LEADERSHIP & GOVERNANCE MAGAZINE
August-2018

CILG'S PERSONALITY OF THE MONTH AUGUST

Lawyer Benjamin Kweku Acolatse, FCILG



FAILURE OF AFRICAN LEADERSHIP CAUSE OF AFRICA'S PROBLEMS

Godsway Yao Sappor

CULTURAL LEADERSHIP: AN IMPETUS FOR INNOVATION AND CHANGE

Dr. Asare Bediako Adams, FCILG

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EDITOR'S NOTE

IBRAHIM ALHASSAN, FCILG



Leadership, as we know it today, is more of serving than being served; and critical to the success of any leadership-style is communication. Communication is the adhesive that holds departments in an organization together. The main aim of organizational communications is to ensure that everyone understands both the external and internal issues facing the organization, and what individuals must do to contribute to the organization's success.

As leaders of various organizations, we must know that communication belongs to everyone in the organization; it is not a functional responsibility restricted or designated to a specific department but rather, a responsibility of everyone within the organization – from the Chief Executive Officer to the lower-grade labourer.

A key element of organizational communication is the messages from the leader known as Leadership Communication (LC). LC consists of those messages from a leader that are rooted in the values and culture of an organization and are relevant to key stakeholders. These messages affect the vision, mission and transformation of an organization. It is grounded in the character of the leader as well as the values of the organization. In fact, we could advance a point, here, that every successful leader is at an effective leadership communicator.

Traits peculiar to LC include Values (Message should reflect vision, mission the corporate culture), Relevance (Messages are about significant issues that represents the future of the organization), Consistency (Messages should exemplify code of conduct and behaviours) and Cadence (Messages occur with regularity and frequency).

Different types of LC exists; and each is designed, primarily, to engage the listener, gain commitment, and ultimately create a bond and trust between leader and follower.

Importantly, LC drives results, enables a leader and a follower to work together more efficiently. Specifically, LC does one (or more) of the following:
Affirm organizational vision and mission: LC should direct stakeholders to where the organization is headed and what it stands for.
Drive transformational initiatives: LC should drive people to prepare to do things differently in the interest of the organization.
Place everyone on the same page: LC should galvanize people to rally behind an initiative. It should tell people what to do and how to do what to do.

Reinforce organizational capability and create an environment in which motivation can occur: LC should underscore an organization's strength and make people feel good about the organization for which they work. LC should provide reasons why things are done and create a path of success for people to follow.

Communication, as Peter Drucker has written, is less about information than it is about facilitating kinship within the (corporate) culture. Employees, as internal customers of an organization, must feel that they have a stake in the organization and its outcome. The ownership stake is initiated, nurtured, augmented, tested, and fulfilled through LC. Since communication has become central in any leadership drive, it is absolutely critical for a leader to facilitate two-way communications, specifically allowing feedback in the form of ideas, suggestions and even dissent.

The Chartered Institute of Leadership and Governance (CILG) is an institution that directs leadership-path and seeks to prepare and equip individuals with ideas and innovations that are geared towards proper and effective handling of societal values and problems through the teaching of administrative skills and leadership cues as well promoting effecting communication within an organization for purposes of directing varying behaviours in an organization towards the achievement of an organization's corporate objectives.

CILG has a mandate of providing monthly magazine to update its members and the general public of the activities of the institute, and to report on relevant information of national concern. We strongly advised that you download and read our monthly magazine and make a conscious effort to make a difference in whatever capacity you find yourself as a leader.

In this month's magazine, you will read about the message from the Institute's National Executive Council Member. You will also read about CILG's personality of the month and the kind of impact he is making. We have also provided the opportunity for the stories of young and upcoming entrepreneurs to be featured in our monthly magazines as a way to showcase their stories to the world.

Alhassan Ibrahim, FCILG



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Introductory Message from a NEC Member

CULTURAL LEADERSHIP:
AN IMPETUS FOR INNOVATION AND CHANGE



DR. ASARE BEDIAKO ADAMS, FCILG
(NEC MEMBER, CILG – GHANA CHAPTER)

The best way to improve performance in an organization is to clarify the organization's vision and values, the roots from which its environment (i.e. behaviour and pattern of performance) springs. This brings to light another type of leadership, the cultural leadership, which deserves special attention because it is one of the bases for successful leadership. Without strong cultural leadership-skills throughout the organization, attempts at leadership development are doomed to fail.

All organizations, department, or divisions have a culture whether or not it is the one they want. Some are strong because they have strong visions, skills and values in place. For a leader to be an architect of culture, a long-term view is needed. Culture takes time to evolve. A leader has to decide whether he or she is running a business or an organization. Leaders trying to shape their units or the organization's culture need to initiate certain activities so that it can bring about a high performance-oriented culture. These activities are discussed below:

• Fostering individual commitment: Commitment comes from a sense of ownership and involvement. There are different ways by which a leader can instill commitment in his employees. He has to find ways to delegate autonomy and share as much as possible, which sends a signal to employees that they are trusted. Commitment is also reinforced by training people so that they excel at their work and by recognizing and rewarding commitment. A 'culture of pride' and motivation to perform is heightened by appreciation, recognition and celebration.

• Instilling unique values: The core values of an organization which are the results of extensive research, experiences and rewards remain true and unchanging from the foundation of shifting strategies and plans. The role of the cultural leaders becomes very important in instilling these values amongst the employees of an organization so that everyone works with the same motivation for common goals. Those core values come to life only through the collective actions of managers.

