

ATTRIBUTES OF EFFECTIVE LEADERSHIP by Reuben Inganji and Chantal Atieno



Some sit and pontificate about whether leaders are made or born. The true leader ignores such arguments and instead concentrates on developing the leadership qualities necessary for success. In this article, we are going to discuss five leadership traits or leadership qualities that people look for in a leader. If one is able to increase his/her skills in displaying these quality

As a leader, showing people that you are honest even when it means admitting to a mistake, displays a key trait that people are looking for in their leaders. By demonstrating honesty with yourself, with your organization and with outside organizations, you will increase your leadership influence. People will trust someone who actively display honesty-not just as an honest individual, but as someone who is worth following.

characteristics, then it will be easier for people to follow you. A leader is the one who takes his followers where they ought to be. Family, society, country and even the world at large, need someone to look upon their daily needs and wants not necessarily to be provided for but to be shown how they can manage themselves and go about their daily activities. Leaders are those who set high standards for themselves as well as for those who follow them. To understand a leader, it is essential to get acquainted with the attributes of a leader. A leader is not born with a quality to lead. Rather, he absorbs knowledge, gains experience, understands the world around and incorporates the positive qualities for effective leadership. Leaders are the ones who are identified by their thinking, actions and words. Leaders do not command excellence, rather they build excellence. Excellence is not just about achieving targets. It means “to be all what you can be” within the

Forward-looking
The whole point of leadership is figuring out where to go from where you are now. While you may know where you want to go, people won't see that unless you actively communicate it with them. A leader should have a vision for the future. On a very simplistic level, this can be solved simply by setting aside some time for planning, strategizing and thinking about the future.

limits of doing right. To be an effective leader you must bear certain attributes which will make you profoundly different from the rest. It is therefore important to exhibit, model and display these traits. Simply possessing each trait is not enough; you have to display it in a way that people notice. People want to see that you actively demonstrate these leadership qualities and will not just assume that you have them. Leadership traits and /or qualities required are:

Honesty
People want to follow an honest leader. In order to be seen as an honest individual, one will have to go out of his/her way to display honesty. Much of a leader's job is to try new things and refine the ideas that don't work. However, many leaders want to avoid failure to the extent that they don't admit when something did not work. Opportunities to display honesty on a large scale may not happen everyday.

A leader should have a strong vision for the future and a strong plan for going forward. Leaders should communicate their goals and vision for the future without making promises that they may not be able to keep. If a leader needs to make a promise to an individual, it should be tied to certain measurable objectives being met.

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Leadership quotes:

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

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~ Admiral Arleigh A. Burke

Leadership should be born out of the understanding of the needs of those who would be affected by it~Marian Anderson

If your actions inspire others to dream more, learn more, do more and become more, you are a leader~John Quincy Adams

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GOVERNANCE AND LEADERSHIP WITHIN THE CIVIL SOCIETY ORGANIZATION (CSOs) By *Dr. Agnes Abuom*

Governance or leadership for that matter is exercised in four distinct spheres of life namely, the government or public sector, the private corporate sector, the civil society or at times known as the voluntary sector and the personal/family level. In this article, leadership and governance are used interchangeably. Governance is the art of decision making which is characterized by specific contextual cultures as well as systems and structures that are operative at a given time. Such systems and structures can be either autocratic or democratic. Reflections shared in this article are thoughts gathered from writers on leadership such as John Maxwell and experiences gained from working in the CSO sector. The purpose of focusing on leadership is the recognition that within CSO sector, leadership is slowly gaining ground and it needs to be established as part and parcel of organizational culture. Further that governance and its roles in an organization are different although complementary while the obtaining situation in most NGOs

is one of mixed if not confused roles and relationships. Finally, the NGO sector has come of age or about in its institutional development (ID/OD) and one of the systems that requires institutionalization and growth is governance. It is argued that Africa's development problem is deficit in leadership sometimes put as lack of good governance. Throughout the world, issues pertaining to governance whether political, economic or social have in the recent years received importance. Consequently there has been a clamour for good governance and the push for many countries of the global south to embrace democracy and democratic governance. In Africa, the 1980s witnessed two major reforms that were in many ways pushed and steered by the multi-lateral donor organizations namely, the world Bank and International Monetary Fund (IMF). The first was economic reforms that sought to liberalize the

national economies opening them up to external investors. It is important to note that with the collapse of the communist/socialist regimes, the world was left with one dominant system— the capitalist economic system and countries which had protected their economies were now forced to open up to the new system under the guidance of the World Trade Organization (WTO). This resulted in structural adjustment programmes whose effects have been documented by both political and economic scholars including the United Nations Economic commission for Africa (UNECA). The second was the political reform focusing on the introduction of multi-party democracy.



