LEADERSHIP & GOVERNANCE MAGAZINE
October, 2018

CILG'S



PERSONALITY OF THE MONTH
OCTOBER
MR. KEN AGYEMAN-PREMPEH, MCILG

THE DIRECTOR'S DIARY – COST OF ARROGANCE IN LEADERSHIP
DR. ASARE BEDIAKO ADAMS, FCILG

AFRICA AND LEADERSHIP – GOOD GOVERNANCE, DEMOCRACY AND LEADERSHIP STYLES IN AFRICA
CHIKEREMA ARTHUR, SITHOLE ANGELINE, CHAKUNDA VINCENT AND MATSIKA KUDZAI

THE POWER OF PASSING IT ON
DR. MYLES MUNROE

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- **You can also call: 0248 59 99 59 for explanations on how to fill the form**

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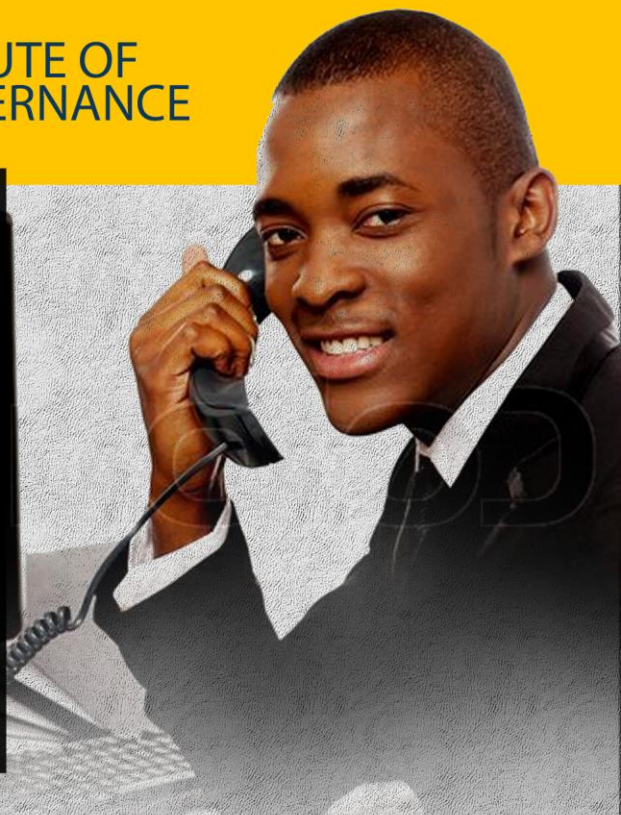

WHY JOIN CILG'S YOUNG LEADERSHIP PROGRAM?

• An opportunity for you to be mentored by renowned leaders in your chosen career. CILG as a professional body has a lot of members who are leaders with different professional expertise. Young leaders are therefore assigned to the leaders in their chosen field for mentoring

• You will be added to a global network of young individuals from different tertiary institution who are aspiring to be leaders. There is a saying that 'your network determines your net-worth'. When you join CILG you have the exposure by meeting other young professionals from different tertiary institutions with different background and get to relate and share knowledge.

• Discounts for Annual Conferences and other CILG's events. As an affiliate member, you are always given discounts on seminar fees. This includes both local and international seminars as well as discount on seminars organised by partners of CILG such us Chartered Institute of Management and Leadership.

• A wide range of publications. Young leaders would also be allowed to submit articles for publication. Your write ups and articles will be exposed to the outside world with our leadership magazine called "The Leadership Mirror" on quarterly bases. This is another form of exposure to the world, through this your social life will be enhanced and recognized globally for your input to development and leadership.

• Eligibility to be nominated for CILG's young leaders' annual awards. This award is organized yearly where a young leader is awarded for maintaining high integrity and exceptional leadership skill throughout the year. The winner of such an award will be published globally about his/her achievement and profile.

• Availability of scholarships to further your education in both professional and academic programmes. Scholarships are available for young leaders to further their education.

•You will be added to our skills bank and given a recommendation for future employment.

