaders

Leadership is a process of influencing.  
Effective leaders aim at achieving sustainable results by developing the motivation and the abilities of followers to achieve the goal or the task in hand.



***When the work is done, and  
people say:  
"we did it ourselves."***

He who thinks he is leading and has no one following him is only taking a walk. ~ Malawian proverb



# What is an Attribute?

A quality or feature regarded as a characteristic or inherent part of someone or something.

<https://www.lexico.com/>

For example:



~ Good listener ~



# Have you heard these proverbs?



- A leader who does not take advice is not a leader. ~ Kenyan proverb
- A large chair does not make a king. ~ Sudanese proverb

# HOW DO YOU SEE YOURSELF AS A LEADER?

Make a drawing without using words.

In groups of 3/4, discuss the meaning of the drawing

How do you think this links with your personality (session 1)?

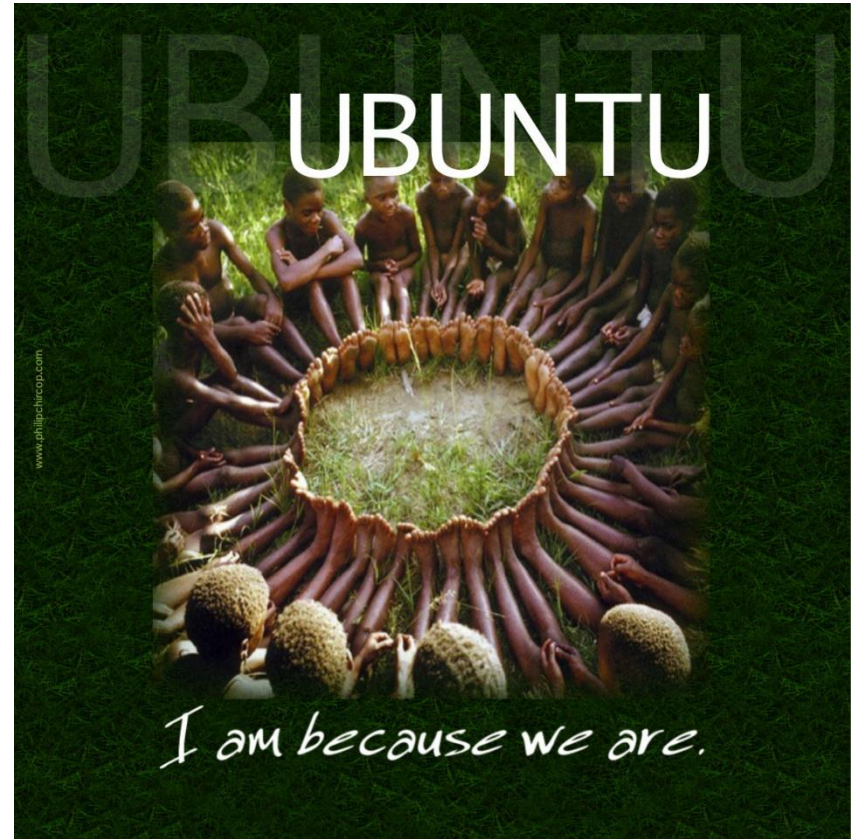


# Brainstorm



In your group, based on your drawings, discuss and list what kind of leadership attributes you consider important.

# Leadership Attributes in Africa





# Leadership Attributes in Africa

- *Ubuntu* is often described through a Zulu maxim: "umuntu ngumuntu ngabantu" – which translates as "you are who you are because of how you relate to others around you" (<https://glosbe.com/zu/en/>)
- Desmond Tutu (1999) noted that ubuntu is very difficult to render into a western language other than to say it is "my humanity is caught up, is inextricably bound up, in what is yours".
- Ubuntu is a characteristic that runs through the entire continent in various forms and is embedded in its rich diverse heritage.

# Ubuntu in practice

- In practice for leaders: *ubuntu* values a collective respect for everyone in the system. It places the good of the community above self-interest—to help others as an inherent part of your own well-being. For leaders, this condition requires the ability to build consensus, provide support to followers, to mediate differences, and to serve followers rather than have followers serve leaders

# Global leaders' attributes

World Economic Forum definition of Global Leadership includes characteristics such as:

*“dynamic, driven, intellectual curiosity, service-oriented humility and entrepreneurial in the global public interest, who are empowering widespread innovation and action, based on mutual accountability and collaboration.”*

- Discuss these attributes - do you agree/disagree?
- Would you like to rephrase or add anything?

