LEADERSHIP & GOVERNANCE MAGAZINE
December-2018

CILG



PERSONALITY OF THE MONTH OF DECEMBER

IBRAHIM ALHASSAN, FCILG

THE DIRECTOR'S DIARY – CILG: THE SOLUTION TO CHALLENGES PERTAINING TO ORGANIZATIONAL CORPORATE GOVERNANCE
DR. ASARE BEDIAKO ADAMS, FCILG

- EFFECTIVE STRATEGIC LEADERSHIP KEYNOTES – DAVID AGYEI MPETTEY, MCILG
- *LEADERSHIP AND THE WINNING FORMULAR – EBENEZER ASUMANG*
- INTRODUCTORY MESSAGE FROM A NEC MEMBER – PROF. NANA AFIA OPOKU-ASARE

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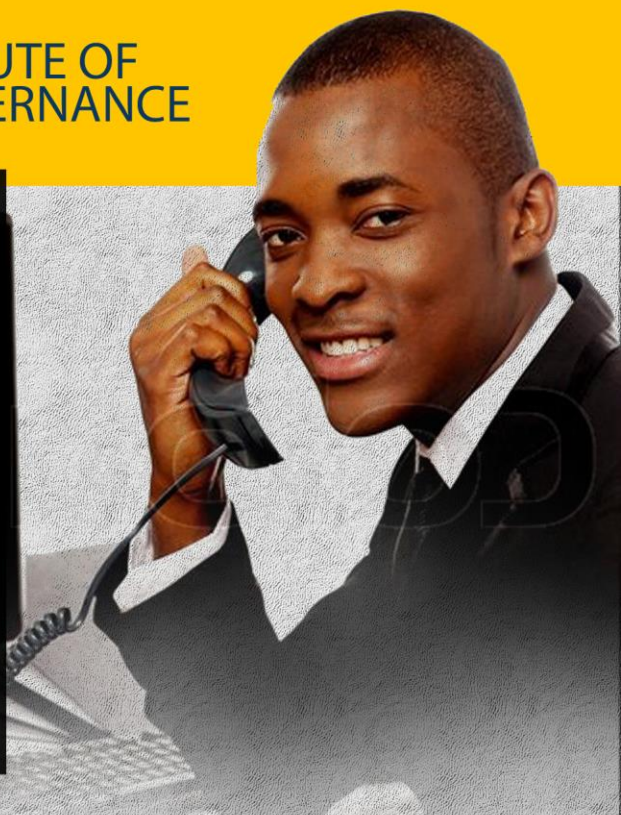
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Editor's Note

Ibrahim Alhassan, FCILG



INSTITUTIONAL CHANGE MANAGEMENT: WHAT ARE THE DRIVERS?

INTRODUCTION

An institution can be regarded as a biological organism which, in an ever vibrant environment, requires effective focus on continuous improvement, through transformation, so as to remain survive and grow. To absorb the current days´ tough corporate competition, organizational change management is considered as a vital solution to carve out smart organizational transformational plans. Organizational change management is not only to maximize the collective benefits for the people involved in the change process but for the overall change process sustainability. Organizations cannot operate in the same way always. This explains why most of the top performing organizations in the world have strong Research and Development Units – to monitor industrial change.

Institutional change refers to any adjustments or alteration (in terms of behaviours, policies, procedures, outcomes, etc) that occurs in total work environment. Generally people are accustomed to a well-established way of life and any variation in or deviation from that life may be called a change. Change may be very simple just like to shift the location of a desk in an office or it may be a more complex technological change which may even threaten the very existence of some people in the organization. Change automatically sets in an organization system is disturbed by either and external or internal force thereby calling for a modification of the existing practices, procedures and behaviours.

Drivers of Institutional change

Most often times, changes are necessitate in an organization because of forces either external or internal to the organization.

Some External Drivers of Change in an Organization

1. Technology: Technology is the major external force which calls for change. The adoption of new technology such as computers, telecommunication systems and flexible manufacturing operations have profound impact on the organizations that adopt them.

The substitution of computer control for direct supervision, is resulting in wider spans of control for managers and flatter organizations. Sophisticated information technology is also making organizations more responsive. Both the organizations and their employees will have to become more adaptable. Many jobs will be reshaped. Individuals who do routine, specialised and narrow jobs will be replaced by workers who can perform multiple tastes and actively participate in decision making. Managements will have to increase their investment in training and education of the employees because employees' skills are becoming obsolete more quickly. Japanese firms have progressed rapidly because they are very fast in adopting new technological innovations.