HOW TO BECOME A MEMBER:

1. Download Membership application form from our website www.cilgghana.org
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3. Summit it to the Secretariat by email to ghana@cilgglobal.org

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EDITOR'S NOTE

Organizational Effectiveness: The Role of an Organization's Leadership

Ibrahim Alhassan, FCILG

An organization's effectiveness is simply the ability of an organization to produce the required results with less cost. Invariably, effective organizations have effective leaders. Effective leaders influence their organization's effectiveness by motivating and inspiring their workforce. Committed and loyal employees expect their leaders to provide a clear vision of the company's strategic direction. They also want to see consistency in decisions made in response to problems or issues affecting the organization. Clear and concise communication from leaders, on a regular basis, ensures that all employees know the task ahead of them.

With this type of structure, leaders enable organizational effectiveness, productivity and profitability. Often times, effective leaders play deliberate roles in promoting organization's effectiveness. These measures/roles include motivation, team building, change management and mentoring.

Motivation: An effective leader motivates his/her workforce to accomplish job tasks by giving inspirational speeches that describe the company vision in clear terms. This motivates the employees to work hard to achieve the stated objectives of the organization. When the leader shows a personal commitment to hard work and innovative approaches to problem solving, employees typically value these things too. Leaders provide incentives to employees, such as bonuses and other financial rewards, to increase production.

Team Building: Effective leaders recognize that in order for an organization to function well, team members need to collaborate effectively. They conduct team-building exercises and ensure that each member feels his/her contribution to the team is valued. When teams are dispersed instead of working in the same location, leaders need to take extra steps to ensure that the virtual team communicates clearly. For example, using all the features of web-based conferencing software and webcams, such as surveys and polls, the leader can conduct virtual meetings that enhance interaction. This leads to organizational effectiveness.

Change management: Changes in technology, executive leadership, governments and market conditions can affect an organization's productivity and hence effectiveness. An effective leader minimizes distractions for his employees and helps them manage transitions to new working conditions. For example, when an organization installs a new software package to handle accounting transactions, the leader ensures that all employees who will use the system get the training they need in advance of the implementation. That way, when the system goes live, everyone is ready. Additionally, effective leaders ask for feedback from subordinates on organizational issues. When employees feel like they are part of the decision-making process, they tend to adapt to changes more quickly.

Mentoring: An effective leader mentors subordinates to help them develop their own leadership skills. He provides workshops in presentation skills, negotiation, business acumen, project management and other leadership competencies so that when the time comes, these subordinates can take over for departing leaders. Leaders contribute to long-term organizational effectiveness through succession planning, helping employees maintain a healthy work and life balance and exemplifying high standards of ethical behavior.

Promoting organizational effectiveness is one of the goals of the CILG, as we strive to train our members for them to be effective leaders and for them to deliberately encourage their employees and/or colleagues so as to support them in making their organizations more effective.



PHOTO REPORT FROM AFRICA LEADERSHIP AND GOVERNANCE SUMMIT, ACCRA



LAWYER BENJAMIN KWEKU ACOLATSE,
FCILG





INTRODUCTORY MESSAGE FROM A NEC MEMBER HOW YOUR ATTITUDE CAN AFFECT YOUR LEADERSHIP SKILLS

Globally, organizations are constantly faced with the need to change so as to increase their chances of survival in the organizational environment. African, and for that matter Ghanaian organizations, are not immune to these developments. The Ghanaian banking as well as telecommunication industries are examples of organizations that have had to face constant change in order to stay buoyant. Effective leadership is one of most essential means for these organizations to sustain their businesses in the face of problems caused by the rapid growth of the economic environment.

Extensive training, a handful of certificates, or an impressive resume are some of the key contributory factors of effective leadership. However, these crucial factors have to be coupled with the positive mental attitude of the leader to ensure the leader's effectiveness. Attitude plays an important role, as Leaders with negative mental attitudes inadvertently create work environments that limit the growth and development of their subordinates.

This is made evident from the fact that in Ghana, there is an on going conversation about how attitudes in organizations – be it from managers or their subordinates – have on change mechanisms in the organization.

Negative attitudes at the workplace are one of the biggest challenges facing Ghanaian businesses, managers and employees.