• Existing for the customers: Recent experiences and researches have shown that organizations that remain viable and innovative are the ones that are close to customers. It means organizations must become truly focused on (and driven by) the customer in all aspects of its operations. Improved quality comes from a mindset that finds ways to do it right the first time. A significant result is high quality and productivity. A cultural leader lets customers set the standards for service and quality for his/her organization.

• Taking innovative actions: All earlier efforts require an innovative spirit from the part of the leader. All innovations come through experimentation, piloting and market-trials. The future growth and development of an organization depends on the success of its innovation. Cultural leader infuses a spirit of experimentation among his employees which become the basis for innovation.

• Becoming a cultural leader: Culture is often a direct reflection of a person at the head of the organization. The more powerful the person, the more distinctive the culture is. More than anyone else, cultural leaders must convert their words to action. Not only must they espouse vision, they must reflect the vision and values by personal examples. Making appropriate responses during a crisis is the acid-test of leadership.

A cultural leader needs to be tough in his/her approach. Tough, in this context, means dealing with problems in a way that brings about desired results without trampling over self-esteems. It also means never losing touch with the shared value system of the organization in question. It means holding people accountable for what they agreed to do.

Effective cultural leaders encourage challenge. For them, it is a sign of life and energy. A skilled cultural leader recognizes a difference between challenges and those that are disruptive or unduly negative. The cultural leader understands that when people are afraid, they will often freeze, resist change and fight progress. But when people see value in their contribution, they have fun, feel like winners and develop an attitude that great things are possible.

Dr. Asare Bediako Adams, FCILG
(NEC Member, CILG – Ghana Chapter)



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CILG-GHANA CONGRATULATE **DR. ASARE BEDIAKO ADAMS, FCILG,** FOR YOUR APPOINTMENT AS THE ACTING REGIONAL DIRECTOR FOR CILG-LIBERIA

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CERTIFICATE OF APPOINTMENT

This is to certify that

Dr. Asare Bediako Adams, FCILG

has been appointed as

Acting Regional Director, Liberia

Together with all right and privileges
appertaining thereunto.

Given this 6th Day of July 2018

This certificate is valid till July 2021

Secretary

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SYNOPSIS ABOUT

CILG

The Chartered Institute of Leadership and Governance (CILG) is a professional body established under the law of the State of New Mexico, United States of America, to build and implement Leadership and Governance skills in the administration of official duties. CILG is currently in 25 different countries of which PMRIG Graduate Institute is the representing institute for Ghana Chapter.

CILG is an institution that directs leadership-path and seeks to prepare and equip individuals with ideas and innovations that are geared towards the proper and effective handling of societal values and problems through the teaching of administrative skills and leadership cues..



Vision

To be the best reference, both nationally and internationally, in producing committed and sincere leaders in different sectors and spheres of life.



Mission

To train and certify members through education and instruction in disciplines relating to Leadership and Governance which will be locally and internationally recognized and trusted.

OBJECTIVES

- To provide training in the areas of social and political leadership, governance and public policies relevant for public life, government administration, social sector, non-profit organizations, corporate sector, common citizens, etc.
- To conduct individual or collaborative research relating to leadership, governance studies and other public policies.
- To organize academic programs (seminars, workshops, colloquia, etc.) and invite distinguished scholars and practitioners for sharing of ideas and perspectives.
- To serve as an institutional link for collaboration with other such institutions, centers and schools globally.
- To emerge as a think tank and help build bridges between academia and policymakers with a view to increasing their capability to understand and tackle socio-political national and international issues and processes in order to enhance awareness and critical understanding.

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- Fellow-FCILG
- Honourary Fellow-HonFCILG

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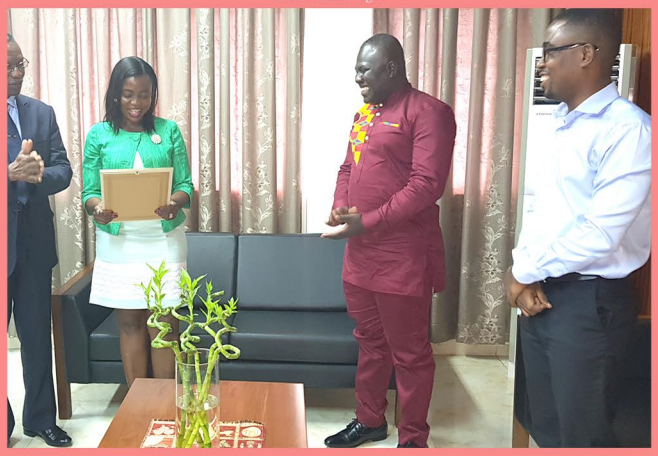
PRESENTATION TO CILG PERSONALITY OF THE MONTH OF JULY, 2018





REVEREND PROFESSOR PATRICK F. K. AYEH-KUMI, NANA ADWOA KONADU DSANE, DR. KWASI ADU-BOAHEN OPARE, DR. ASARE BEDIAKO ADAMS
From Left to Right



MEETING WITH CILG REGIONAL DIRECTOR, UNITED KINGDOM – JUAN CARLOS VENEGAS, FCILG









JUAN CARLOS VENEGAS, NANA ADWOA KONADU DSANE, DR. KWASI ADU-BOAHEN OPARE, DR. ASARE BEDIAKO ADAMS
From Left to Right

CILG'S PERSONALITY OF THE MONTH AUGUST, 2018



CILG'S PERSONALITY OF THE MONTH is the most recognizable influential personality of the month under review as far as the publication is concerned. Spheres of influence cut across governance, leadership, business, education as well as being able to uphold the code of conduct of the institute. The Professional Conduct and Ethics committee nominated Mr. Benjamin Kweku Acolatse due to his commitment in upholding the code of conduct of the institute and also for exhibiting extraordinary leadership skills which is a reflection of the number of positions he held; as can be seen from his profile below.

