



TRANSFORMATIVE LEADERSHIP

September Issue

TAABCO RESEARCH AND DEVELOPMENT CONSULTANTS

We thank God for the peaceful referendum and promulgation of the same. I take this opportunity to thank all of you, for promoting peace in your own unique ways with the communities you work with especially during the constitutional referendum of Kenya. As we earlier communicated to you that our theme as TAABCO in 2010 is "Building and rebuilding relationships for positive change." we remain committed to this course. It is important to note that change is inevitable therefore networking and partnership needs to be strengthened to help in change management. This is the third quarter of 2010, we thank God this far he has brought us and we trust in him for the future. During the year, most of us have had opportunities to interact with different consultants of TAABCO on various thematic issues. We are grateful for the opportunity accorded to us in accompanying you through the activities geared towards Achieving your mission. We encourage you to continue being learning organizations. As a reflection, for change to be effective, leadership and management are issues that cannot be overlooked for development to be sustainable.



Kenya's President Mwai

Kibaki Promulgating Kenya's new constitution at the uhuru park grounds on 27th August 2010.

We want to activate your awareness to that effect. With the new constitution all eyes are on leadership. We must remain vigilant to hold our leaders accountable. Kenyans are eager to know what next and this lays squarely on the leadership to give sound direction. In your small way, we encourage you to promote servant leadership for others to emulate.

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Thoughts about leadership

Proverbs 28:19 (NIV) *"He who works his land will have abundant food, but the one who chases fantasies will have his fill of poverty"*

Working the land, like authentic leadership, is about doing the right stuff at the right time in the right amounts. There is a purpose to working, commitment to the values whose predicates are often long, tedious hours of "real work". It's about caring more for the "land" than for your comfort-there are days when work must be accomplished no matter how we may feel.

"working the land: is about purpose and commitment to values of stewardship. Whether it's leading an organization or growing in your journey of knowing God and making him known, both take constant effort-work. Fantasy has no place in either pursuit

VISIONARY LEADERSHIP by Alice Mbaye

If leadership is exercise of authority, anyone who happens to occupy a position of power, can be called a leader. By that definition, all Kings and Queens, CEO's and judges are leaders since they primarily use positional authority as a major form of influence. And of course, parents use authority (often described with a measure of punishment and coercion) to get children to obey. So the first point of why there are so few

visionary leaders is the fact that there are relatively few leaders, and secondly, of those who have leadership ability, why are there still fewer visionary leaders? So why might this be the case? Visionary leadership is transformative. It involves greatness, penetrating the ordinary reaching through them to bring out the best the world has to offer.

Leadership in the Nation

Nations need visionary leaders and vision is an essential element of transformational leadership. But these leaders are rare.

There is a call every where for visionary leadership.

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Leadership in the Nation cont..



Visionary leaders work towards a new dawn, they work with the power of intentionality and alignment with a higher purpose, they are social innovators and change agents, seeing the big picture and thinking strategically. Visionary leaders search for solutions that transcend the usual approaches and address the elementary level of problems. They promote a partnership approach and create a shared sense of thought and meaning. They respond to the needs of the people and develop participation strategies to include people in designing their own future. Visionary leadership requires total in-

volvement, tremendous work, a willingness to put everything on the line and continuous engagement. Visionary leaders often suffer opposition from all sides, yet the pay off is greater than anything imaginable. The personal reward that comes from making a genuine and substantive contribution to humanity. With regards to conflict visionary, leaders transform conflict into usable energy, they have the ability to inspire people to be better than they already are and use the power of their words to create a dramatic social change.

Leadership in organizations

Having the vision to anticipate the future, even influenced it, enables executives to transcend current constraints and move their organizations into a new era of productivity “Seth Weaver Kahan”

The question is: Are you a visionary leader?, what is the role of the CSOs in making our country politically stable? What role does leadership play in the growth of an organization? In relation to our organizations, our focus is on the board of the organization. What is the importance of having a board?