2. Marketing Conditions : Marketing conditions are no more static. They are in the process of rapid change as the needs, desires and expectations of the customers change rapidly and frequently. Moreover, there is tough competition in the market as the market is flooded with new products and innovations everyday. New methods of advertising are used to influence the customers. Today the concept of consumerism has gained considerable importance and thus, the consumers are treated as the kings.

3. Social Changes: Social and cultural environment also suggest some changes that the organizations have to adjust for. There are a lot of social changes due to spread of education, knowledge and a lot of government efforts. Social equality, e.g., equal opportunities to women, equal pay for equal work, has posed new challenges for the management. The management has to follow certain social norms in shaping its employment, marketing and other policies.

4. Political Forces: Political environment within and outside the country have an important impact on business especially the transnational corporations. The interference of the government in business has increased tremendously in most of the countries. The corporate sector is regulated by a lot of laws and regulations. Organizations do not have any control over the political and legal forces, but they have to adapt to meet the pressure of these forces. In our country, the new economic, policy has liberalised the economy to a large extent. Many of the regulatory laws have been amended to reduce the interference of the Government in business.

An organizations is also affected by the world politics. Some of the changes in the world politics which have affected business all over the world are e.g., the reunification of Germany, Iraq's invasion of Kuwait and the break of Soviet Union.

Some Internal Drivers of Change in an Organization

Internal forces are too many and it is very difficult to list them comprehensively. However, major internal drivers of change in an organization include the following:

1. Nature of the Work Force: The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid-thirties to mid-forties are loyal to themselves only. The youngest generation of workers is loyal to their careers.

The profile of the workforce is also changing fast. The 1990s has been described as a decade where organizations will have to learn to manage diversity. The new generation of workers have better educational qualifications, they place greater emphasis on human values and question authority of managers. Their behaviour has also become very complex and leading them towards organizational goals is a challenge for the managers. The employee turnover is also very high which again puts strain on the management. The work force is changing, with a rapid increase in the percentage of women employees, which in turn means, more dual career couples. Organizations have to modify transfer and promotion policies as well as make child care and elder care available, in order to respond to the needs of two career couple.

2. Change in Managerial Personnel: Change in managerial personnel is another force which brings about change in organization. Old managers are replaced by new managers which is necessitated because of promotion, retirement, transfer or dismissal. Each manager brings his own ideas and way of working in the organization. The informal relationships change because of changes in managerial personnel. Sometimes, even though there is no change in personnel, but their attitudes change. As a result, the organization has to change accordingly.

3. Deficiencies in Existing Management Structure: Sometimes change are necessary because of some deficiencies in the existing organizational structure, arrangement and processes. These deficiencies may be in the form of unmanageable span of management, larger number of managerial levels, lack of co-ordination among various departments, obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between line and staff and so on. However, the need for change in such cases goes unrecognized until some major crisis occurs.

4. To Avoid Developing Inertia: In many cases, organizational changes take place just to avoid developing inertia or inflexibility. Conscious managers take into account this view that organization should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there is no unnecessary, resistance when major changes in the organization are brought about.

Conclusion

From the foregoing discourse, it is obvious that organizations are always under pressure to change due the forces discussed above. Organizations must be proactive and anticipate change by building a strong research and development units so as closely monitor the trends in their respective industries. This statement is mentioned because we all know what happens to NOKIA.

The knowledge in organizational change management is very important, especially to the leadership of an organization, and it is because of this that the Chartered Institute of Leadership and Governance, as part of its members' continue professional development, provides seminars on change management, organizational behaviour and other self-help topics that enhance corporate performance.



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PHOTO REPORT

FROM 2018 INDUCTION/ AWARDS CEREMONY




























PHOTO REPORT

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INTRODUCTORY MESSAGE FROM A NEC MEMBER

PROF NANA AFIA OPOKU-ASARE, FCILG

EDUCATIONAL LEADERSHIP: GOODWILL COUNTS

My experience as a Head of Department required me to work with two teams of academics: senior academics who taught me as a graduate student and junior academics I had taught as graduate students. I was the only female in an all-male environment. I knew the department needed rebranding but how was this to be done?