Many countries in Africa had either been under military regimes, dictatorship or one political party regime. Behind the two reforms was the aspiration to ensure participation of citizens and impact of development interventions. In fact, popular participation became the catch phrase for many UN and bilateral agencies. The rationale for these reforms resonated around the fact that after a number of decades, poverty continued to be a challenge and it was also an attempt to enhance accountability of government vis-à-vis the donors and citizens. Thus globalization

and international relations are challenging traditional modes of leadership that may have limited or no accountability and transparency measures. Besides, with the Paris Declaration on Aid Effectiveness, there is increased demand for efficient and effective governments and organizations that can deliver results/impact. Participation of stakeholders is deemed critical in any developmental venture and the search for good governance is precisely to empower people to determine choices of development through participation indecision making. Many a country has gone as far as

introducing ethical standards in public sector for example, Australia and Kenya

THE GENESIS OF THE CIVIL SOCIETY SECTOR IN AFRICA *by Agnes Abuom*

The civil society or voluntary sector in Africa has undergone major changes over the decades. In the most societies the welfare associations have long existed and so have the religious institutions. In so far as organized development/welfare work is concerned, religious institutions have been at the forefront and have dominated the sector. It is important to state that civil society is a broad term used to describe organizations other than the state and the market although the market fits within this terminology when strictly applied. Reference in this article is on those organizations that are known as Non Governmental Organizations and religious institutions. Originally, CSOs were established to meet any need or bridge a gap in a community where government interventions or the market was unable to provide services. Such organizations were for example, funeral and clan welfare associations. With the usher-

ing in of political independence, many religious institutions continued to provide social services such as water, education and health in places where for various reasons governments are none existent. By the 1970s the NGOs and community Based Organizations (CBOs) began to be established, by individuals with a vision and commitment to serve and ensure the improvement of people's livelihoods. In most cases, these individuals were philanthropists who had not anticipated evolution of elaborate organizations. From pure welfare approach to sustainable development, NGOs and Faith Based Organizations (FBOs) moved into the promotion and protection of human rights and advocacy work as a result of lessons learnt that micro interventions required policy change and influencing. Until the late 1990s, the laws governing the voluntary sector were varied and not necessarily focusing

THE GENESIS OF THE CIVIL SOCIETY SECTOR IN KENYA *Cont....*

on NGOs per se. however, with the growth of this sector which was specifically focusing on development unlike the FBOs whose main focus is religious, governments enacted laws to regulate their operations. Unfortunately these laws were more controlling than enhancing collaboration and coordination and this can be attributed to the fact that both bilateral and multi-lateral donors shared what traditionally were resources towards governments with NGOs and FBOs thus creating a sense of competition, threat and suspicion between governments and CSOs without the requisite systems in place and at times they distorted the vision and programme of the organization. Civil society organizations and corporations are in most countries governed by specific legal regimes. In Kenya religious societies are governed by the societies Act while companies are registered under the companies Act and NGOs under the NGO Act. Whatever the legal regime that obtains for specific organizations and societies, the act spells out the objects and composition of the board and in most cases constitutions of the CSOs specify major functions of the board. Apart from the acts and the different legal regimes that provide a minimum description of the roles, internal organizational manuals are developed in which details of the management of the board are described. It is expected that the administrative/ management manuals or handbooks derive their mandate from principle documents which in the case of NGOs is the constitution. The FBOs/ religious societies have for decades had governance systems by virtues of their identity as compared

with NGOs that are a recent phenomenon.