“The leader has to be practical and realistic, yet must talk the language of the visionary and the idealist”~Eric Hoffer

“Leadership is understanding people and involving them to help you do a job. That takes all of the good characteristics, like integrity, dedication of purpose, selflessness, knowledge, skill, implacability, as well as determination not to accept failure”~By Admiral Arleigh A. Burke.

“The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task. That is what leadership does-and what it does is more important than what it is or how it works”~Colonel Dandridge M. Malone.

In brief, the board is important because:

1. It stirs the growth of an organization
2. The board is the most powerful yet overlooked tool of growth in an organization
3. The board enables increase in accountability
4. The board assists in cross checking decisions

The questions to ask ourselves when instituting a board

include:

1. Why do we need a board?
2. What will be achieved from it?
3. What do you expect from the individual advisory board members?

Imagination lies Untapped

“use it or lose it.”-a saying often heard in body circles. How many times has a teacher, your parent (s), boss asked you to close your eyes and use your imagination?

In my case, not once in thousands of hours of class room education has an instructor, professor, teacher even looked at harnessing the power of imagination. In fact, if you actually close your eyes even briefly, the teacher or (the boss for that matter) would assume that you’re a slacker who is whiling a way the time sleeping. The education system stresses language, analysis, logic and reason-what people tend to call left hemispheric processes. Nothing wrong with that. However, rather than imagination being a partner in the thinking process, it is the beg-

LEADERSHIP OF THE FUTURE by Chantal Atieno



The last few years has seen an incredible increase in technology. Most of the principles of good leadership remain the same, regardless of how technology changes. However, technology presents new challenges for leaders

Virtual contact leadership

One of the benefits of modern technology is the ability to communicate with anyone anywhere in the world. While this is a bene-

fit for businesses looking to expand, it presents unique challenges for leaders. Many leaders have a leadership set that relies heavily on their personality and “presence”. Many of these skills don’t translate well into electronic communication. Leaders need to be aware of this and work to improve their skills in communicating and leading using modern tools. They can no longer rely on the power of their personality to give them an edge.

One of the biggest areas leaders must develop is the ability to communicate well through the written word. Leaders preparing for future should make a conscious effort in the following areas:

- Develop strong writing skills
- Understand different forms of electronic communication



INTROVERTS: THE BEST LEADERS FOR PROACTIVE EMPLOYEES;
FACULTY RESEARCH AND IDEAS FROM HARVARD BUSINESS SCHOOL.
 BY CHANTAL ATIENO

“scientific research now shows that behaving in an extraverted manner is the key to success as a leader. Like John F. Kennedy, Martin Luther King Jr., Jack Welch, great leaders are extraverted; their behavior is bold, talkative, energetic, active, assertive and adventurous. This enables them to communicate a strong, dominant vision that inspires followers to deliver results.”

“scientific research now shows that behaving in an introverted manner is the key to success as a leader like Mahatma Gandhi, Abraham Lincoln and Socrates, great leaders are introverted: their behavior is quiet, shy, reserved and unadventurous. This enable them to empower their people to deliver results.”

According to Francesca Gino, Harvard business school professor, Introverts actually can be better leaders than extraverts, especially when their employees are naturally proactive. Key concepts include:

- Extraverted leaders can be a liability if the followers are extroverts, tending not to be receptive to employees who make suggestions and take initiative
- Introverted leaders are more likely to listen to, process and implement the ideas of an eager team
- Leaders need to adapt their style depending on the type of group they are leading. With proactive employees, leaders need to be receptive to the team’s ideas; with a more demonstratively and set a clear direction.

“By fostering a work environment where people feel free to speak up and be proactive, the organization is creating for a climate in which introverted leaders can be successful.”

LEADERSHIP OF THE FUTURE Cont...

