

Leadership seminars 2020

Session 3

Leadership Styles and Diversity



What would you like to gain from the course?



Recap

- Key lessons from last week sessions 1 and 2

Let's
Recap

Objectives

- Understand effective leadership styles and behaviour
- Discuss the impact of diversity (gender/age) on leadership

The Old Lion and the Tortoise

An old Lion, could no longer go hunting, and was hiding in a cave and was asking others' help to bring him food. A tortoise was cautious and was watching closely. He saw animal paw prints going inside, but none of the footprints was pointing outwards.



The Old Lion and the Tortoise

Standing at a safe distance from the cave, he inquired politely after the Lion's health. The Lion replied that he was very ill indeed, and asked the tortoise to bring him food.

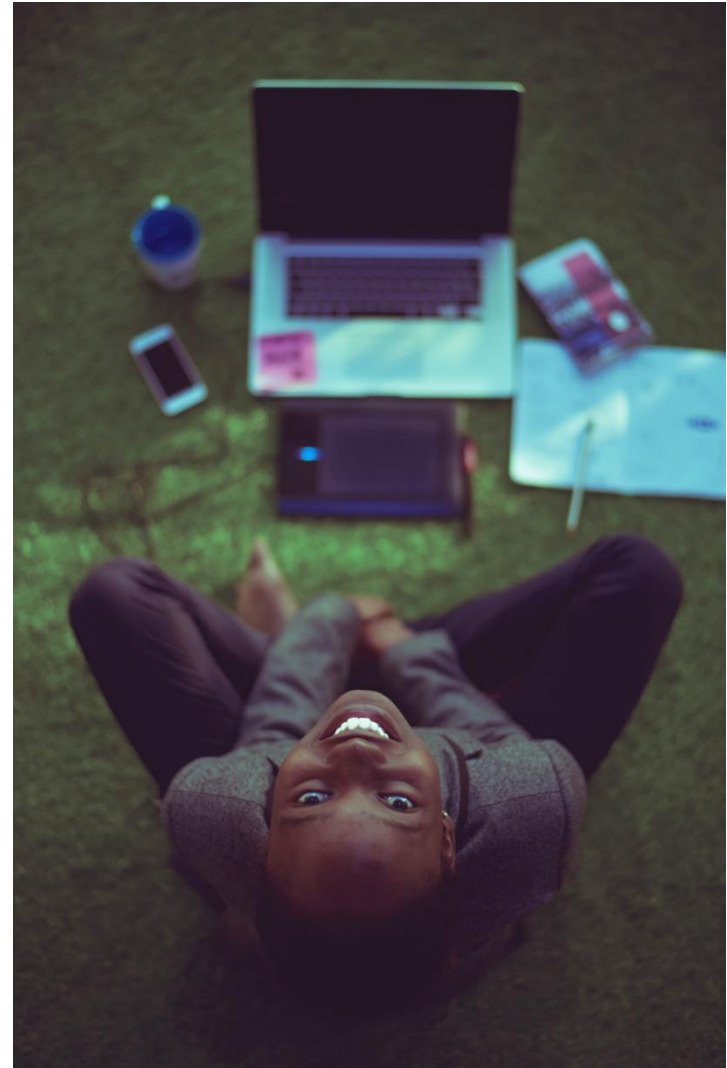
But the tortoise, thanked the Lion very kindly for the invitation. "I should be glad to do as you ask", he added, "but I have noticed that there are many footprints leading into your cave and none coming out. Please tell me, how do your visitors find their way out again?"

The Old Lion and the Tortoise

- Have you heard this story?
- What is the moral of this story?

The Old Lion and the Tortoise

The moral of the story is that many followers just follow, but that it would be better if they were to evaluate and think critically about their leader's behaviour.



What about hierarchy?

An important aspect of leadership is the norms and beliefs around hierarchy.