I counted on the goodwill I had in the establishment to change direction of our academic business.

I began asking questions, first from our students and alumni, then individual faculty members, then friends outside the department, purposely to identify what we needed to do differently and how. Critical among these were student and staff welfare, timetabling and interpersonal relationships.

Departmental Board meetings followed where I got my colleagues to understand our situation and get inspired on the need for change and how to sustain it. We made changes to timetabling, agreed to team teaching, and contribution of seed money to buy ACs to make offices comfortable for staff to stay longer in the afternoons so they can meet the students and help with their research.

I modelled the way with my seed money and also received contributions from our students to extend ACs to our lecture rooms so they would have a place to work outside school hours. Our seed money won us financing to complete our project.

Leadership demands modelling in practice to inspire our followers. Good interpersonal intelligence paves the way for inspired leadership. Effective Modelling and inspired leadership plus good relationships can get the work done more effectively and efficiently.





THE DIRECTOR'S DIARY

CILG: THE SOLUTION TO CHALLENGES PERTAINING TO ORGANIZATIONAL CORPORATE GOVERNANCE

The Chartered Institute of Leadership and Governance (CILG) is a professional body established under the laws of the State of New Mexico, United States of America, to build and implement Leadership and Governance skills in the administration of professional duties. CILG is currently in 51 different countries. The Institute, over the years, has helped organisations across the globe to build a robust corporate structure, implement good corporate governance and ensure that its members act according to the professional code of conduct of the institute.

The collapse of indigenous banks has become a setback to the effort of promoting indigenous Ghanaians to take control of our economy by building strong local institutions. The history of bank failure in Ghana is dominated predominantly with local banks with some evidence dating as far back as 2000 when the Bank for Housing and Construction went down.

Most of these Board of Directors who supervise the collapse of these banks are professionals in their various fields and some even belong to professional bodies in their respective fields, but the question is, how professional are they when it comes to corporate leadership and governance?

Corporate governance can be defined as "the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled within corporations. It encompasses the mechanisms by which institutions, and those in control, are held accountable." Good corporate governance promotes the going concern ability and confidence of corporations.

CILG Ghana trains its individual members who are directors of various institutions, given their various personal attributes and different competencies, to inevitably contribute to their boards in a number of roles. Some of these roles contribute to the performance aspects of the board's work (strategy formulation and policymaking); others contribute to the conformance aspects (executive supervision and accountability).

The following are examples of some performance-oriented roles that individual directors who are members of CILG are expected to play.

Bringing wider business and board experience in identifying issues that the board, not management, should be handling, for discussion and decision-making. Directors tend to respect the wisdom of the director who brings to bear accumulated knowledge and experience in business and elsewhere on issues facing the board. As Cadbury Report put it, 'the board should include non-executive directors of sufficient caliber and number for their view to carry significant weight in the board's decisions'. Long-serving directors may well find themselves cast in this role by newer board colleagues. Accumulated wisdom can, of course, have limitations in rapidly changing situations.

Adding specialist knowledge, skills, and know-how to board deliberations. Here, a director relies on his or her particular professional training, skills, and knowledge to make a contribution. For example, the specialism might be in the realm of accountancy, banking, engineering, finance, or law, or it could stem from specialist knowledge of a particular market, technology, or functional area, such as marketing, manufacturing or personnel management. In some newer, growing companies, outside directors are appointed to the board specifically to provide such specialist inputs until such time as the company can afford to acquire such skills in-house at the executive level. When a board is relying on such expertise, it is important to ensure that the director remains up to date in the subject, which can sometimes prove difficult for those operating at board level.

Being the source of external information for board discussions - a window on the world for other directors. The director is used as a source of information on issues relevant to board discussions. Usually, this will be on matters external to the company, such as insight into market opportunities, new technologies, industry developments, financial and economic concerns, or international matters. Obviously, it is essential that the information is relevant, accurate, and current. This is often a role specifically sought from outside directors, who are in a position to obtain such information through their other day-to-day activities. A danger is that directors, chosen because of their access to specific information, lose touch with it.