- Understand the culture of different forms of electronic communication

Leading outside the organization

In the past, leaders generally led people who reported to them through the chain of command. As businesses and organizations become more focused on their core competencies, leaders are finding that many of the people they are leading are in other organizations. Leaders of the past who lead through position and title will find it difficult to lead in the future. Many of their old techniques will not work across organizations’ boundaries. This

shift will require that successful leaders of the future develop a great degree of true leadership skill. The shortcuts used by many in authority will not work when trying to lead across organizational boundaries. Leaders in future organizations will also require a better holistic understanding of the entire business ecosystem, not just their organization. Leaders who can successfully make this transition will be in high demand, not just by organizations looking to hire their skills, but by organizations looking to partner with them for mutual benefit. In future, leaders must seek to actively measure the level of trust in their organization and take deliberate steps to im-

prove the level of trust. Before making big changes, leaders must gauge the level of trust in their organization to make sure they have built enough of solid trust foundation to obtain successful buy-in. while the core skills of leadership will remain over time, the leadership of the future will require a different emphasis on particular skills. By preparing for these changes ahead of time, leaders can ready themselves today for what organizations will need tomorrow.

GOVERNANCE IN THE 21st CENTURY by Reuben Inganji

What is leadership all about? It is a trait which begins at a family level where we have the father as head of the family, but in some cases mothers are also given that task. With this kind of leadership, parents are endowed with power and obligation to see that the family is catered for and that is all about leadership which should be reflected at the national level. Leaders are the ones who make policies for our Nation, they can be positive or negative. These policies are usually result oriented where they can affect as positively or negatively

Economically

One of the greatest pillars for any country’s success in economic development is the people in power which translates to the kind of government a country has. Their “leaders” will formulate policies which stir the growth of economy like the emerging economies in India and Brazil are only due to their selfless leaders who have transformed their respective countries to the standards they are in today. This can also be achieved in Africa if our leaders are ready to work hand in hand with their fellow citizens irrespective of their political class. Where tenders will not be

awarded only to their alias but to potential people who have the capacity to stir the nation to great heights.

Socially

Leaders have the responsibility of ensuring that the people who elected them to their respective positions are at peace with themselves, they have food, get good health and education which is now like a basic need for human kind. If our leaders unite their people together, then a social bond between the respective communities will be a great importance to the peace of a country, and where there is peace

there is normal prosperity in that country.

Politically

This is where great nations and people fail due to lack of political will and determination to work for the betterment of their countries but rather work for their own selfish gain which has lead to coup' and even military rule in countries which are endowed with a lot of resources, leaving citizens with poverty. Above all, some of the funds provided by the donors are not channeled to the right projects and/or people due to poor leadership. “a leader therefore is a servant and the

people are the master” a leader should therefore be prepared to serve the people.



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MARKS OF SUCCESS by Dr. Agnes Abuom

1. *Anticipate the needs of your clients and exceed them*
2. *Listen to both clients and staff*
3. *Know there is always room for improvement*
4. *Develop the product-develop yourself*
5. *Love what you do*
6. *Believe that failure is not an option*
7. *Have total commitment*
8. *Recognize a goal and go for it*
9. *Nurture patience, welcome change and venerate time*
10. *Learn from every event, listen to those around you*
11. *Never rest on your laurels*
12. *Formulate your own personal brand*
13. *Live by your own commandments*
14. *Never, Never, Never, Never give up*

INSPIRATIONAL POEMS by Chantal Atieno

Walk with God

By Ellen Bailey

*When you walk with God, you can do anything
It doesn't matter what problems life may bring
You may have your days of ups and downs
But if you call out, he'll be around*

*When you walk with God, your heart will sing
From the love and joy His presence brings
Your path will be clear, for He is the light
But you must walk with faith and not by sight*

*When you walk with God, you join a Holy Team
The Father, Son, and holy Ghost is what I mean
They will shower you with an abiding faith
And fill your heart with love and not with hate.*

Just a little Prayer

By Joseph Ferrara

*God is ever there for those,
who really, really care,
He helps dispel your cares and woes
with just a little prayer.*

*Invite the lord into your heart,
He has much love to spare,
A love He gladly would impart
With just a little prayer.*

*Let Him know when things go wrong
No matter when or where
He can fill your heart with song
With just a little prayer*

*It matters not your race or creed
God does not compare.
He can fill your wants and needs
With Just a little prayer*

*No power on earth can give to man
God's immortal blessings rare.
He is the only one who can
With just a little prayer.*