Hierarchy can be viewed as a scale from 1 to 7:

1. Followers expected to obey their boss without question



7. Followers are expected to question their leaders when in disagreement

Hierarchy Activity

In groups discuss the following questions:

Q. What is the normal level of hierarchy in Kenya?

Q. What do you think it should be?

Q. Do you see any change?

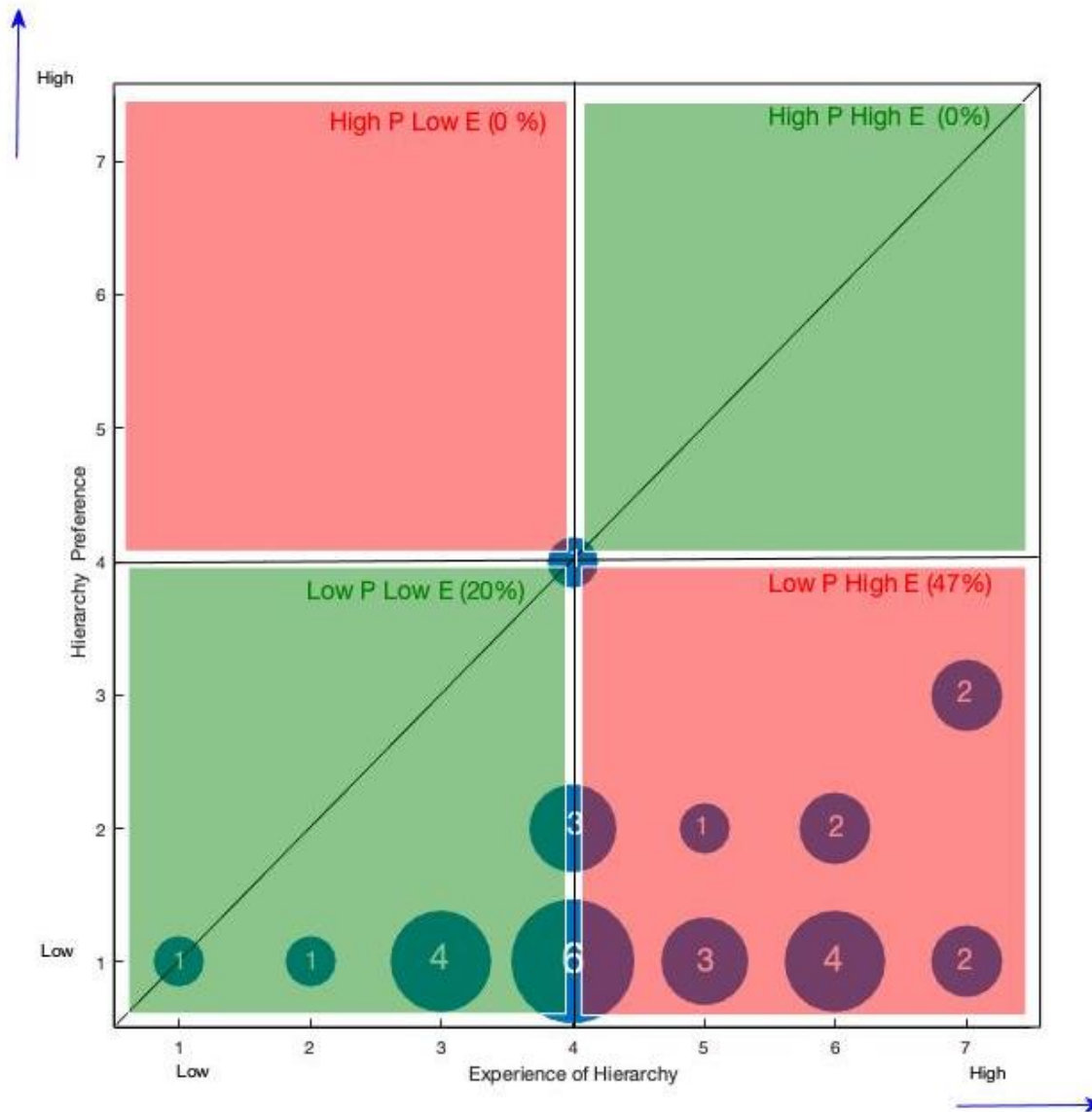
Q. What do you think the youth are going to do about it?