Being a figurehead or an ambassador for the company or being able to represent the company in the outside world. The director represents the company in the external arena: for example, in meetings with fund managers and financial analysts, or in trade and industry gatherings. The chairman of the board often takes on this responsibility, perhaps being invited to join public committees, commissions, and the governing bodies of important public institutions, as well as joining the boards of other, non-competing companies. These days, this role can be taken by the director identified as the senior independent non-executive director. For many companies, a figurehead is increasingly important in dealing with the media.

Connecting the board to networks of useful people not otherwise available to the board. This can be an important role for outside directors, who are able through their personal contacts to connect the board and top management to networks of potentially useful people and organizations. For example, the director might be well placed to forge contacts in the world of politics and government, to link the company with relevant banking, finance, or stock exchange connections, or to make introductions within industry or international trade. Retiring politicians are sometimes offered directorships on the assumption that they have useful contacts and influence in the corridors of power. Such a role may also provide advice on succession in the board and in top management.

Providing status to the board and the company, adding capability, reputation, and position. This role is not as significant today as it was a few years ago.

for example, when a particular listed company faced a financial crisis, the market was reassured when a well known financier joined the board. Exposure to litigation may now deter some public figures from accepting directorships. However, even today, if a company has been experiencing problems, confidence may be restored if a high-profile, well-respected figure joins the board.

The following are examples of some conformance-orientated roles that individual directors who are members of CILG are expected to play.

Providing independent judgement - the ability to see issues in their totality and from various perspectives, leading to objective judgement, in other words, 'helicopter vision'. This can be a vital contribution of the outside director who obviously has the opportunity to see board matters from an external and independent point of view. As the Cadbury Report suggested, 'non-executive directors should bring an independent judgement to bear on issues of strategy, performance, resources, including key appointments and standards of conduct'. Such an objective evaluation of top management performance can overcome the tunnel vision sometimes found in those too closely involved with the situation, or the myopia brought on by being personally affected by the outcome. Overall, providing independent judgement brings wise counsel that leads to better decisions.

Being a catalyst for change, questioning existing assumptions, introducing new ideas and approaches, and stimulating developments. This role can be played by a director who questions the board's assumptions, and makes others rethink situations. Catalysts point out that what appears to be an incontrovertible truth to some board members is, in fact, rooted in some questionable beliefs about the company, its markets, or its competitors. They highlight inferences that are masquerading as facts. They show when value judgements, rather than rigorous analysis, are being used in board deliberations. Most valuably, catalysts stimulate the board discussions with new, alternative insights and ideas.

Being a monitor of executive activities, offering objective criticism and comments on management performance and issues such as the hiring and firing of top management. The entire board is responsible for the monitoring and supervision of executive management, but independent non-executive directors can bring a particular focus to this role.

Playing the role of watchdog, able to provide an independent voice and protect the interests of minority shareholders or lending bankers. Directors cast in this role are seen as protectors of the interests of other parties, such as the shareholders or, more often, a specific interest group. Directors inevitably find themselves in this position, as they look out for the interests of the party who nominated them to the board. This might be a representative of a major investor in the case of a director on the board of an American or British listed company, a representative of the employees for a director on a German supervisory board, or a representative of the keiretsu group interests for a director on the board of a major Japanese company. Every director has a duty to be concerned with the interests of the company as a whole (that is, with the interests of all of the shareholders without discrimination) so the watchdog role has to be applied with care.

Being a confidante or sounding board for the chairman, the chief executive or other directors; a trusted and respected counsellor in times of uncertainty and stress; someone to share concerns about issues (often interpersonal problems) outside the boardroom. Political processes at board level inevitably involve the use, and sometimes abuse, of power, and the confidante can sometimes make a valuable contribution. But it is vital that he or she commands the trust of all of the directors, otherwise the problem can be reinforced rather than resolved.

Acting as a safety valve, able to act in a crisis in order to release the pressure, prevent further damage, and save the situation. A classic example would be when a company has run into financial problems, management performance has deteriorated, or the chief executive has to be replaced. Another example might be if the company faces an unexpected catastrophe. The sensible and steadying counsel of a wise member of the board could overcome an otherwise disastrous situation.



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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.