Lawyer Benjamin Kweku Acolatse, FCILG.
Mr. Benjamin Kweku Acolatse is a Lawyer, a Chartered Accountant, a Chartered Management Consultant and a Computer Systems Analyst. He holds a Master of Laws (LLM) from the University of London in the United Kingdom, Post Graduate Diploma in Industrial Management, Bachelor of Science in Computer Science, Bachelor of Laws (LLB) from the Kwame Nkrumah University of Science & Technology in Ghana.

Benjamin has over twenty-four (24) years' working experience in administration; having worked in the Fast Moving Consumer Goods (FMCG) sector, Automobile industry and as a Legal Practitioner. He has previously held positions of General Manager of A-life Company Limited, and General Manager, Northern Operations of Mechanical Lloyd Company Limited. He is a Managing Partner of BE Law Consult, Kumasi in Ghana.

He was appointed on the 5th of June 2017 as the Deputy Chief Executive Officer, in charge of General Services, at the Ghana Railway Development Authority. Benjamin is in charge of Finance, Administration and Human Resource Management Directorates of the Authority. He is currently the Acting Board Secretary of the Board of Directors of Ghana Railway Development Authority.

Benjamin is a member of several Boards of reputable Companies in Ghana, an adjunct Lecturer in Law of Contract at the Ghana Institute of Management and Public Administration (GIMPA), an Examiner in Business and Corporate Law at the Institute of Chartered Accountants of Ghana (ICA), an Examiner in Management Information Systems and Law at the Chartered Institute of Administrators and Management Consultants, Ghana (CIAMC). He is a member of the National Executive Council of the Ghana Chapter of the CILG, and the Head of Professional Conduct and Ethics Committee of CILG.

Benjamin is a member of several professional bodies including CIAMC, Association of Chartered Certified Accountants, UK (ACCA), Institute of Chartered Accountants, Ghana (ICA), Ghana Bar Association (GBA), International Bar Association (IBA), Institute of Human Resource Management Practitioners, Ghana (IHRMP) and a Fellow of CILG. He is the Chairman of Kumasi Seniors Hockey Club and a member of Royal Golf Club in Kumasi in the Ashanti Region, Ghana.

Benjamin is a devoted Christian, a happily married man. He is blessed with children.



Thyroid Ghana Foundation

The Thyroid Ghana Foundation is a health oriented non-governmental organization established in 2018. The aim of the Organization is to promote thyroid health in Ghana by creating awareness of thyroid disorders, providing support for persons affected by thyroid diseases and encouraging thyroid research in the Country. The Foundation was founded by Nana Adwoa Konadu Dsane (Mrs), MCILG, following her battle with hyperthyroidism.

The Foundation was officially launched on the 13th of July, 2018 at the Ghana Medical Association Conference Hall, Korle-Bu. To mark the event the Foundation organized a stakeholder's seminar with presentations and panel discussions from key personalities in the various departments within the Korle-Bu Teaching Hospital and College of Health Sciences involved in the diagnosis, management and treatment of thyroid

Organizational Goal

To promote thyroid health and provide support for thyroid patients in Ghana

Mission

Creating awareness of thyroid diseases in Ghana, creating opportunities for early detection of thyroid problems, supporting thyroid research and institutions involved in thyroid disease management, providing access to affordable treatment and advocating for improved healthcare practices for thyroid disease patients in the Country.

Major Activities

- Extensive media campaign and educational forums to raise awareness for the disease
- Partnering with relevant stakeholders to discuss the way forward.
- Fund raising activities to support thyroid research and primary health care for thyroid patients.
- Meetings with relevant stakeholders to reassess policies and practices affecting thyroid health in the Country.
- Raising funds for the Construction of the Thyroid Unit
- Construction and interim man-

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THANK YOU FOR YOUR GENEROSITY

AFRICA AND LEADERSHIP: FAILURE OF AFRICAN LEADERSHIP, CAUSE OF AFRICA'S PROBLEMS

"Ghana, A Case Study". In terms of natural resources, Africa is the world's richest continent. It has 50% of the world's gold, most of the world's diamonds and chromium, 90% of the cobalt, 40% of the world's potential hydroelectric power, 65% of the manganese, millions of acres of untilled farmland, as well as other natural resources. Despite its natural wealth, Africa is home to the world's most impoverished and abused people. African leaders are quick to blame the legacy of colonialism, others accuse its neo-colonial dimension, and some others pose culture, climate and bio-geographic factors as the explanation to the "why" of the African problems. In fact, the wave, the struggle for African Independence that started in the late 50's and continued through the 60's, was based on this understanding of colonial rule. Of course, at the time it had been proven beyond any reasonable doubt that the colonial masters were using the colonies to provide for their countries in Europe.

Anti-colonial activities of the likes of some of the malcontents such as Nkrumah had sensitized the populace to the problems of colonial rule and given him the popular support he needed to push for the withdrawal of all colonial elements from the then Gold Coast and the handing over of power to the local population. Ghana, born in 1957, became the first black African country to get rid of colonial rule and, in the 1960s many other African colonies followed suit, making Nkrumah a household name in Africa.

