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| Module four assignment |
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1. ***Discuss the characteristics of a successful leader that would make them effective in all the situations.***
2. **Self management**: Effective leaders can regulate time, attention and emotions, and they are familiar with their strengths, weaknesses and potential sources of bias.

**Self- control**: Is about being disciplined, without being too reserved or inflexible.

**Resilience:** Involves managing stress and devoting to important areas of life outside work.

1. **Organizational capabilities:** Successful leaders know how to use power appropriately, work within established procedures and make decisions.

**Use of power and authority**: It involves exercising power without overwhelming coworkers.

**Comfort with organizational structures**: It means following rules and policies while still supporting individuality.

**Responsibility and accountability**: It involves owning up to your mistakes and expecting others to do the same.

**Decisiveness:** It is about balancing different perspectives and taking appropriate action.

1. **Team building and teamwork**: Team building comes down to leading or participating in groups of people with distinct personalities, motivations and skills.

**Interpersonal skills**: This refers to the ability to be approachable in spite of the authority you hold.

**Understanding others**: It is about being able to empathize with different people’s feelings.

**Capacity for collaboration**: It means that solving problems requires a variety of ideas and opinions without getting sidetracked by conversation and debate.

**Working with and through others**: It involves both sharing and delegating assignments:

1. **Problem solving**: It is very much about managing a group politics and understanding why people act the way they do.

**Creativity:** It is about challenging the status quo, even while respecting organizational procedures.

**Handling sensitive problems**: It involves confronting delicate issues head-on, instead of running away from them.

**Action orientation**: It means knowing when it is time to make a decision even if you have not gathered all the information you would ideally like to have.

1. **Sustaining the vision**: Successful leaders do not just have a plan in mind for their own success, they can also see the company’s future and have concrete goals for the organization. They are consistently able to inspire confidence in and motivate their coworkers.

**Self- confidence**: It means being optimistic, even in spite of your worries and communicating that optimism to others.

**Influence:** It involves being outgoing and persuasive without being overbearing.

**Managing change:** It is about striking a balance between stability and growth and being open to new approaches without getting distracted from the main goal’s.

**Comfort with visibility**: Means not freaking out when you are in the sport-light talking about organizations values or when you are networking for the sake of furthering your organization’s mission.

1. ***By use of examples, show how an organization can benefit from intergroup conflict.***

Conflict, while often avoided, is not necessarily bad. In fact, conflict can be good for organizations because it encourages open- mindedness and helps avoid the tendency toward group think that many organizations fall prey to. The key is learning how to manage conflict effectively so that it can serve as a catalyst, rather than a hindrance to organizational improvement.

**Conflict encourages new thinking**: Although it is often assumed that people avoid conflict, many people enjoy conflict to a certain degree because it can be the stimulus for new thinking, considering a point of view which represents conflict can open up new possibilities and help to generate new ideas that might otherwise have not been considered.

**Conflict raises questions**: Organizational conflicts usually leads to a series of questions for those on both sides of an issue. Those questions can lead to new ideas break-through in thinking that can benefit individuals, departments and organizations. When there is conflict nothing changes. There is no need to question or challenge the status quo. Conflict represents an opportunity to reconsider, which can lead to break-through thinking.

**Conflicts builds relationships**: Being agreeable is nice, but encouraging conflict can actually strengthen relationships. Organizational conflicts between individuals, departments and even competitors can help to build relationships through mutual understanding and respect. Learning to listen and listening to learn leads to insights valued by both sides in any conflict situation. Leaders who sincerely value the opinions and ideas of their employees. If an employee feels that management values his opinion, that employee will value his work more and overall morale will increase.

**Conflict open minds**: Organizations that teach employees how to manage conflict effectively create a climate of innovation that encourages creative thinking and opens to new, previously unexplored possibilities. Considering challenges and meeting the demands of a competitive business world can result in improvements that benefit staff as well as the organization.