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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.
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- 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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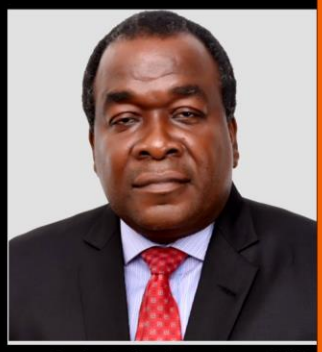
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CILG

PERSONALITY OF THE MONTH OF DECEMBER 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 and the candidate's ability to uphold the code of conduct of the institute. The Professional Conduct and Ethics committee nominated Mr. Ibrahim Alhassan, FCILG due to his commitment in upholding the code of conduct of the institute and also for exhibiting extraordinary leadership skills.

IBRAHIM ALHASSAN

Ibrahim is involved in electronic data management, statistical data analyses and e-administration practices with over six (6) years' working experience in University's administrative work. Ibrahim holds Certificate in Education, Advance Certificate in Software Engineering, Higher National Diploma in Marketing, Bachelor of Business Administration in Management and Master of Arts in Social Administration, all in Ghana; and a Master of Business Administration (General) in Zug, Switzerland.

Ibrahim currently works at the Directorate of Academic Planning and Quality Assurance of the University for Development Studies, Tamale, Ghana, as a Data Analyst. He is the Chief Executive Officer of IB E-Admin. Solutions and the Administrator of Tamale Utrecht Football Academy, Tamale – Ghana, a Board member of Naa Luro International Academy, Tamale-Ghana, a Board Member and a Research Fellow of PMRIG Graduate School, Kumasi–Ghana.

Ibrahim is the Chief Editor and the Northern Regional Director of the Chartered Institute of Leadership and Governance, Ghana and the Webmaster of the Northern Regional Branch of the Chartered Institute of Administrators and Management Consultants, Ghana.

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Ibrahim is a devoted Muslim and a married man with five (5) children.

EFFECTIVE STRATEGIC LEADERSHIP KEYNOTES

Organisational strategic leadership, in the public or private sector, is the key determinant for sustaining optimum organisational performance. There is growing interest in deploying strategic leadership theories and practical concepts to strengthening private and public sector performance and to expand more stages of traditional strategic management. Four ways through which success can be practically achieved, as far as organisational strategic leadership is concerned are promoting employee involvement to create strategy, mapping an organizational vision publicly, empowering followers to lead, and pushing concrete action and networking. There is no single answer to the main question of how to improve and sustain public sector performance. However, some researchers believe that strategic leadership concepts may become the most apt concepts to embracing better value-driven culture in public sector reform in this twenty first century organisational management era.



So the mammoth question is; how can the leadership role and performance management system developed theoretically influence public sector performance and how can strategic leadership roles be managed to optimise performance outcome?. Arguably, several key roles of strategic leadership can be offered as strategies to sustain public organisation performance outcome as follows:

1.Determination of Clear Organisational Visions

The first important role of the strategic leader is to determine clearly the organisation's vision and develop strategic direction. In the public sector, creating long term strategic directions actually demands an improvement of the existing concept of the strategic management process.

Strategic leadership concept is superior compared to two other most prominent leadership paradigms known as managerial leadership and visionary leadership. Strategic leadership practically can be defined as a process of transforming an organisation through its vision, mission and values based on sustainable assessment of internal and external organisational factors: culture and climate, structure and systems as well as through its strategy. Strategic leadership probably is a key for the future success of the organisation. The concept promotes ability to anticipate and envision future opportunities and challenges, maintain flexibility in the midst of internal and external changes. Employing the concept of strategic leadership will enable public or private sector organisational leaders achieve leadership accountability.

2. Development of Human Capital and Organisational Culture 'Fit'Strategic leadership may be considered as the key success factor for any change initiatives especially on developing human capital and reshaping current organisational culture to "fit" with the organisational strategy. Human capital relates to the people, knowledge and skills in the organisation. To develop and make it align with the organisational strategy and culture, a leader needs a workable framework in practice. Theoretically, a better strategic leadership framework can be defined as a tool for the aligning of human resource practices and business strategy, cascading performance management system from top level to the individual level in order to achieve organisational performance outcomes. Furthermore, in order to hinder the misuse of various leadership frameworks available in the implementation, an organisation

needs to have better guidance on how to explore necessary variables and determine what factors should be considered in order to improve organisational performance rather than just providing a list of effective leadership qualities.