THE ROLE OF GOVERNANCE/LEADERSHIP

Governance in the NGO/FBO setting is established to represent first and foremost the interests of the beneficiaries and funding agencies; making accountability a major function. Therefore there is need for a board that is focused, dedicated, and committed to the interests of the poor. Second, the board is expected to provide direction, strategic thinking and oversight to the organization. In other words, the role of leadership is visioning and ensuring the sustainability of the same. Third, leadership in CSOs must ascertain provision of quality services and the required impact or change among the beneficiaries. Four is to install effective and functional management capacity and systems. Five is about stewardship of resources which demands that the board is engaged in fundraising and the development of fundraising plans besides being trustees of facilities and properties. Six the board should ensure that they are the public relations communicators with the public and other relevant stakeholders. Herein is the potential for advocacy towards policy influencing and change for governance which is perceived as the eye of the organization. In order for Governance/ leadership to undertake its role effectively, it is of critical essence that the board is equipped with requisite skills. The place of the board/ leadership in an organization should be institutionalized.

Recognizing that boards are essential in the life of an organization, it is therefore imperative that capacities are enhanced. It is argued by some NGO practitioners that lack of skills by board members is one principal reason for corrupt practices in many NGOs. Further, there is need for a code of ethics that spells out the ethical value base for the board and organization. It is important to affirm that government is not necessarily an inborn skill it has to be acquired, developed and nurtured. Moreover, leadership and governance is a gift not for the leader but to serve; that is, leadership is given for the sake of others.

GOVERNANCE CHALLENGES IN NGOs

To begin with, for a long time, the CSOs did not budget adequately for governance meetings as an important activity of the organization and as providing oversight for monitoring and evaluation. Those that had provision for resources they were limited and did not include capacity enhancement. Secondly, the criterion for the selection of members remains unclear and unstipulated and so are

the roles and responsibilities. Thirdly, leadership within the CSO sector whilst voluntary requires commitment and dedication to the vision and mission of the organization which some members do not subscribe to. Fourthly, capacity development and training of board members is not systematic nor is there a clearly defined transition plan to ensure that continuity and renewal take place. The international charter of NGOs accountability is hardly known as it would assist in providing benchmarks for governance. Finally, relationships between boards and management call for mutually understanding, respect and compliance.

WAY FORWARD

The CSO sector is vibrant and evidence shows that small family type organizations with founders have given way to organizations some small and others medium size. Organizations at formation stage may not require elaborate governance since the founder embodies the vision and has zeal towards its implementation. However, once the organization grows into an adolescent, then systems are needed to regulate the functioning of the same and one such crucial system is governance/ leadership

It is commendable that governance is embraced by the CSO and they require support to formalize and ensure its effectiveness. Governance must be one that brings about change at the organization and community levels; it also should provide guidance and empowerment including values and seeing the bigger picture.

Studies indicate that 70% of leaders fade out and 30% continue due to mentorship. CSOs should be encouraged to develop learning systems and institutional memory for future generations. To conclude governance/ leadership within the CSOs are required to focus on:

Providing guidance and visioning; support, encouragement, care, protection and ensure growth. Thus leadership is vision. Leadership is management. Leadership is service/stewardship. Leadership is influence. Leadership is sacred responsibility.

ATTRIBUTES OF EFFECTIVE LEADERSHIP *cont...*

A leader needs to have a plan, vision and spend a lot of time thinking about where the organization is headed. A leader should be anticipatory and always have far sightedness so that correct decisions can be taken. Foresight is one of the key characteristics of a leader. A leader must be able to think constructively about the necessary steps required to achieve a goal. He should be able to look beyond the present situation and formulate strategies accordingly

Empowerment

Management skills are counted in one of the good attributes of a leader. A leader who possesses management skills focuses on problems right from the beginning and makes sure that it is removed at its initial stage itself, without hampering the task at hand. They don't allow the problem to grow bigger. In this way, an

effective leader motivates and empowers his followers which positively affect both the initiation and consistency of the work. Empowered employees are more independent and self motivated

Intelligence

Intelligence is something that can be difficult to develop. The road towards becoming more intelligent is difficult, long and can not be completed without investing considerable time. Developing intelligence is a lifestyle choice. To develop intelligence, one needs to commit to continual learning-both formally and informally. Informally, you can develop a great deal of intelligence in any field simply by investing a reasonable amount of time to reading and updating yourself on a daily basis. For most part, people will notice if you are observing your

behavior and attitude. Trying to display your intelligence is likely to be counterproductive. One of the greatest signs of someone who is truly intelligent is humility. You can demonstrate your intelligence by gently leading people toward understanding-even when you know the answer. Your focus needs to be on helping others learn. As unintuitive as it may seem, one of the best ways to exhibit intelligence is by asking questions.