**Conflicts beat stagnation**: Organizations that avoid conflict avoid change. Avoiding change is futile and can lead to the demise of even successful organizations, companies that encourage staff to approach conflict in positive and productive ways, can beat the stagnation that opens the doors to competitors and challenges the ability to continue to provide customers with new and innovation solutions to meet their needs.

1. ***There are different leadership styles applied in an institution. Explain any four of them.***

**Directive:** You are no dictators, but you are very clear in establishing performance objectives for your team. You are adopt at providing structures and skills at clarifying employees’ perceptions of their roles. When needed and this is not always a bad thing because some situations might require it you tend toward micro-managing.

**Supportive:** If you are approachable and empathetic, then you are probably a supportive leader. You show concern for employees, and you treat them with dignity and respect. Your employees, in turn feel valued and cared for. In times of change they trust you to help them manage uncertainty.

**Participative:** If you are someone who works hard for buy-in by soliciting employee input, then you are most definitely a participative leader. You encourage employees involvement in decision making and more importantly, ensure they know their news will be and have been considered. Depending on the situation, you consult directly with employees, other times, you delegate your authority to employees who engage in decision making.

**Achievement- Oriented**: If you always think, you and your team can do better, and you push everyone to reach higher, then you clearly are achievement- oriented. You like to set stretch and you encourage continuous improvement. You also empower employees and give them autonomy, assuming they will do their personal and team best. You constantly show confidence in the ability of individual employees and teams.

**Transformational:** Most leaders aspire to be transformational. If you are, you lead through vision. You have your eye on the future and you model and communicate your forward thinking commitment. You are an inspiration to employees, and the common goals that you have shared and articulated.

1. ***Employee involvement is one of the pre-requisites for the success of quality management endeavors. Explain the benefits of employee involvement***.

**Innovation**: Employee empowerment helps to cultivate innovation. Employees that have a stake in the company’s growth and sustainability will offer more ideas and problem solving solutions when obstacles arise. Moreover, as the employee meets particular challenges or finds improvements in policies, procedures or products, it will foster growth and more critical and imaginative thinking. Employees may see particular issue differently than a manager and be able to think of a creative solution, which may not be considered in a closed circle of managed staff.

**Team cohesion**: Although employee involvement is largely designed to give each employee autonomy, it likewise fosters better relationships between employees and with their managers, because employees that are given more independence tend to form better working relationships. Each sees the other as mutually benefiting from their working relationships. In addition, more self-governance in the work place asses dependence on managers and supervisors and redirects the reliance literally to coworkers.

**Increased productivity**: Employee involvement translates directly into increased productivity. Employees with an investment in the company’s best interest increase their role in the company, fostering a stronger work ethic. When employees are given independence and expected to be more different, they become more efficient over time, as they learn to navigate their responsibilities with minimal interference and relying less on managerial staff for direction. This allows managerial staff more time to attend to subordinates and decreases micro-management which retards productivity.

**Improved morale:** Involving employees in decisions and policy changes that directly affect their job while empowering employees to be more autonomous, greatly improves morale at large. When employees are treated as an asset and their input is given consideration, confidence increases among every team member, and the company sees significant gains in different facets such as productivity and loyalty. Moreover, improved morale can increase an employees congevity with the company. The longer the employee is associated with the company, the more experienced they become, making them mentors to new employees and indispensable to managerial staff.

1. ***It is important that organization solicit feedback from the customers. Explain the importance of feedback.***

**Customer feedback helps improve products and services:**

When you initially introduces a new product, brand or services to the market you probably have an idea about customer ideas. Market research that you conduct before introducing gives an idea. If potential customers would be willing to buy it and also they can give you tips on how you could improve. However, only after your customers use your product or service you can learn about all the advantages, flaws and their actual experience on top of that, their needs and expectations evolve with time. Customer feedback is an insight into what is working well, about your products or services and what should be done to make experience better. You might have the best expertise in the industry in which your company operates, but your professional knowledge will never be more valuable to business performance than customer insights. Their opinions help you ensure that the end product will actually meet their expectations, solve their problems and fulfill their needs.