Nkrumah, in his belief that the independence of Ghana was meaningless unless the rest of Africa was free from colonial rule, began to engineer and support other African colonies' quest for independence in line with what had been achieved in Ghana. Although Ghana initiated and was involved in this revolutionary struggle for independence, it has not seen any better development than the rest of the countries it was helping. In fact Ghana is not exempted from the least developed countries. It is therefore necessary to do a thorough study on Ghana in every aspect, when it comes to what is today known as the "development of underdevelopment" of the African continent.

It is not so much the wicked effects of colonialism or neo-colonialism or a regime of artificial borders that keep Ghana and Africa in general, poor. It is true that colonialism did not bestow much to Africa but the African leadership could not retain, let alone increase, the little that it inherited. In fact, corrupt leaders destroyed it. The inherited infrastructure-(roads, brides, schools, universities, hospitals, telephones, and even the civil service machinery) - are now in shambles.

In Ghana, where the "colonial" roads are spotted with deep potholes, officials insist that it is the vehicle owners who must obtain "road-worthiness certificates" for their vehicles and not the roads that must be made "vehicle worthy". This shows how the African leadership leaves the colonial legacies to shamble. Is it inadequate aid that keeps Ghana poor? In fact, "between 1985 and 1996 total aid flows to Ghana increased threefold from US$150.7 million to US$450.8 million in 1995". Since the 1960s, more than $400 billion in Western aid and credits have been pumped into Africa with negligible results. Neither is Africa poor in natural resources. The fact is, the continent is tremendously rich in mineral wealth. Name the mineral and you will find it in Africa.

Common sense dictates looking both ways before crossing a street, or risk being hit by a truck. For decades, African leaders looked only one way, at "external factors": colonial legacies, the lingering effects of the slave trade, an unjust international economic system, and predatory practices of multinational corporations, among others, to explain the miserable economic performance of the continent. A lot of studies have already been done about the external factors and it is no secret to say that these factors are beyond the control or manipulation of most African countries on an individual basis. It is therefore a MUST to make an unerring examination of all causative factors, both external and internal, in order to arrive at a lasting solution. "A big obstacle to economic growth in Africa is the tendency to put all blame, failures and shortcomings on outside forces. Progress might have been achieved if we had always tried first to remove the mote in our eyes"

Although it is true that colonialism and Western imperialism did not leave Ghana, for this matter Africa in general, in good shape, the condition has been made immeasurably worse by internal factors such as misguided leadership, systemic corruption, capital flight, economic mismanagement, senseless civil wars, political tyranny, flagrant violations of human rights and military vandalism, among others.
In the first place, after independence, just like other African countries, Ghana assumed a primary role in economic development. Although state intervention was considered the only option for the desired economic development, the degree of intervention was too massive. The rationale for state control of economic and social matters emanated from misguided leadership. An ideological misconception emerged from the liberation struggle against Western colonialism. Colonial rule was judged "evil and exploitative". Inspiring disgust and loathing of colonialism transformed itself into an ideological aversion to capitalism on the premise that, because the colonialists were capitalists, capitalism, too, was "evil and exploitative.

" That kind of syllogistic reasoning characterized the pronouncement of such African leaders as Nkrumah of Ghana, Modibo Keita of Mali, Julius Nyerere of Tanzania, Kenneth Kaunda of Zambia, and Robert Mugabe of Zimbabwe. According to them, free markets, free trade, private enterprise, and the parliamentary system of democracy were all Western capitalist institutions that should be rejected by Africa. For example, Nkrumah warned Africa against an insidious dogma propagated by the imperialists: "that Western

democracy and parliamentary system are the only valid ways of governing; that they constitute the only worthwhile model for the training of an indigenous elite by the colonial power". Such propagandas were in the cold war context and the African leaders thought that capitalism was the main cause of the cold war. As a result to this, they thought socialism was the only way to development on the continent. Socialism to them seemed to be a faster way to build and would be more consonant with African values.

In Ghana, by 1961, Nkrumah started to lean more toward socialism by calling for highly centralized and greater state participation in the economy and a move towards socialism. He was convinced that "only a socialist form of society can assure Ghana of a rapid rate of economic progress without destroying that social justice, that freedom and equality, which are a central feature of our traditional life". This greater control of the economy by the government led to corruption. While in office Nkrumah had been regularly accused of personal financial corruption. Although his finances were unorthodox, and funds were channeled to causes he held dear by means that auditors could not approve, Nkrumah did not accumulate a large private fortune in the manner of some other African heads of state. There was, however, rampant evidence of corruption among his party faithful. Although he complained about this in his address to the nation in a dawn broadcast, April 1961, he did little to alleviate the situation. This, to some extent, made Ghana and Africa in general, to unfortunately tolerate too long the avarice of its leaders.

It is very important to examine Nkrumah's Volta dam project since this represents a very good example of economic mismanagement of African leaders. The Volta River Project was the largest scheme associated with Nkrumah's development plans. It was to be his monument, but ended up his Waterloo. The project symbolized all his ideas for a prosperous future, but it also became an obsession and later a debt for the next generation. Nkrumah, in an attempt to free Ghana from its dependency on cocoa, and on the vagaries of raw commodity and agricultural prices, by attracting investment, had to negotiate terms with the industrial powers, and most especially with the US.