1. Followers
expected to obey
their boss without
question



7. Followers are
expected to
question their leaders
when in disagreement

Book Survey Result



Problems of leadership in Kenya

“Over time the colonial structure determined what we think leaders and leadership should look like. This is passed through school where the teacher is boss and king, their word is right and must always be listened to. This is replicated in government positions such as the Chief. Or through class structures where in the village, for example, the person who is rich and has a car has to be worshipped”.

young male leader in Education sector

Context

“I have worked in academia, private sector and government. My style changed as a leader when working for government. Before government I was a consultative leader, I liked to make everyone feel that they are contributing to decisions even if I would ultimately make the decision. Where I can't make a decision I would find the people who can to consult with to solve the problem. But in this government job I found sometimes one needed to have dictatorial tendencies. Authoritative was key. I tried to be consultative but because of protocol no one would give their opinions. I had to make decisions”.

senior female leader, ICT sector

Describe your reaction



President Lungu talks to Livestock Minister Hon. Michael Katambo, Zambia (Lusaka Times, 2017)

Some reactions included in article

- “Zambia’s president holding discussions with his livestock minister. No seat for him.....”
- “Africa will not progress if Africans don’t stop treating their leaders like gods.”

<https://www.lusakatimes.com/2017/03/21/minister-katambos-kneeling-picture-goes-viral/>

SHIT / HIT list

Split into 2 groups and make a SHIT and a HIT list. **Draw from your own experience.**

- SHIT = example of where you saw really bad, demotivating leadership.
- HIT = examples of where you had a really good feeling about a leader.



Present the lists and explain how this shows itself in behaviour.

SHIT / HIT list

These are the do's and don'ts of leadership.

- A HIT = respect
 - Mutual respect = respect for the leader is required by respect for the follower
- Trust = respect
 - Respect cannot be demanded it must be **earned**

Building



Circumplex

- based on a widely accepted premise among psychology scholars
- **interpersonal interactions** are best summarised by two main dimensions, **agency and affiliation**
- in turn relates to the circumplex model of interpersonal behaviour (Leary, 1957).
- The scale ends of these dimensions have been named as follows:

Dimension 1: Agency

Control/dominance/authority



Flexibility/submission/disengaged

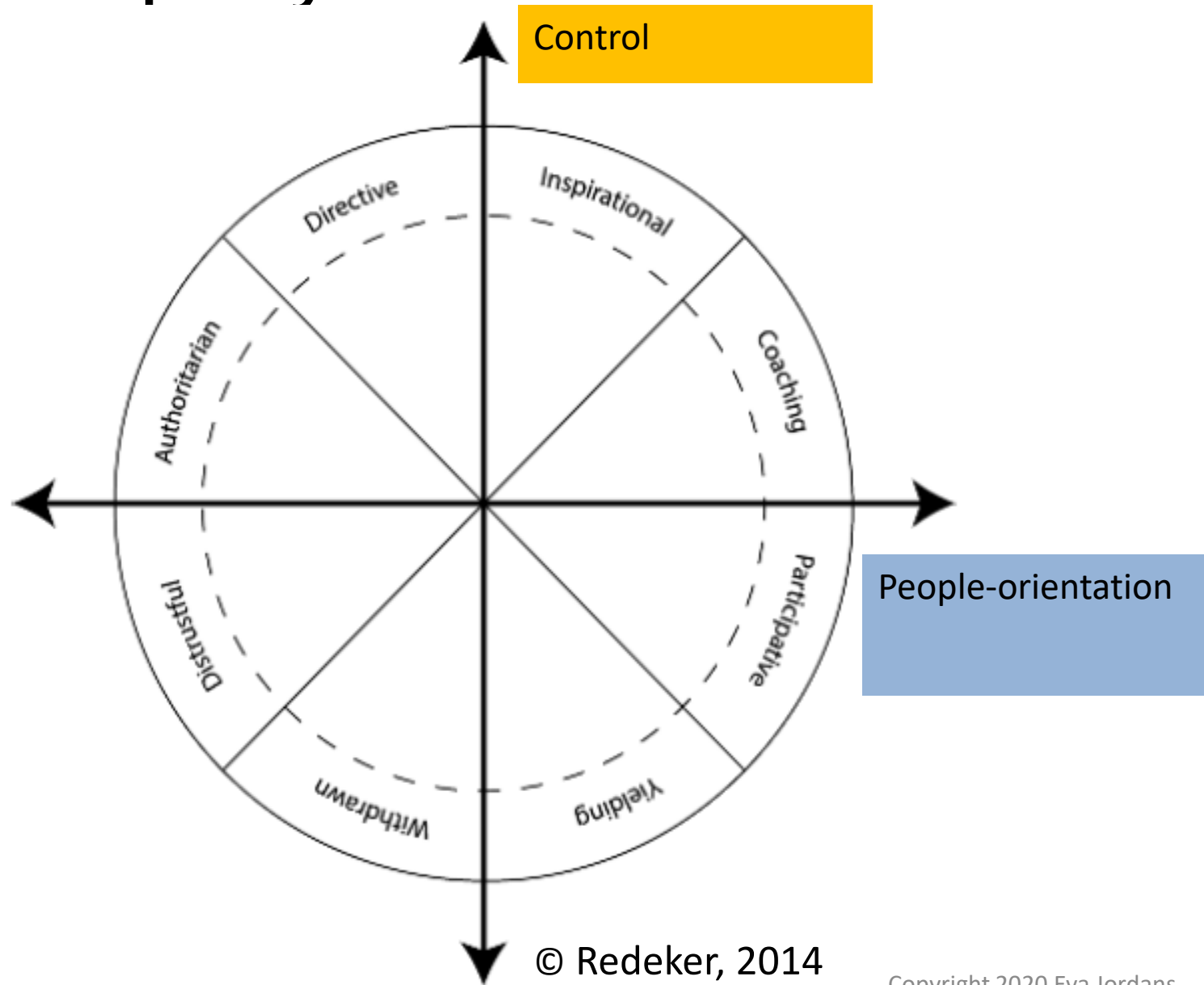
Dimension 2: Affiliation

Warm/friendly/trusting



cold/hostile/distrustful

Leadership styles



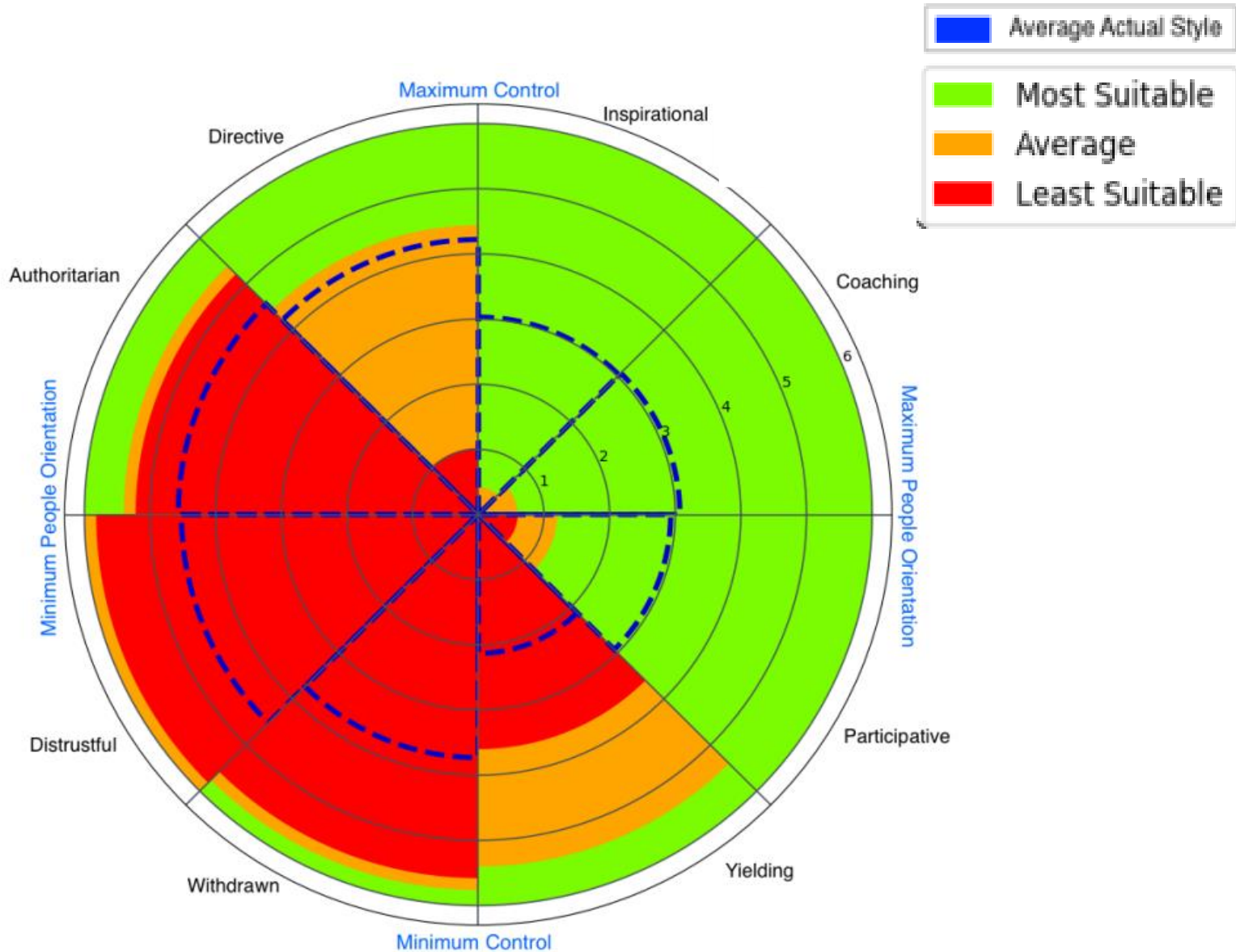
Pework questionnaire

- Which leadship styles are the most common?
- Discuss in your groups, which leadership styles do you think are the most and least suitable?



Actual vs Perceived Suitability

Book Survey Result



Role plays

- In groups of 3 play out the role play scenario's given
- Play the role of the leader, follower and observer – and then rotate



Expectations are key

- The quality of the relationship between leaders and followers depends on the expectations of leadership that they all hold.
- If they are compatible, then everyone may feel satisfied.
- If leaders and followers hold differing expectations, then tensions and dissatisfaction are likely to arise.
- For example, if the leader gives clear instructions while the follower prefers a more participative style, both parties may be dissatisfied

Leaders in Africa

- In your group:
- Google: Images - “Leaders in Africa”
- What do you see?
- What do you not or hardly see.
- How about “leaders in Kenya”??

Leaders in Africa ...



Top 10 Greatest African Leaders of All Time
africaranking.com



10 Greatest African Leaders ...
sundayadelajablog.com



Sit-tight leaders in Africa uncertain ...
afric.online



5 African leaders who made history by ...
face2faceafrica.com



The Five Worst Leaders In Africa
forbes.com



The Obama Foundation Leaders: Africa ...
regionweek.com



African leaders with the lowest ...
face2faceafrica.com



The 10 Greatest African Leaders...
afrikanfacts.com



Young Continent, Old Leaders: The Agin...
voanews.com



Leaders in Kenya ...