3. Establishing balAnced Organisational Performance Controls
Strategic leaders in the public sector, under the new public management paradigm demand a strong emphasis on how to lead and manage public sector performance based on the result/outcome and establish balanced organisational controls to promote performance excellence. The term performance management system (PMS) can be referred as the current most appropriate term for the balanced and comprehensive control system for leading a public sector organisation to achieve high performance.

However, research has shown that there are five problems found in performance management systems including: inadequate managerial focus, insufficient managerial skills to improve performance, narrowly defined ownership, disconnect with strategy or inadequate linkage to business drivers and failure to execute. To enhance leadership accountability at all levels in public sector, balanced scorecard evaluation strategy can become not only as a measurement system, but as a strategic performance management tool to achieve competitive advantage and sustainability.

4. Promotion of Performance Governance and Creation of Value Based Outcome
Governance system can be defined as "a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account. The governance system deserves leadership accountability and performance as two of five principles of good governance in this twenty first century . This philosophy also promotes the so called 'performance governance leadership'. It encourages public sector to strengthen emphasis on customer focus strategy, and adopts private sector performance management tools, design better budgeting, and promotes clear individual and departmental/ organisational accountability. Leadership accountability deals with how the decision making by leaders in government, the private sector and civil society are accountable and transparent to the public and its stakeholders. Implementing performance principles is about promoting institutions' responsiveness, effectiveness and efficiency in making best use of resources to produce results.

In conclusion, to guarantee leadership and governance success in any form of organisation, be it private sector or public in the country where the administration is not well protected from political influence, too much bureaucratic practices, lack of leadership commitment to the value of the public service delivery, leaders need to consider strategies offered by the strategic leadership concept as a framework to aim more structural reform in the government to improve public service capacity.



David Agyei Mpettey, MCILG

LEADERSHIP AND THE WINNING FORMULAR

SIX UNMATCHED CHARACTERISTICS OF LEADERSHIP THAT CHURNS OUT RESULTS

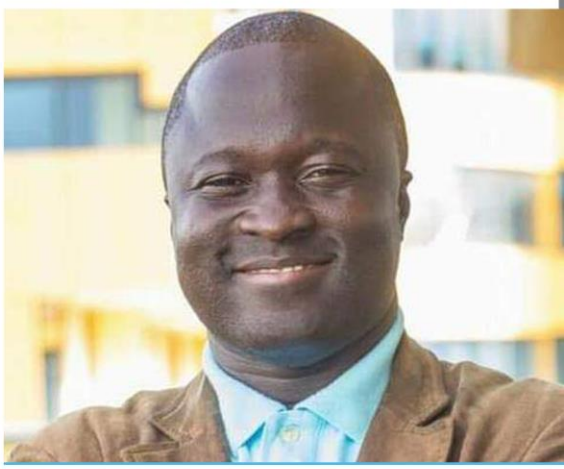
There has never been an appropriate time for great leaders in the world than now. The population explosion over the past decades has necessitated effective and result-oriented leadership to steer affairs in all forms within societies. Tom Peters said "leaders don`t create followers, they create more leaders". When you think of Martin Luther King Jr, Mohandas Gandhi, or Nelson Mandela, they created more leaders to help others find and create their own destinies within society.

The "golden rule" in leadership has it that leading others is a privilege that is earned, not a right. Leaders, who understand this phenomenon, understand that, leading first and foremost is about service. However, being the leader does not mean you deserve to be the leader. Leadership therefore is seen to be not an end in itself but a means to an end. It is often necessary to execute an idea or achieve a goal that requires more than just yourself; a goal that requires you to motivate a group of people that wouldn`t ordinarily be motivated on their own. The following are ten unmatched characteristics of effective and result-oriented leadership:

1. Leadership is influence, nothing more and nothing less:
Leaders and would-be leaders need to understand and embrace this as quickly as their leadership`s survival and aspirations are concerned. In order to create more leaders and not just followers, a leader`s influence should be non-negotiable. Influence, according to the Oxford dictionary; is the capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself. Leadership therefore has the capacity to affect or impact the totality of mankind by influencing them.

2. Leaders who develop people, win their fierce loyalty:
The best leaders develop others by coaching. A perfect example of such leaders is the life of Bill Campbell, a successful former football coach for Columbia University who later became an executive and advisor to many of the prominent leaders in Silicon Valley.