In Keith Harrell's book "Attitude is Everything", it was stated that, a person with a negative attitude has the same power to influence others as a person with a positive attitude. The difference however, appears in the results. Positive attitudes in the workplace help improve transparency, communications and teamwork. The opposite however, can be said for negative attitudes. They dismantle teamwork, increase stress and cripple productivity.

Harrell illustrates in his book how some leaders criticize and ware down mentally and physically their employees by focusing on what the employee did wrong instead of focusing on what was needed to be done to become better or offering suggestions about what can be done best.
Harrell identifies some of the most common underlying causes of negative mental attitudes. These underlying causes of negative mental attitudes apply to Leaders also and include:

Low self-esteem: such leaders have a habit of putting their employees down. They tend to blame others or other circumstances for their personal mistakes.

Stress: when leaders feel burnt-out and become easily frustrated and experience difficulty in focusing on a single task for an extended period of time.

Fear: psychologist say the word "FEAR" is an acronym that stands for False Evidence Appearing Real. Though natural and instinctive, it becomes problematic when an individual perceives his/her emotion as being real. A fear-induced attitude can render the most effective and efficient person totally useless. In other words, fear locks you up like an engine without oil. It immobilizes you. Employees can sense fear and this lowers their response to any kind of change initiated by such a leader.

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Pessimism: is the outward expression of bad attitude. If a leader's attitude is to see the "glass as half empty rather than half full", then it may be a signal of a bad attitude induced by pessimism. Such individuals are vision or dream killers. In effect, such kinds of leaders stifle the growth of their employees.
Like many other skills, successful leadership attitude is something that can be developed and it can be done through the following means:

Positive Communication: As a leader, your influence will carry great weight if you develop an attitude that chooses to congratulate and encourage. A leader who takes the time to acknowledge the hard work of his/her staff is going to build a strong, trust-based team.

Take Responsibility: A leader can delegate responsibilities but must take control at all times due to the fact that the leader is solely responsible for any delegated activity.

A clear telltale sign of a good leader is one who steps up and accepts responsibility each and every time. There is nothing worse than a leader who will step aside and let one of their team members take the blame for an unfortunate situation or outcome.

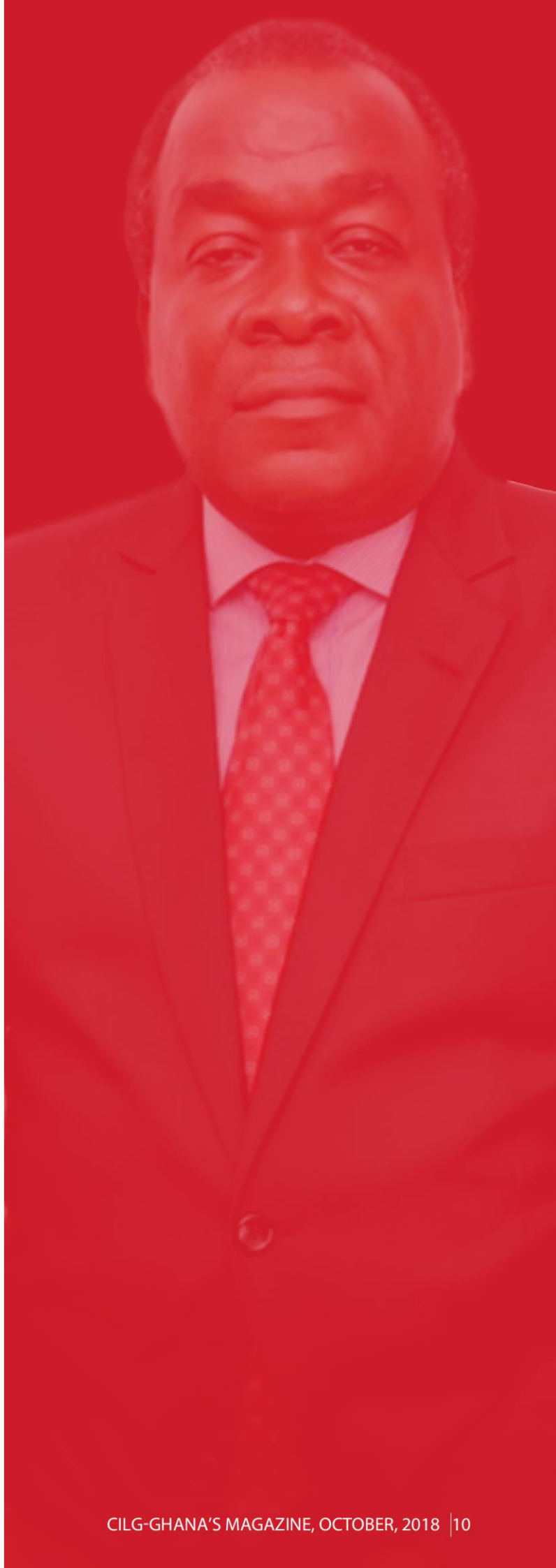
Show Empathy: A successful leader has a high level of emotional intelligence. They have an understanding of where the other person is coming from, even if they don't agree with them. Showing empathy to staff members will contribute significantly to positive workplace culture and job satisfaction.