Leaders Reconcile, a Tough Pa...
crisisgroup.org



Most successful politicians in Kenya ...
kenyayote.com



Most Corrupt Leaders In Kenya ...
theinformrke.com



Kenya's Political Leaders T...
voanews.com



Most Corrupt Leaders in Kenya ...
kenyans.co.ke



political leaders ahead ...
ft.com



Uhuru summons Mt Kenya leaders over BBI ...
standardmedia.co.ke



Our National Leaders | Keny...
kenyascouts.org



leaders for post-election violence ...
csmonitor.com



Mt Kenya leaders spare no effort to ...
nation.co.ke



Women leaders in Kenya



Awarding the Women Leaders of ...
womenandgirlslead.org



African Women leaders gather in Nairobi ...
thestateofwomen.com



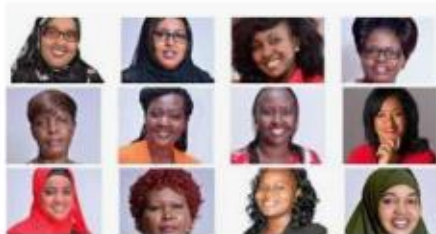
Record Number of Women Elected I ...
ndi.org



women elected governors ...
africanews.com



Awarding the Women Leaders of Kenya ...
womenandgirlslead.org



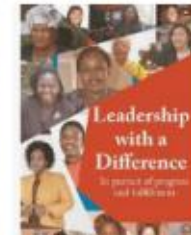
Women Reps: List of All Women Reps ...
kenyans.co.ke



Media Can Contribute To The Women ...
potentash.com



Women elected leaders unveil 'Embrace ...
capitalfm.co.ke



Leadership with a diff ...
genderinkkenya.org



women leaders participation I ...
hapakenya.com



Youth Leaders in Kenya ...