**To measure customer satisfaction:**

Customer satisfaction and loyalty is a crucial factor that determines company’s financial performance. It is directly linked to many benefits such as increased market share, lower costs, or higher revenue. Many studies conformed close connection between customer satisfaction and business performance. Therefore, there is no doubt that you want to make sure your clients are happy with your products and services. Naturally, the best way to find out if you meet their expectation get their opinions using rating- based questions you can easily estimate the level of satisfaction and consequently predict your company’s financial condition.

**Collecting customer feedback shows you value their opinions:**

By asking your clients for feedback you communicate that their opinions is important to you. You involve them in shaping your business so they feel more attached to your company. Listening to their voices helps you create stronger relations with them. This is the best way to gain valuable brand ambassadors who will spread positive word of mouth for you. And I am sure you are aware that their recommendations is probably the most effective and, at the same time, the cheapest way to acquire new customers and become more trustworthy in the eyes of your current potential clients. People always appreciate when you ask them if they are happy or unhappy with your service. It shows you actually value their opinion and that you are here for them, not the other way round. They feel that your primary business goal is to solve their problems and fulfill their needs, not to get their money. It puts a customer in the central position of your company and this is the right way to run a business.

**Helps you create the best customer experience:**

Today’s marketing is heavily based on experiences people have with products, services and brands. They do not buy apple products just because they are good. They want to demonstrate their status and application to a particular group. They do not buy Nike clothes because they are durable. They buy to extend their boundaries. Therefore, if you focus on providing the best customer experience at every touch-point clients will stay loyal to your brand. And naturally, the most effective way to give them amazing experience is asking them what they like about your services and what should be improved.

**It improves customer retention**:

Satisfied customer will stay with you. Unhappy customer will eventually find a best alternative to your business and leave. Customer feedback helps you determine if clients are satisfied with your services and detect areas where you should improve. Thanks to asking questions regularly you can always keep finger on the pulse. Each time a dissatisfied customer expresses his or her disappointment you can immediately react and find a solution to fix an issue. This is a perfect moment to win a client back and even increase his or her level of loyalty. In many cases, an unhappy customer who encountered a problem with your services, but you got it fixed straightaway demonstrates bigger devotion to your brand than a customer who has never been disappointed with your services.

**Feedback is a reliable source for information to other customers:**

In the time of social media, customers do not trust commercials or expect advice so much. Opinions provided by other customers who have already used a product or service are more reliable source for information these days. When you look for an accommodation in a city, you visit or you want to find a nice new restaurant to have dinner with friends you read reviews beforehand. When you want to buy new shoes you ask for opinion on feedback or go to a trustworthy blog to read a review. Many companies today incorporate review system in their services and products.

**Gives you data that helps taking business decisions:**

There is no place for business decision based on loose guess on a highly competitive market. Successful business owners gather and manage distinct kind of data that help them develop future strategies. Only in this way they are able to adjust their products and services to perfectly fit customer needs. Customer feedback is one of the most reliable sources for tangible data that further can be used in taking business decisions. Customer insights will help you understand clients and their needs more profoundly. Take their suggestions in consideration and find out where you should allocate your money to get the highest return on investment.

1. ***Define quality policy and explain the importance of creating a sound quality policy:***

Quality policy is a base of management commitment to achieve company targets and for customer’s satisfaction. In other words they are drivers for the organization to pursue its objectives. At the same time, policies are subjected to be reviewed and improved over a period of time.

**Meeting customer’s expectation**: Your customers expect you to deliver quality products. If you do not, they will quickly look for alternatives. Quality is critical to satisfying your customers and retaining their loyalty so they continue to buy from you in the future. Quality products make an important contribution to long term revenue and profitability. They also enable you to charge and maintain higher prices.

**Managing a reputation**: Quality influences your company’s reputation. The growing importance of social media means that customers and prospects can easily share both favourable opinions and criticism of your product quality on forums, such as face book, twitter. A strong reputation for a quality can be an important differentiator in markets that are very competitive. Poor quality or a product failure that results in a product recall campaign can create negative publicity and damage your reputation.