# What the world has to learn from Africa

## Nigeria examples:

1. In 2018 a team of 5 teenage girls developed the “FD Detector” (Fake-Drugs Detector). An app to help fight fake drugs by scanning the barcode of a drug.
2. Chris Junior Anaekwe lead a group of local teenagers in cleaning rubbish in Onitsha, a port city in southern Nigeria.



# Bird's 15 competencies

Managing Self	Managing People & Relationships	Business and Organizational Acumen
1. Inquisitiveness	1. Valuing people	1. Vision & strategic thinking
2. Global mind-set	2. Cross-cultural communication	2. Leading change
3. Flexibility	3. Interpersonal skills	3. Business savvy
4. Character	4. Teaming skills	4. Organizational savvy
5. Resilience	5. Empowering others	5. Managing communities

Bird's (2013, p. 96) framework of nested global leadership competencies

# Leaders' attributes

- Review the pre-work questionnaire
- We will now hand out the second part of the questionnaire
- Complete the scoring and discuss the questions in groups of 3/4

# Global leaders' attributes

On the basis of our research, we identified 5 leadership attributes:

- Candidness
  - Decisiveness
  - Integrity
  - Doing good
  - Adaptability
- What do each of these attributes mean to you?

# Case study

- In 3 groups read and discuss a different case study from the book
- Which leadership attribute are described in each case study?
  - Candidness
  - Decisiveness
  - Integrity
  - Doing good
  - Adaptability

## **Junior female leader, Personal experience “ Persistent and focus on my target”**

**Over time I have learned to become more persistent and ignore people's assumptions and judgements - I focus on my target, and make sure that I get there - by all means. I'll be nice about it - but people quickly realize I am serious about what I want and patient enough to get it. This I learned already from a young age - I was born and brought up in Mathare - a slum area of Nairobi. I had to be tolerant, as the living conditions were not very good and very often I did not know what was going to happen next, some days we would not have food for example. All I could do was persevering and remain hopeful. Brenda Wanjuki, junior female leader, Research sector**

# Candidness

## **Young male leader, Personal experience “Ethical and compassionate leaders”**

**The aim of our outdoor leadership training is to produce ethical leaders for the future who are aware, self and environmentally conscious, and have fun. It is my nature to be compassionate and I aim to feel and know others' struggle and put myself in others' shoes because I have to understand others to solve problems. I find it most difficult to deal with people who are not able to be compassionate and make decisions lacking ability to see other people's feelings or needs. Mr. Safari, junior male leader, Education sector**

# Doing good



## **Senior female leader, Personal experience: “Dealing with the misuse of vehicles”**

**Once when I was in charge of administration, people who were senior to me were misusing vehicles, they were abusing their position. It was tricky, because I did not want to confront them, but at the end of the day - during an audit - I would be responsible and held accountable for it. Ultimately, I proposed to senior management the introduction of procedures that would make staff accountable. This was accepted and became the new policy and managed to stop the misuse. I thus managed to solve the situation amicably and without personal confrontation. Sifa, senior female leader, Finance sector**

# Integrity

# Case study

- **Candidness**- Honest and straightforward in attitude and speech
- **Decisiveness**- The ability to make decisions quickly and effectively
- **Integrity**- Honest and strong moral principles
- **Doing good**- Doing things that are good for others
- **Adaptability**- The quality of being able to adjust to new conditions

# Global leaders' attributes

At times the attributes are quite interlinked

- Candidness
- Decisiveness
- Integrity
- Doing good
- Adaptability



Candidness  
Decisiveness  
Adaptability

Doing good  
Integrity

# Global leaders' attributes

**Balanced in age  
and gender**

Candidness

**Mostly Senior**

**Women**

Decisiveness

**Men and women**

Integrity

Adaptability

**Mostly youth**

Doing good

Can you think of any reasons for this?

# Leadership Attributes

Note down your key lessons learnt from this session.



# Pre-work for session 3: Leadership styles



Complete the Leadership styles questionnaire  
and bring it to the next session