MY OPEN LETTER TO KENYA'S YOUTH LE...
kenyaforum.net



Youth leaders' internship program in ...
marj3.com



Youth Leadership Summit By Dr. Vi...
biznakenya.com



Youth Leadership Program 2019 Keny...
youthhop.com



Turn Our Youth into Effective Lea...
businessday.co.ke



YES Alumni Develop Youth Lead...
yesprograms.org



Youth Leadership Program 2019 ...
oyaop.com



Kenyan Youth Scenarios Workshops ...
kellogg.nd.edu



YOUTH LEADERSHIP TRAINING COURSE W...
facebook.com



Kakuma, Kenya - Meeting...
alamy.com

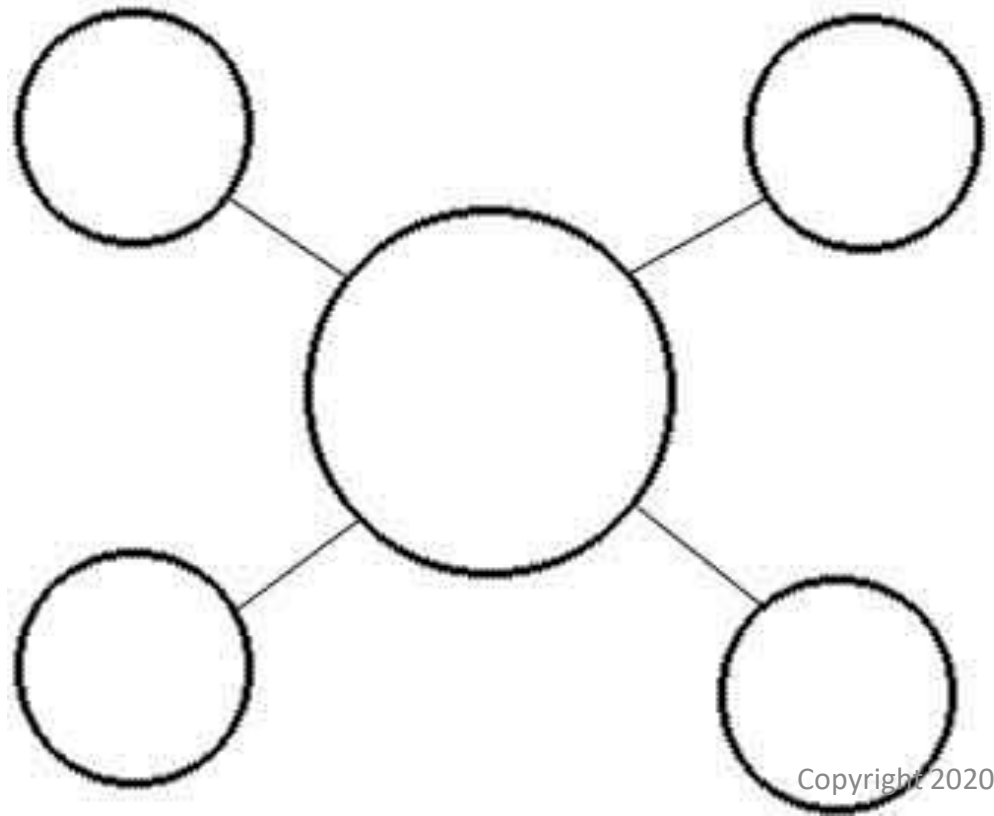


Diversity

- Images are of almost all male, senior leaders, mostly politicians, however:
- women-owned businesses are making a significant contribution to the Kenyan economy. Their businesses account for about half (48 percent) of all micro-, small-, and medium-sized enterprises (IFC)
- 71.7% of working youth are engaged in self-employment (IMF)

Activity

Place your name in the center circle of the structure below. Write an important aspect of your identity in each of the satellite circles -- an identifier or descriptor that you feel is important in defining you.



In your group:

- 1. Share a story about a time you were especially **proud** to identify with one of the descriptors you used.
- 2. Share a story about a time it was especially **painful** to be identified with one of your identifiers or descriptors.
- 3. Share stories about **your experience with gender and age** impacting on leadership

Women leaders in Kenya

Women leaders are increasingly common, their leadership styles and skills more and more in demand, and they are mostly having a positive influence on the organisations where they work. At the same time they still face several challenges in being accepted, respected, recognized and progressing in their career.

Constant need to prove myself....

“Male colleagues often grab opportunities or they are easily given to them, citing issue of availability or for long-term projects the risk of pregnancy for women. I had one male colleague with the same skills and at the same level as me. An opportunity came up and my male boss prioritized him instead of me. I asked "why? I can do this!" My boss said that it was easier for him to do the job than for me, which was not true and he never gave any reasonable explanation to explain this.”

Junior female leader, Research sector.

Senior female leader, “Do what you have to do and do it well”

“My advice to young women is that you don't have to wave your hand frantically to be heard, but rather do what you have to do and do it well, always know that where a man has to take one step you may have to take three, be patient about it, if you feel there is a fight in front of you don't get emotional but fight with facts and dig deep. When part of something, believe in yourself and do the best you can with integrity and humility. That is to say, humility to the level where you are supposed to be humble - if it is issues of integrity don't be humble at all. Where struggling, talk to the right person, look for a mentor in or out of your organization or industry, and feel free to talk to them about challenges. Be selective of who they are and how many. There will always be some people who don't have your interest at heart. It is how you rise out of it is where your strength comes. Continue doing what you believe in and don't let others derail you.” senior female leader, ICT sector

I need a young manager!

“Right now I am looking for a manager for my hotel, and I have specified in the ad that this person needs to be maximum 35 years old - I need a young person who is willing to learn to be different, and daring and also does not come with ideas around hierarchy that a manager is more powerful and ‘bosses’ people around. I want the manager to lead the team, give people room to innovate, take initiative and learn. Only in that way we can grow and excel the business”.