**Meeting industry standards**: Accreditation to a recognized quality standard may be essential to dealing with certain customers or complying with legislation. Public sector company, for example, may insist that their suppliers achieve accreditation with quality standards. If you sell products in regulated markets, such as health care, food or electrical goods you must be able to comply with health and safety standards designed to protect customers. Accredited quality control systems play a crucial role in complying with those standards. Accreditation can also help you win new customers or enter new markets by giving prospects independent confirmation of your company’s ability to supply quality products.

**Managing cost: Poor quality decreases products**. If you do not have an effective quality control system in place you may incur the cost of analyzing non- conforming goods and services to determine the causes and retesting products after reworking them. In some cases, you may have to scrap defective products and incur additional production costs to replace them. If defective products reach customers, you will have to pay for returns and replacement and in serious cases, you could incur legal failure to comply with customer or industry standards.

1. **Explain the application and significance of a quality policy statement to your country’s public sector institutions.**

A policy statement is an organization level document that prescribes acceptable methods or behavior. Essentially, a policy is simply the way things are done within an organization.

**Characteristics of a good policy statement.**

**Policies must be known and understood by all who are affected by them**: Written policies are most effective because they spell out what organization members should or should not do under a given situation.

**Policies should be stable**: If policies are to serve as guides to actions, they should not be changed frequently, careful study should therefore be taken in formulating policies.

**Policies must be consistent**: Within the company at all levels and departments of the organization.

**Policies must be sincere**: Policies are public pronouncements of the philosophy and beliefs of the company. The wording of policies should include real intentions, otherwise they become mere writings on paper and meaningless in practice.

**Policies must be realistic:** Present situation or conditions must be considered if policy statements are to be implemented. They should not be a mere statement of ideals and commitments which cannot be implemented if conditions were different.

**Policies must be joined up**: Policy making should be built around shared corporate goals and values, not around organizational structures or existing functions.

**Policies should be future proofed**: Reflects identified prospective trends and not only on past performance. As is commonly stated the past is not a guarantee of the future.

**Policies must be goal based**: Focus on outcome delivered without unnecessary emphasis on the method by which it is to be achieved.

**Policies must be inclusive**: Policy makers take as full account as possible of the impact the policy will have on different groups who are affected by the policy. Brings together the new points of the regulator and the regulated to fund the best middle ground.

It also includes the policies, procedures, organizational structure, requirement and responsibilities for achieving The mission, vision and goals of an institution.

**The importance of a good policy statement**: Work-place policies help to establish guidelines and boundaries as well as to state the best practices for proper communication in an institution. It gives guidance on the way the employees of an institution are expected to behave on the job.

**Procedures for the implementation of a good policy**:

**Study the requirements**: First you have to study very carefully various requirements. Is there a legislation which requires something to be put in writing? Or maybe a contract with your clients?

**Take into account the results of your risk assessment**: Your risk assessment will determine which issues you have to address in your document, but also to which degree for instance, you may need to decide whether you will classify your information according to its confidentiality, and if so, whether you need two, three or four levels of confidentiality.

**Optimize and align your documents**: An important thing to consider is the total number of documents. Are you going to write ten 1-page document or one 10-page document? It is much easier to manage one document, especially if the target group of readers is the same.

**Structure your document**: You also needs to take care that you observe your corporate rules for formatting the document you already may have a template with pre-defined fonts, headers or footers.

**Write your document**: The rule of the thumb is- the smaller the organization the smaller the risks, the less complex your document will be. There is nothing more useless than deciding to write a lengthy document no one is going to read. You have to understand that reading the document takes time , and the level of one’s attention is inversely proportional to the number of lines in your document.

**Get your document approved**: It is self-evident, but Its underlying importance is this- if you are not a high ranking manager in your company, you will not have the power to enforce this document.

**Training and awareness of your employees**: This is the most important, but sadly it is one that is very often forgotten. As mentioned before employees are tired of constant changes and they surely will not welcome another one especially if it means more work for them.