When the US realized how committed Nkrumah was to the project despite difficulties, it extorted large sum of money for the construction of the project. He had to borrow from America, Britain, the World Bank, and an aluminum consortium established to buy the electric power. Nkrumah was an early victim of the capitalist realization that lending to the Third World could be extremely profitable and that debtor nations in Africa had little political power with which to protect themselves. Preoccupation with the Volta led to a neglect of the cocoa industry and a higher taxation of cocoa farmers to pay the cost. Nkrumah forged ahead regardless and instead of rescuing Ghana from its economic underdevelopment hastened national bankruptcy and the exhaustion of the reserves. This explains how African leaders do put their countries into debt due to unreasonable spending on projects.

Almost every past and current African leader can be accused of economic mismanagement. Nkrumah believed that the independence of Ghana was meaningless unless the rest of Africa was free and wanted Ghana to play a leading role in Africa's liberation from colonial domination. He was an advocate of revolutionary movements that, he thought, would lead to the creation of a United States of Africa, that is, a continental government. On the domestic front, massive government expenditures on road building, mass education, and health services were adjudged important if Ghana were to play its leading role in Africa's liberation from colonial domination. When foreign currency reserves were exhausted, Nkrumah resorted to deficit financing and foreign borrowing. He didn't only spend state resources on projects he deemed important for Ghana's leadership role in African liberation but he also wasted resources in supporting his pan-African adventures. By the mid-1960s Ghana had a huge debt with rising inflation and economic mismanagement.

When a country, as well endowed agriculturally as Ghana, becomes a recipient of food aid, there must be something fundamentally wrong. It is no crime to say that colonial society had not created any significant urban population supplied by agricultural industries, and subsistence farming was the dominant source of food. Instead of Nkrumah to do something to reverse this situation, he introduced a strategy of compelling urban youths to go back to the rural areas in order to boost agriculture after referring to cocoa farming as a "poor nigger's business". To now compel the people who had left the country to support him and find a better life in the towns where he (Nkrumah) centralized his industrial factories, was to court disastrous unpopularity. This unpopularity resulted in his overthrow by a military coup. He should have adapted a better way to encourage the rural youths, especially those who were yet to leave for the cities, to get involved in agriculture. This would keep the cities from growing and also an improvement in the sector.

Nkrumah's vision for Africa was grandiose but ironically, Ghana itself has not enjoyed exemplary leadership. Ghana's economic malaise is not the result of lack of opportunities or of resources. Ghana, like the rest of Africa, with the possible exception of South Africa and a few others, suffers from the affliction of dishonest leadership.. John Hayford, a Ghanaian writer, adds: "Africa's biggest problem today lies with the leadership. They are so removed from the people that they are looked upon as foreigners. They are driven by self-interest, so excessive that their peoples' interests are forgotten -- hardly different from the colonial masters". Through bad leadership, post-colonial African leaders have merged both internal and external factors together to create a third factor that makes western countries think that the African is incapable of finding African solution to the problems affecting the continent. The indecisiveness and inaction of African leadership make them always choose the backseat, and leave the driving to others, usually the western world, even in matters that are of immediate concern to Africans.

When soldiers seized power in Africa, they almost always cited corruption, economic mismanagement, and high cost of living, among other things as justification. Unfortunately they always ended up doing the things they preach against due to the chart left by successive government. Indeed, when Jerry John Rawlings seized power in Ghana, his central indictment against the old regime was that it exploited the farmers. However it should be noted that people in the rural areas were still absolutely poorer under his governance than they were in the mid-1970s (much less than at independence).

He misguided himself with other things once he's in power. Corruption was not excluded from Rawlings' indictment. In fact, his diagnosis of the country's economic problem in 1979 did not seem to differ substantially from the statement of previous leaders. He brutalized people he suspected to be involved in corruption and the cause of the economy's problem as a response to the perceived malpractices. Yet, his regime is one of the most corrupt that Ghana has ever had. If he wasn't involved in corruption himself, he did nothing to stop his potbellied ministers from doing things accentuated in his indictment.

Right from what led to the overthrow of Nkrumah to the current leadership of Ghana, ordinary Ghanaians bewildered and disappointed by the outcome of self-rule, have found little around them to instill the confidence that as a people they can manage their own recovery. In some respects Africans are now more vulnerable to theories of black inferiority than they were during colonialism.

Under colonialism they could dream that with liberation would come the opportunity to prove their worth. But actions of the African leaders have made the theory of African dependency persistent. It is up to current leaders to stop playing the blame game and focus not only on the external factors but also on the internal factors that cause the woes of the continent when they try to solve these problems. Views expressed by the author(s) do not necessarily reflect those of Leadership & Governance Newsletter.

Advert – Leadership Book Club

GODSWAY YAO SAPPOR

THE LEADERSHIP BOOK CLUB

Research has shown that reading has always been an essential component of leadership development (HBR, Feb. 2016). However, even with the best of intentions, it is often difficult to get to or finish all of the books competing for our attention. With a goal of creating widely-read leaders while imparting skills and building trusted-relationships among leaders, the Leadership Book Club offers a unique opportunity for members to study and develop their leadership skills in a communal setting.

Our mission, with respect to the "leadership book club", is to provide reciprocal learning opportunities which build, deepen and sustain personal and professional capabilities and relationships among leaders so that they are better able to lead, collaborate, and solve managerial problems.

Benefits of the Book Club

- Provides an opportunity to commit to, and develop a systematic reading habit to sharpen intelligence and increase knowledge.
- Helps the reader to read more deeply and better understand diverse perspectives.
- Allows the reader to build and deepen relationships through shared learning.
- Develops leaders who are more comfortable and confident in professional discussions.