Senior leader, construction and hospitality sector

Leadership Styles and Diversity

In pairs, discuss key learning insight from today's session



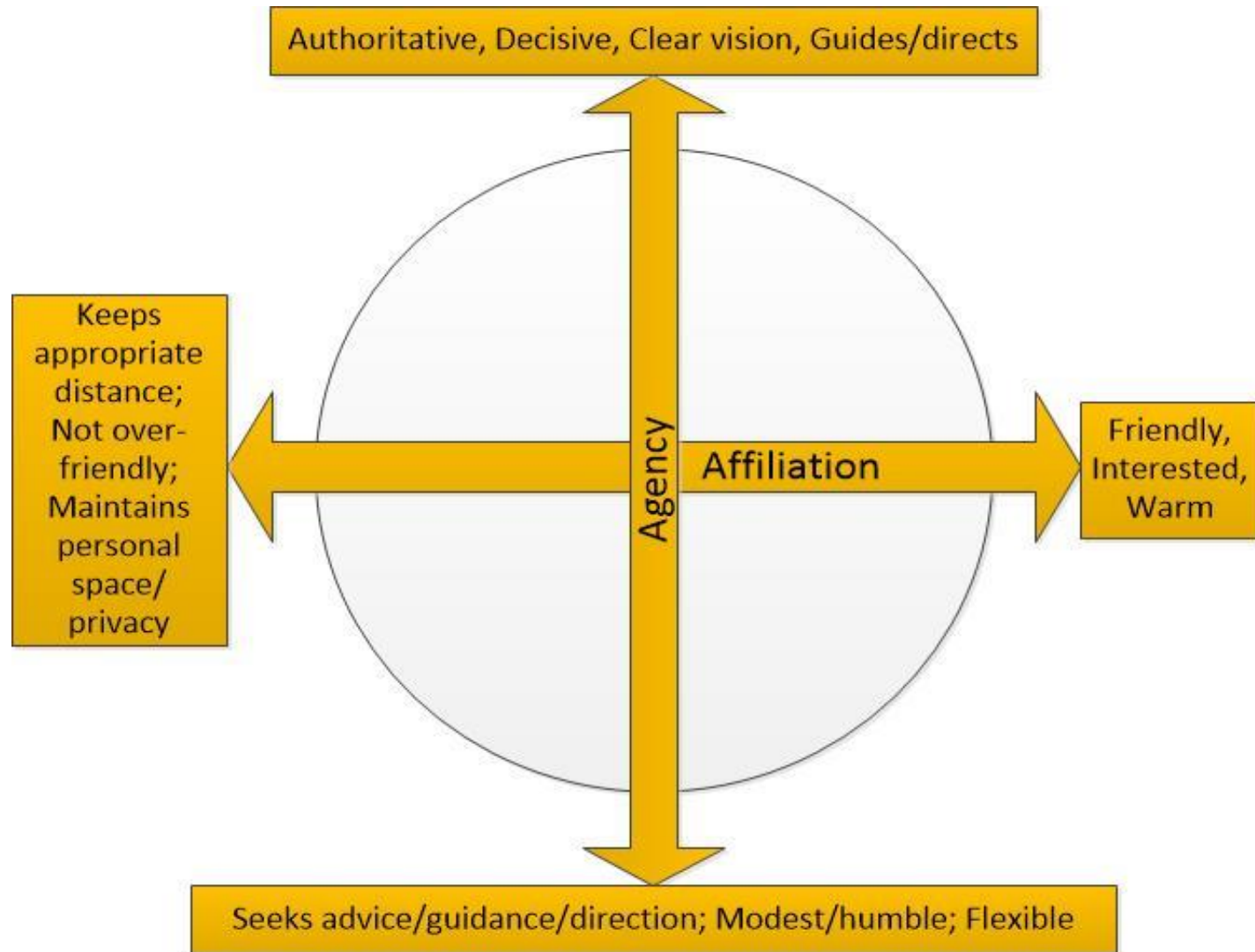
Pre-work for session 4: Communication and Presentation Skills



Complete the activities on the pre-work handout (1 quiz, 1 video, 1 questionnaire).

- Links to the quiz and video will also be sent by email/whatsapp

Adaptive variant (Pros)



Maladaptive variant (Cons)