Adaptability: Most simply stated, an effective change leader is someone who demonstrates adaptability. A successful change leader is someone who is able to deviate from his or her natural orientation and adopt the style of leadership that is best suited to the situational characteristics with which they are faced.

Networking: A good leader must be highly networked, socially, politically, internationally, among others, in other to succeed in driving change in an organization, thereby creating opportunities for all.

Negative attitudes are highly contagious and even more so on the job. Thus, exhibiting these negative attitudes will cause the subordinates of such a leader to also display negative attitudes in the workplace. Leaders must avoid corrupt acts and act ethically at all times in accordance with standard code of ethics in the organisation. Good behaviour and high moral character are the hallmark of a good leader.

A leader must lead by example, respect time, act timely and act with integrity.
This is a cue to African and Ghanaian change leaders/managers to adapt positive mental attitudes in order to make their change mechanisms more effective. Subordinates and followers are also advised to see change as an opportunity at all times and not to resist change.



THE DIRECTOR'S DIARY
Cost of Arrogance in Leadership
Dr. Asare Bediako Adams, FCILG

Leaders most afflicted by arrogance are the ones most likely to deny its derailing effect on their careers. It helps if you don't think of arrogance as a negative quality that must be eradicated. After all, everyone wants a leader with self-confidence. As you will discover, the key is learning to step back over the line you crossed (or knowing where the line is before you take that fatal step) from self-confidence to arrogance. The following will give you a sense of the side of the line you're currently on:

You're willing to fight for what you believe in.	You're unwilling to give up a fight no matter what
You believe that your perspective is the correct one after evaluating other points of view.	You believe that your perspective is the correct one before evaluating others' ideas.
You hold yourself accountable when your strategy or idea doesn't work.	You refuse to take responsibility when your strategy or idea doesn't work.
You adapt your strongly held viewpoint to jibe with new information or developments.	You reinterpret events to fit your point of view
You possess a powerful ego that allows you to make an impact on others.	You possess a powerful ego that causes you to dominate others.

Remember, arrogance is a blinding belief in your own opinions, so you may find yourself rationalizing the results of this exercise. You may insist to yourself that you're on the left side of the line even though you're actually on the right. To make sure you know if this derailer is likely to cause your failure in the future, it's useful to study some classic symptoms of arrogance.

Signs and Symptoms Arrogance

Arrogance has a tremendous impact on your career and your company, but it can operate in subtle ways during its initial stages. I have known a number of CEOs who recognized that they are arrogant but don't recognize that it's severely limiting their capacity to gain the trust of other people. Here are some of the common negative impacts of arrogance:

A diminished capacity to learn: Arrogant leaders reinterpret data to fit their own worldview. Instead of taking in new information and adjusting to it, this type of leader reconfigures the data to fit his/her strongly held views. Thus, no learning takes place. Many CEOs today are encountering people, product, and organizational complexities with which they have no experience. Too often, this doesn't stop them from feeling certain that they know what to do. Similarly, arrogance discourages other people from giving this type of leader information. They've experienced the contemptuous stare, or the unwillingness to accept an idea contrary to the existing perspective. As a result, people stop trying to provide certain types of information and ideas, knowing they'll be skewered if they do. Arrogance, then, becomes an obstacle to learning. In today's environment, a leader who can't learn and adjust is someone who is bound to fail.