Specific Benefits of the Leadership Book Club

- **The program is designed purposely to allow the members to develop skill that can be used as a leadership tool within an organization for continuous learning.**

- **The experience will build cross-sectoral relationships as the members will be paired together to work jointly on the facilitation of a book club session and develop trusted-relationships with each other through discussions and shared insight.**

- **Technical assistance will be available to each participant in preparation for his/her monthly facilitation.**

- **Professional feedback will be provided to each pair from the facilitator, as well as from the peer group, to gain insight and further develop technique.**

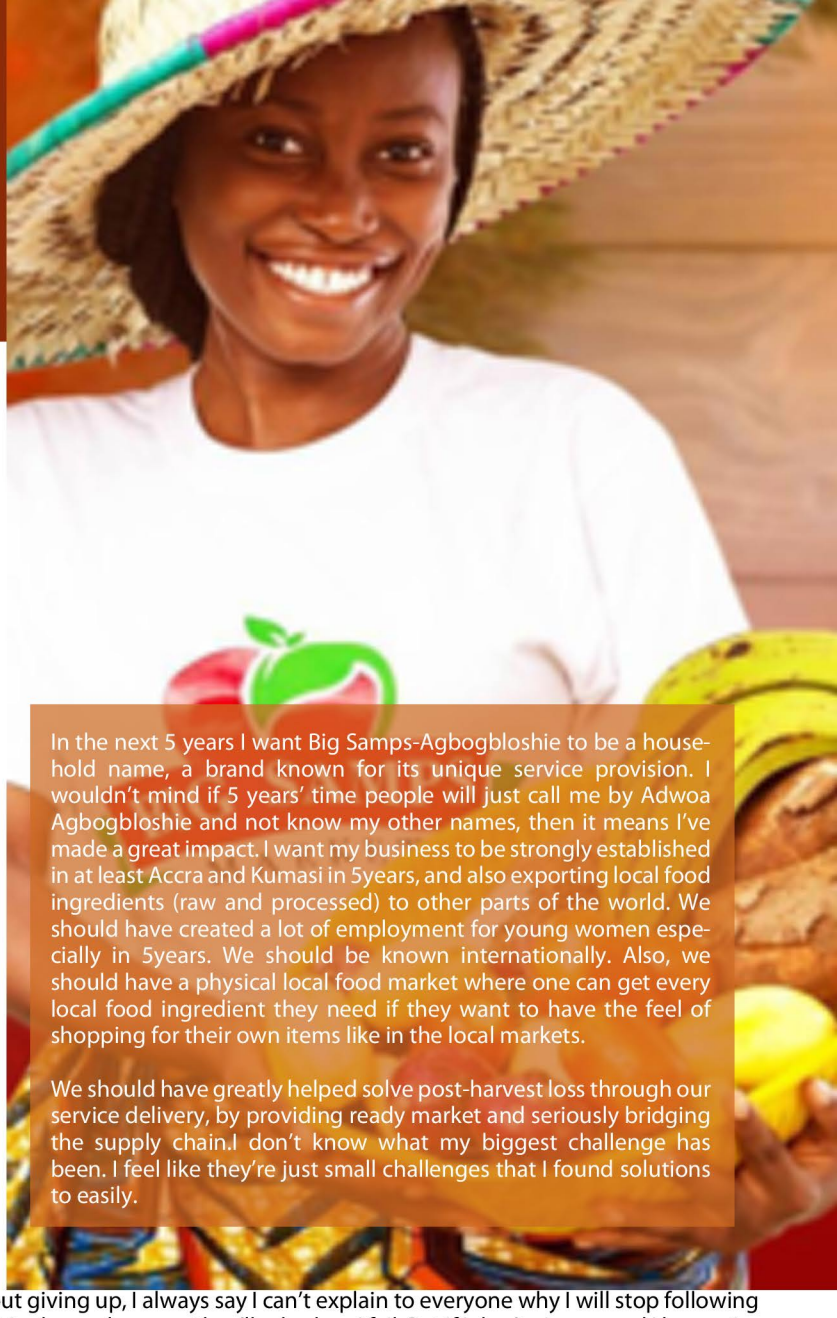
- **Access to a professionally curated book list. All literature is selected for its ability to aid and inspire the personal leadership development of the non-profit leader-readers.**

CILG Leadership Book Club venue will be communicated to members soon.

ENTREPRENEUR OF THE MONTH:

THE BRANDED MARKET WOMAN





In the next 5 years I want Big Samps-Agbogbloshie to be a household name, a brand known for its unique service provision. I wouldn't mind if 5 years' time people will just call me by Adwoa Agbogbloshie and not know my other names, then it means I've made a great impact. I want my business to be strongly established in at least Accra and Kumasi in 5years, and also exporting local food ingredients (raw and processed) to other parts of the world. We should have created a lot of employment for young women especially in 5years. We should be known internationally. Also, we should have a physical local food market where one can get every local food ingredient they need if they want to have the feel of shopping for their own items like in the local markets.

We should have greatly helped solve post-harvest loss through our service delivery, by providing ready market and seriously bridging the supply chain.I don't know what my biggest challenge has been. I feel like they're just small challenges that I found solutions to easily.

"My name is Elselund Ewudzie-Sampson, but my friends used to call me Elsie but now it's changing to Adwoa Agbogbloshie. I'm the 3rd of 4 children of my parents. I'm 24years old and a graphic designer by profession. I attended Kwame Nkrumah University of Science and Technology (KNUST) in Kumasi, Ghana; where I studied Bachelor of Arts in Communication Design.