In his obituary, the New Yorker wrote: "Bill was known throughout the Valley as 'the Coach,' the experienced executive who added a touch of humanity as he quietly instructed Steve Jobs, Jeff Bezos, Larry Page, Sergey Brin, Marc Andreessen, Ben Horowitz, the founders of Twitter, Sheryl Sandberg, and countless other entrepreneurs on the human dimensions of management, on the importance of listening to employees and customers, and of the power of partnering with others." Bill was an exemplar of the term "servant leader." There is also a great example of how Prophet Elijah developed Elisha and won his loyalty.



3. Leaders increase their power when they share it with others:

Good leaders build a powerful team by sharing power, not by building themselves up falsely by imagining they can hoard power personally. These are leaders who sit across the table and make people feel they are equal. They meet people on the staircase or in the elevator and share casual conversation with them without making them feel inferior. In return, they receive absolute power and "vote of confidence" without 'pushing' for it. The story of leadership in Africa however, leaves much to be desired; as most leaders hang on to power with their lives and rather incur the wrath of electorate, instead of winning a "vote of confidence".



4. Effective leaders keep first things first:
"Keeping first things first means doing the most important things in life. It means being clear about your priorities and acting on them." Stephen Covey. Effective leaders set priorities and they focus on the most important to achieve them. Many people fall into the trap of getting caught up in non-important things. They neglect the larger life priorities until it becomes too late to act on them. To become a master of your time, you need to first be aware of your priorities in the larger context of your life. Effective leaders keep it simple and straightforward and do not set themselves up for failure, as long as they keep first things first

5. Leaders who last are marked by humility:
Leaders can move from gratitude to entitlement by believing their position or their performance entitles them to certain things. It is impossible to be filled with humility and a sense of entitlement at the same time. Whenever we feel we are owed something it is because we have forgotten that God is the One who gives all good things. Humble leaders believe all they have received is from the Lord, including the team they lead and their work ethic and intensity. All is from Him. When we walk in humility, we are grateful for all He provides.

6. Great leaders expect to pay a price:
Leadership sometimes becomes an elusive concept, because it is defined by many but achieved by a few. Amongst the many sacrifices, there is the emotional, physical, spiritual, and financial cost to great leadership. A great and effective leader must be willing and able to pay the price no matter the consequences. There have been great religious leaders and political leaders who paid the price of effective leadership and their names and works have never faded off. There is always a price to pay for every action under the sun, and great leaders must be sensitive to this at all time.

Reference:
www.franklincovey.com
www.leadernomics.com
www.christianitytoday.com

Ebenezer Asumang,.MCILG

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 (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 stakeholders' seminar with presentations and panel discussions from key personalities involved in the diagnosis, management and treatment of thyroid disorders in the various departments within the Korle-Bu Teaching Hospital and the College of Health Sciences of the University of 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.

Organizational Goal

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







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 at where?

•Construction and interim management of the Thyroid unit







TO DONATE TO THE FOUNDATION, KINDLY CONTACT

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THANK YOU FOR YOUR GENEROSITY

AFRICA AND LEADERSHIP

Making the most of Africa's culture and creativity: economic development, democracy and peacebuilding

Ned Dalby

A growing body of research indicates that Africa's culture is a largely untapped resource that could give its economic development a welcome fillip. Artistic and cultural activity is also proving a driver of democratisation and can help prevent violent conflict.

For too long most African leaders and foreign donors have treated art and culture as at best marginal, at worst irrelevant to core development and peacebuilding agendas. It's time to shake off these old assumptions, understand more clearly culture's potential and harness it to make Africa a better place to live.

Culture for economic growth

Economists agree the creative industries, such as film, music, TV, advertising, design, publishing, live performance and craft, together form a remarkably healthy branch of the global economy. When the crisis hit in 2008, world exports of creative goods and services continued to grow at annual rate of 14 per cent. In the UK, creative industries account for about 6 per cent of GDP. New media and communication technologies are partly to thank. They make it easier for enterprising people to create content, package it and connect to buyers – to spin imagination into profit.

Africa's slice of this creative economy pie is still very small (less than one per cent), but it has some leading lights to show the way. Nigeria's rambunctious film industry – Nollywood – exports to the continent and beyond. Industry officials claim it's the country's second largest employer after agriculture. Senegalese musicians, combining traditional musical styles with modern recording, have gained a good foothold in the global market through sales and touring. Cape Town is concentrating creative, tech and business talent in one neighbourhood – The Fringe – and as next year's World Design Capital plans to exploit the international spotlight.