Asking intelligent thoughtful questions will do more to enhance your intelligence credibility

Optimism

One of the most important attributes of a leader is to have positive thinking. This is reflected in his actions. A leader always looks at the positive side of a problem. He perceives a problem as a challenge or an opportunity and extracts a chance to learn more and develop a new strength. Optimism is the key to achievement

Determination

Determination is an essential attribute of a leader. Strong leaders have a strong determination. They assert on self- assessment and self-evaluation. They believe in the continuous process of improvement. Leaders should

always try to answer on better tasks to be done and how it can be performed. This exercise

gives leaders the strength to meet the objectives as well as create positive impression on their followers. Leaders who are determined to bring a positive change find continuous ways of innovation

Lateral thinking

To think out of the box is lateral thinking. It denotes various ways of doing a task or finding unusual methods of doing it. Lateral thinking is very similar to creative thinking, when one rejects the predefined patterns and sets his own way to find a solution to a problem. Thus, multiply the possibilities of arriving at the solution even of the most difficult problem

Delegation

The primary task of a leader is not to ex-

cute but to motivate and get the work done by the team members. To accomplish a task successfully, being able to delegate tasks becomes one of the key attributes of a leader. Delegation becomes important when more time on planning and development is to be given. Delegation of tasks gives an opportunity to the members to feel the responsibility and encourages them to participate actively. Choosing the right person for the right job is the thumb rule of delegation.



ATTRIBUTES OF EFFECTIVE LEADERSHIP *Cont...*

Pro-activeness

A leader must be capable of initiating a change rather than reacting to events. He should have the ability to instill enthusiasm in his followers to accomplish a goal. He must also be able to realize the importance of time and resources and effectively utilize them. Pro-activeness is the key to effective leadership. By consciously making an effort to exhibit these traits, people will be more likely to follow you.

These are the most important traits that people look for in their leaders. By exhibiting them on a regular basis, you will be able to grow your influence to its potential as a leader.

LEADERSHIP IN PROJECT MANAGEMENT AND IMPLEMENTATION BOTH AT ORGANIZATIONAL AND COMMUNITY LEVEL *By Alice Mbaye*

Leadership in project management has been a sleeping giant, which is just emerging as a topic of research and publication. Project management material in the 20th century consisted of work investigating the mechanics of the process of managing a temporary endeavor. The items of concern were: cost, schedule and resources. later, work recognized the need to incorporate deliverables, or scope into the project equation. These items are to be the “hard” aspects of managing a project, subject to analysis, with a spreadsheet or other computer software

Package. Effective administration of these project factors is not enough to guarantee success.

Project managers need to be skilled in “soft” areas, such as change management, emotional intelligence and leadership. The leader needs to have experience as a project manager, and to recognize how the need of the project change over the life of the effort. Leader behaviors will consist of a task or relationship focus. Task focused leaders will keep an eye on the mechanics of the project, and seek to drive their team towards achieving a project that has a positive schedule, budget and deliverable outcomes. Relationship leaders seek to achieve team harmony through consensus building, and to communicate

with their external stakeholders, such as the project sponsor and executive committee. The successful leader recognizes how their style-orientation will change over the life of the project. During the early phases of the work, the leader will score high on relationship factors, as the need to sell, tell and motivate others is paramount. In the middle part of the project, the leader will concentrate on task factors, such as monitoring cost, schedule, resource and deliverables. At the final third of the project, the leadership style will oscillate between both that task and relationship leader behaviors,



as the need to monitor the project continues in its importance and the added need of obtaining additional assistance during project completion and closeout occurs. It is not always easy to develop effective leadership in project management, but it can be done. It takes a certain drive, a lot of focus, powerful motivation and a detailed plan. Project management and leadership entails studying ones own management style and learning where your weaknesses and strengths lie in order to make yourself a better leader. Remember that a goal without a plan is simply a dream