I have always had that entrepreneurship spirit in me, I believe I took after my mom when it comes to that. As early as 7-8 years, I started my first business of selling Gari, sugar and roasted groundnuts on my school's compound. We lived in Awutu Breku then. It continued with candies and some pastries when we moved to Koforidua on transfer because of my dad's job as a pastor.

About my entrepreneurial path with Big Samps Market I didn't see it coming, because I never liked going to the market, or doing food related stuff apart from finding suitable and attractive packages. I love art and design and it has inspired most of my career decisions, so through my research for suitable packaging for our local food ingredients (which I was passionate about) I came across grocery shopping online and that's how Big Samps was conceived.
I made the decision and chose to be a market woman because, it was going to be something different and I was going to help people solve a great problem and also support the agriculture industry in Ghana.

The main service the business provide is Grocery delivery, for individuals, food vendors and processors in small and large quantities. We also go ahead to process some of our food ingredients to our clients so they don't get spoilt easily. Then we go the extra mile of getting recipes for clients or helping them with the choice of ingredients for a particular meal(especially the men).

With respect to Africa, I think Entrepreneurship is the solution to some of our problems but first our mindset. If we don't change how we think we can't even be entrepreneurs and we can't cause any change. Which means the continent will be the same forever. Because if I had decided to think about my educational background, the place I work, then I wouldn't have decided to go to the market, carry loads and interact with these women just to solve a problem with agricultural supply chain and post-harvest losses.

About giving up, I always say I can't explain to everyone why I will stop following this big dream, because they'll ask when I fail. But if I don't give up and I keep winning, we'll all get excited and I won't be thinking about what to say. I've come too far to give up.
The idea of serving keeps me awake!
Big Samps gets me out of bed and keeps me awake at nights all because I have people to serve. I need to be awake early to meet timelines of delivery to clients and be awake at night putting together clients lists for their deliveries.
Starting business with no means for funding is a big challenge. Especially when I got the idea I thought I needed, GHS 10,000, then I knew there was no way I could raise that money knowing my background, then I came down to 5000, then 2000, 1000 and finally I started with GHS 100. I did my checks till I realized I didn't need any big money to start, I just had to be strategic, like starting the business from home and saving rent cost, using a third party dispatch company rather than getting my own bike, like starting with family as staff members for free than recruiting and many more.
The GHS 100 was from my personal savings, I don't believe in loans to start a business. Just give yourself time to strategize and then start. For all you know you don't need much.

I realised that I could have started earlier than I did, that I just needed some simple strategies to get things going, I wish I had been more outspoken and had not been scared to birth my dream.
My greatest inspiration has been my love for art and Family. My love for art has inspired every career decision I've taken and my family has been the reason why I have and will never give up on my dreams, we've been through a lot and I have every reason now to make them proud.

If I am to begin life again, I would just start this same entrepreneurship journey early, without any fears, just determination. I'll still be an artist/graphic designer, an Agbogbloshie Princess and every other thing I am now and becoming."

Christian Service University College, Kumasi - Ghana

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Faith ▪ Scholarship ▪ Integrity

MSc Corporate Planning



Admissions in Progress

Objectives Of The Programme

The MSc Corporate Planning Programme seeks to produce highly qualified professional corporate planners who would be capable of applying the knowledge and skills gained to further contribute to the training of corporate planners; and to meet the planning needs of governments, organizations and businesses at the local, national and international levels.

Target Group

The MSc Corporate Planning targets students with good First Degree not below Second Class lower Division in the Social Sciences, Business and Public Administration, Agriculture, Building Technology, Architecture, and Planning from recognized universities with at least a minimum of two years working experience. Mature applicants who are over 35years and are in managerial and executive positions can also apply.

Job Prospects

There are good prospects for students who will be enrolled on the programme to get employed within and outside the country at the local, district, regional, national and international levels upon completing their study. The programme equips students with the needed practical and theoretical knowledge to occupy key positions in international/multinational organizations, Ministries, Departments and Agencies (MDAs); Metropolitan, Municipal and District Assemblies (MMDAs) Private Sector, non-Governmental Organizations (NGOs); Civil Society Organisations (CSOs) including Local Churches and para-church organizations; Corporate Institutions/ organization Community-based Organizations (CBOs) and Self Employment.

ADMISSION REQUIREMENTS

Applicants must have a good first degree not below second class lower division from an accredited institutions.

APPLICATION MODE

Prospective students should download CSUC admissions forms from www.csuc.edu.gh or purchase the CSUC online E-voucher at the following banks: Ecobank; ADB; HFC; Universal Merchant Bank; Prudential Bank; Fidelity Bank; and UniBank, and apply online at the CSUC website: www.csuc.edu.gh.

For Inquiries

Tel: 0501-500300 0501-500302 / 03220-28781/39258
Website: www.csuc.edu.gh Email: info@csuc.edu.gh
Locate CSUC just after the Santasi Roundabout,
100 meters from the Allied Filling Station on the Odeneho Kwadaso Road.

CILG'S CONTINUING PROFESSIONAL DEVELOPMENT (CPD) EDUCATION FOR THE YEAR

CILG Continuing Professional Development Education Opens for All

You are warmly invited to join us this year for our CPD education on leadership. CPD education is the means by which you can maintain and enhance your knowledge and skills to complement both your current role and your future career progression in leadership and governance.

TOPIC: SMART LEADERSHIP: ACHIEVING STRATEGY THROUGH LEADERSHIP & INNOVATION

Professional Recognition and Accreditation

This Seminar is registered with the Chartered Institute of Leadership and Governance (CILG)

Why Choose this Seminar?