An off-putting refusal to be accountable: In other words, such leaders don't take responsibility for their errors. At senior levels, it is easy to blame others: "The organization doesn't get it:" "The team didn't execute", or even, "The economy didn't behave:"This demoralizes everyone around the leader and often makes bad mistakes worse. Excessive pride prevents people from seeing what they are doing wrong so they end up compounding their mistakes.

Even the most brilliant of leaders can act this way. Robert Hogan refers to General Douglas MacArthur's refusing to follow the president's orders during the Korean War and being fired as a result, and MacArthur never was able to admit that he had made a mistake. Many CEO memoirs repeatedly say, "If given a chance, I would do the same thing again!"

Resistance to change: Everyone knows a CEO or other top executive who achieved success doing it "my way" and then refused to depart from an earlier formula for success. These leaders are so absolutely certain that they possess the only right and true map that they resist anything that takes them off their chosen path. Many times, they are correct, but more often, this position leads to debacle and dismissal. Some of these leaders, however, know they must give the appearance of embracing change. They will verbally endorse a new strategy and talk about changing with the times. But in their heart of hearts, they're convinced they know what is best and will resist change behind the scenes. This, of course, sends a confusing message to everyone and makes it difficult, if not impossible, to implement new policies and programs.

An inability to recognize one's limitations: Arrogant leaders believe that they can do everything well. They are blind to their deficiencies, and this makes them dangerous to themselves and others. To a certain extent, this blindness should be expected. When you've excelled at school, mastered a variety of assignments, and bested your competitors, it's natural that you should feel invincible. The problem, of course, is that this is an illusion. CEOs who believe they can handle every situation and who are willing to make decisions in areas where they have little or no expertise ultimately create tremendous problems for themselves and their organizations.

Pride Goeth Before a Fall How to Catch Yourself In Time

Arrogance is a treatable disease. Before you fail or before you cause your group or organization to fail, you can do a number of things to stop yourself short of failure:

Determine if you fit the arrogance profile: CEOs with arrogance follow a remarkably similar path to the top. They achieve great success relatively quickly; they are showered with perks and praises; they passionately believe in their own vision and that they are capable to taking the company where it wants to go; they surround themselves with people who share their vision and views. If this sounds like you, reflect upon whether your self-confidence and pride has turned into arrogance. Find the truth-tellers in your organization and ask them to level with you.

This is not the same as telling all your people you have an "open door policy." Overly self-confident, intimidating people frequently have such a policy, but few direct reports take advantage of it because it's very difficult to approach an arrogant leader with anything new or disagreeable. Every company, however, has at least some truth-tellers-people who are almost pathologically direct and honest. Seek them out and ask them how you are perceived. Use the cross-the-line test with them and let them place you on the arrogance continuum.

Use setbacks as an opportunity to cross back over the line before a big failure hits: Sometimes nothing penetrates an arrogant leader's consciousness better than a small failure. At this point, a teachable moment occurs, and it's possible for even the most imperious, brilliant, and visionary CEO to recognize that arrogance will lead to downfall. As with all the derailers, arrogance-generated failure is an opportunity as well as a setback. Many times, derailers destroy careers because we are unwilling to acknowledge the trait that is making us less effective than we should be. We are so convinced that a given trait is "who we are" and why we are successful that we are reluctant to see the trait's dark side. Failure, though, gives us pause. It is especially useful for arrogant leaders who rarely stop and consider their vulnerabilities and flaws. This is the time to think long and hard about whether your excessive pride may have contributed to the setback. This is the time to ask the truth-tellers in your organization for brutally honest feedback. If you accumulate enough evidence that your arrogance was the culprit, you may be motivated to change.



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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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PRESENTATION TO CILG PERSONALITY OF THE MONTH OF SEPTEMBER, 2018









CILG'S PERSONALITY OF THE MONTH OCTOBER

MR. KEN AGYEMAN-PREMPEH, MCILG.

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. Ken Agyeman-Prempeh, MCILG due to his commitment in upholding the code of conduct of the institute and also for exhibiting extraordinary leadership skills.