The creative industries are particularly interesting for Africa. They can help economies diversify and avoid an overdependence on limited natural resources. Africa's rich artistic heritage and cultural traditions are bottomless wells of inspiration. Unemployment in crowded cities is a real problem. Creative industries can be part of the solution. They thrive on the friction of diverse people and ideas in one place and the burgeoning urban middle classes offer a ready domestic market. Creative dazzle would also help foreign investors see Africa differently – as a fertile land for good ideas, not just coffee and cocoa.

Culture for democracy

A lively arts scene is the pulsing heart of an open, democratic society. It enables and encourages citizens to express their views in the public sphere, fomenting healthy debate. The arts, like the media, are also a mouthpiece with which civil society holds politicians to account.

Some African governments try to deny their citizens the fundamental right of free creative expression, but many artists have shown the strength to resist state control and air alternative narratives. Hosni Mubarak, Egypt's president until the revolution broke in 2011, recognised the power of artists and built extensive state cultural institutions to co-opt and control them. Some capitulated, others held tightly to their independence. Many writers, musicians and visual artists have been at the forefront of the revolutionary wave and continue to mobilise support for the pro-democracy movement.

In Uganda, artists – singers especially – voice criticism of Yoweri Museveni's increasingly authoritarian regime. Though the state bans songs from the radio, they still circulate on CD. This kind of politically engaged popular culture encourages citizens to play a part in shaping their country's future.

Culture for peace

Much conflict in Africa has a cultural dimension as combatants' motivations are often entangled with ethnicity or religion. Cultural difference is not in itself a cause of conflict, but when political actors promote their community above others they sow the seeds of an "˜us-against-them' mentality. Once blood is spilt, cultural communities mistrust and fear one another increasing the chances of recurrent violence.

Resolving conflict requires political agreements. But art can play an important part rebuilding tolerance and trust and preventing a return to arms. First, enabling all communities to express their art – that which embodies their values and way of life – in the public sphere officially recognises their value and promotes cultural pluralism. Second, when former adversaries engage together in cultural exchange and creative activities they can learn about each others' cultures and rediscover the possibility of cooperation.

Two weeks after Islamists attacked the Westgate mall in Nairobi, the killing of a Muslim cleric in Mombasa provoked riots and a church was set on fire. Relations between Christians and Muslims are under strain. To prevent further violence Kenyans need to recognise their multicultural mix and embrace cultural pluralism. Inter-faith and inter-community cultural exchange at the grass-roots, city and national levels can help them do that.

How to realise the potential of culture
Governments, industry and international experts should do more research to map and analyse Africa's established and incipient creative industries. Using these insights, policymakers should tailor their approach to create an enabling environment for creative types.
They may need to tighten up intellectual property rights regimes, invest in cultural infrastructure and work with industry on strategies to promote cultural tourism. To be effective, they'll need to cut dead wood from cultural ministries. The state should act as an enabler, and refrain from meddling in content.

Creative businesses and non-profits should lobby their governments and foreign donors with specific asks and look for operating models from elsewhere that could work for them. Arterial Network, the Africa-wide association behind the Cape Town conference, helps its members share ideas. But stronger inter-country collaboration is needed to mesh and embolden artistic communities.

Donors should help professionalise creative enterprises and arts organisations, especially by boosting business skills. They should raise the profile of African creative industries and products on the international scene. Some cultural relations outfits like the British Council do this already, but donor governments should integrate support for culture and creativity into their main development and peacebuilding plans. It should not be an optional extra.

A global campaign is underway to ensure the UN's post-2015 development agenda integrates culture throughout. Africa's policymakers and friends overseas should support it. Art and culture benefit individuals and society in many surprising ways. Creating jobs, encouraging democratic norms and healing inter-communal wounds are three, but that's just the beginning.



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 them, 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.



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

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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 DECEMBER

CILG PERSONALITY OF THE MONTH PUBLICATION	1ST
NATIONAL EXECUTIVE COUNCIUL (NEC) MEETING	8TH
REGIONAL EXECUTIVE COUNCIL (NEC) MEETINGS	15TH
ANNUAL MAGAZINE PUBLICATION	22ND

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