This highly popular leadership training seminar will expose delegates to the concept that innovation and outstanding leadership go hand in hand. Delegates will learn that new ideas can inspire new products, services and systems which can provide a distinct competitive advantage over competitors, and smart leadership brings those ideas to life.

Outstanding leadership does not occur by accident. Great leaders are smart leaders. They understand it is imperative to continuously develop and build upon many key skills. They know that it begins with their thinking and commitment to learning and secondly to foster the creative impulse throughout the organization.

This CILG training seminar will feature:

- Learning the foundations of Smart Leadership
- Creating a Culture of Innovation
- Using multiple intelligences to create Innovation
- Identifying and motivating creative people
- Leading a creative process for developing innovation

What are the Goals?

By the end of this CILG training seminar, participants will be able to:

- Identify the principles of innovative leadership
- Analyze the common myths and misconceptions about innovation
- Solve any problem or issue with creative methodologies
- Apply multiple intelligences to generate ideas
- Practice a four-step process for team innovation

Who is this Training Seminar for?

This training seminar is intended for those who want to learn how to transform or improve their operations and organizations through the successful application of strategies and business process improvements using higher levels of creativity for innovation.

This CILG training Seminar is suitable to a wide range of professionals but will greatly benefit:

- Supervisors/Line Leaders
- Team Leaders/Unit Heads
- Managers of all Levels
- Faculty/Departmental Heads
- Leaders at any level of the organization who wishes to improve their knowledge and skills in leadership styles

Target group(s): Senior Managers in the Telcos, Banks and other Financial Institutions, Construction Managers, Project Managers, University Administrators, District Chief Executives (DCEs), Metropolitan Chief Executives (MCEs), Heads of Departments, Members of Parliament (MPs), Religious Leaders, Engineers, Quantity Surveyors, Architects, Facilities Managers, Officials of NGOs, Project Coordinators etc.

How will this training Seminar be Presented?

This training seminar will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes experiential exercises, targeted self-assessments, video dramatizations, skill practices, case studies, team activities, and group discussions.

THE SEMINAR CONTENT

Session 1

8:30-10:30: Encouraging a Creative Climate at Work

- Innovative leadership for excellent performance
- The Critical mass for change and innovation
- Innovation VS Constant Improvement
- How a Leader Creates a Culture of Innovation
- Innovation and current business breakthroughs

Session 2

11:00-1:00pm: Leading with the Creative Edge

- Developing Creative Potential in People and Teams
- Managing Creative People
- Learning new Thinking Skills
- Learn New Brainstorming Techniques
- How to Incubate New Ideas
- Gaining Collaboration in the Workforce
- Creative Group Exercise: Identifying new business processes

Session 3

2:00pm-4:00pm: Driving Strategic Change

- Managing the Change Process
- Kotter's Change Management Techniques
- Successful techniques for Changing People
- How a Leader Communicates a Sense of Urgency
- How to Overcome the Pitfalls of Change
- Creating an Attitude of Constant Change

The Certificate

- CILG Certificate of Participation for delegates who attend and complete the Seminar

CILG'S PROGRAMME OF ACTIVITIES FOR AUGUST

CILG MAGAZINE PUBLICATION FOR AUGUST 2018	1ST
CILG PERSONALITY OF THE MONTH PUBLICATION	1ST
MEMBERSHIP DRIVE	6TH-10TH
CONTINUING PROFESSIONAL DEVELOPMENT: TAMALE	18TH

LEADERSHIP & GOVERNANCE MAGAZINE

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P.O Box UP 1794, KNUST, Kumasi.
Atonsu Monaco Junction, Atonsu,
Kumasi, Ghana

Email: ghana@cilgglobal.org
Tel: +233322084045
Web: www.cilgghana.org

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TOPIC

SMART LEADERSHIP: ACHIEVING STRATEGY THROUGH LEADERSHIP & INNOVATION

18TH AUGUST 2018

INTERNATIONAL CONFERENCE CENTRE
UDS-TAMALE
8:30AM-4:00PM

Rate
GHC. 350

INTERNATIONAL C.P.D. CERTIFICATE WILL BE AWARDED TO ALL PARTICIPANTS

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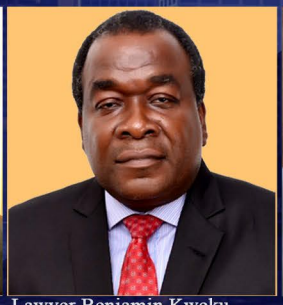
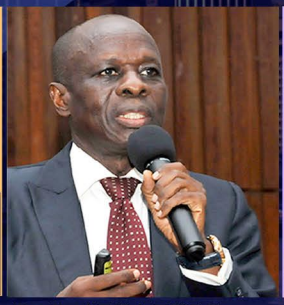
AFRICAN LEADERSHIP & GOVERNANCE SUMMIT



Professor Jonathan Fletcher, FCILG (Dean, School of Education and Leadership, University of Ghana) (UG), Accra



Lawyer Benjamin Kweku Acolatse, FCILG (Deputy CEO, Ghana Railway Development Authority, Accra)



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TOPIC SMART LEADERSHIP: ACHIEVING STRATEGY THROUGH LEADERSHIP & INNOVATION

8TH SEPTEMBER 2018

COCONUT GROOVE REGENCY HOTEL, ACCRA-GHANA

8:30AM-4:00PM

Rate

Local	Foreign
GHC. 350	USD. 150

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