A project manager at organizational level should be able to identify leadership strengths and weakness in the context of

the team, through feedback from colleagues and through self-assessment, through explaining the role of colleagues, mentors and the various networks in achieving their goal. Explaining why it may be difficult to alter your preferences, even if making a change is the way to realize your goal, creating and executing a development. What is the best way to plan for your successful development as a leader? Surprisingly, only 15% to 20% of people who study leadership in project management and create development plans in a seminar actually accomplish their end goals. Many discover that following through is difficult, for various reasons. It can be difficult to make changes to your predetermined leadership practices and many people need an effective support network. Make changes to habits even if it is

harder within a busy work environment. Sometimes you can see good initial progress, but it's all too easy to fall back into old patterns. Again, it is critical to utilize your colleagues, your network and your mentor as much as you can continue to learn and improve throughout your career. Take their support into consideration as you develop your leadership in project management. Project management and leadership can be a difficult skill to master, especially because it is hard to continue to sustain a changed behavior. Change is much easier at first-you must work at it to keep up your new practices.

One way to achieve this is to build up your support network in the workplace. Talk to people you trust about the changes you're trying to make; solicit their feedback. This is important part of a successful development plan. At the community level, leadership in project management community participation is one of the important conditions and is essential for the implementation of programmes and projects and also a fundamental condition to attract projects by engaging the community from the planning level through to implementation. Various strategies have been employed to enhance the community management capacities; they include oriented approach, participatory approaches, training and capacity development, all these aim at improving and increasing the communities' responsibility. It has been acknowledged that the success and failure of projects/programmes depend on communities' endogenous factors like community capacity, quality of leadership and the capacity of the community to contribute to the implementation of the projects.

The community should participate at every stage of the project cycle. Community involvement is one of the key factors of sustainability of projects/programmes, but this involvement is strongly influenced by matters raised by leadership, responsibility control and community contribution in the project cycle.

HOW TO MANAGE YOUR PERSONAL FINANCES EFFECTIVELY *By Mark Korir*

Managing finances requires a close monitoring of incoming receipts and outgoing expenses in your bank accounts on nearly a day-to-day basis. Keeping a close tab on your personal finances can help you develop better spending habits so you can put money towards things you need rather than merely want. Developing a budget helps to determine how much to spend on certain key items. Many view budgeting as a tool for organizations only, but that is not the case. Managing personal finances calls for total discipline and total control. For this to be successful, it needs to be followed up with a savings plan and good record-keeping

Some of the tips that will guide you in managing your personal finances

1. Develop a budget

Compile a list of all your incoming sources of revenue. After estimating all your expected revenue, write down all necessary expenses that you have every month, such as rent, school fees, food, clothes, mortgage and insurance only to mention a few. Your revenue should be more than your expenses. Always remember to prioritize your spending and avoid impulse spending. With the remaining amount you have to spend, put some aside for unexpected items in a “safety net”.

2. Keep accurate records

Use the budget you developed in step one to guide your spending. Keep an accurate record of every spending you make and deduct this spending from your allowance in each budget category. Going over that amount will cause you to spend money you do not have. Use the records you collect each month to spot where you are overspending and where you can afford to spend a little more

3. Keep your credit and debit transactions up-to-date

If you are using your credit and debit cards to shop always remember to record transactions immediately into your record keeping books or software. Using your debit card without keeping track of the expenses will cause you to overdraw your budget

4. Stop using cash advances

If you need fast money, then get a second part time job, if possible, engage in small income generating activities. This can be achieved through proper budgeting and being self disciplined. Only go for cash advances when it is inevitable



5. Saving for your retirement

As the saying goes “before you retire save”, before you die invest”. To do this multiply the amount you make each month, minus taxes, by 05. for example, if your money is Kes 10,000.00 per month, then Kes. 10,000 x 0.05= 500. this 5% should be put in your savings account every month. If you can afford it, increase it to 10%. This money should be for your retirement.

Conclusion

It is important to save for such needs as food, medical bills, clothing and many other unforeseen circumstances e.g helping those in need. In this way we can become role models in emulating the ants which work hard and save for a rainy day.

Those who save and those who do not save are like “The wise and the foolish builders” **Luke 6: 46-49.**

One who saves is like a builder who built a house, who dug down deep and laid the foundation on rock. When a flood came, the torrent struck that house but could not shake it, because it was well built. But whoever does not save is like the one who built a house on sand. The moment the torrent struck that house, it collapsed and its destruction was complete.

So it is important that people should save no matter how little it is.