MR. KEN AGYEMAN-PREMPEH, MCILG.
Ken Agyeman-Prempeh is the Branch manager of Phoenix Insurance Company, Bantama Branch in Kumasi. He is an aspiring Management Consultant and a worship Director at Revival Life Outreach Church (FLS) Santasi Anyinam in Kumasi.

Ken will be completing his Masters in Insurance and Risk Management from St. Monica University in Cameroon and has completed his Bachelor of Commerce from University of Cape Coast and also a postgraduate certificate in Management consultancy from Chartered Institute of Administrators & Management Consultants, Ghana.

He is also a member of other organizations such as Chartered Institute of Economists Ghana (ICEG) and Chartered Management Institute (UK).

Ken Agyeman-Prempeh has over 13 years working experience in the insurance sector and has held various positions and taken various tasks and schedules at different regions in the company. His USP is in Underwriting and Customer relations and he has excelled in these areas.

Ken also has over 20 years in the Music industry specifically, the worship ministry where he has trained a number of worshippers under him, some becoming pastors preaching full time in Ghana and abroad.
This has also led him to establish an annual worship experience dubbed "MY OFFERING" where many souls are won for Christ.

Ken is a full Member of CILG and a member of the awards committee. He is a Christian and a husband to Mrs Gladys Eita Agyeman-Prempeh and have been blessed with 3 children.



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The Power of Passing It On

—Dr. Myles Munroe.—

The Greatest Act Of Leadership Is Mentoring.
If what you learn, achieve, accumulate or accomplish dies with you then you are a generational failure.
Mentoring is the manifestation of the highest level of personal maturity, security and self-confidence.
An insecure person will never Train People, they will oppress people.
Mature people create people greater than themselves.
Your assignment has a shelf life.
You will die one day; so train your replacement.
Your Greatest Gift to the world is your mentee.
True leaders do not seek followers, followers are attracted to true leaders.
The Greatest obligation of true leadership is to transfer your deposit to the next generation.
Leadership success is measured by the success of your successor.
No matter how great you may have been, if you didn't produce a successor, you are a failure.
You preserve what you built through mentorship.
Legacy is about preserving all that you've built by raising other people.
Success without a successor is failure.
Leadership that serves only it's generation is destined to failure.
If your vision dies with you, you have failed.
Legacy is about living beyond your grave.
Leadership Is not a Sprint but a relay.
The most important part of a relay is passing it on-not running.
The ultimate measure of true leadership is not to maintain followers but to produce leaders.
True leadership measures it's success by the diminishing dependency factor of its followers.
The ultimate measure of leadership is the ability to leave.
True leadership makes itself increasingly unnecessary.
You are a successful leader when your followers can lead others.
Your goal as a leader is to destroy the dependency of the people around you.
You are a great leader when your people don't need you.
Make people greater than you and you will live forever.
True leaders do not seek power.
True leaders seek to empower.
True leaders make themselves increasingly unnecessary.
Never confuse your position with your value.
The ultimate goal of true leadership is not to maintain followers but to produce leaders.
The first act of a true leader is identifying your replacement and you begin mentoring them.
You become great by producing people greater than yourself.
When you produce someone greater than yourself, don't get jealous. Take the credit.
When you train your replacement, you are freed to expand your work.
When you mentor people, your legacy will make your tombstone unnecessary.

TARRAGON EDGE

At The Heart Of Your Success.

Tarragon Edge is a business advisory and implementation services company, focusing on developing capacity in people, and engineering growth for companies.
We serve as a catalyst for success. We provide strategy, resources, training and access, to help people and companies succeed. Our services and solutions help drive performance at all levels.
We provide a platform to share knowledge and expertise. Our training programs develop an orientation for achievement.

Our Training Services

Leadership Development
Effective leadership is the key to success in every organisation. To be effective, leaders must not only set goals, they must inspire.

Leaders in Small & Medium-size Enterprises often focus on getting their businesses going, without paying much attention to developing the skills that will make them effective leaders of their growing businesses.

The Tarragon Edge Leadership Development Programme offers a series of tailor-made leadership training modules that help SME leaders to plan strategically, gain staff commitment, develop communications skills and build a sustainable culture for their companies. Our Programme seeks to build confidence and create a cohesive, leader-inspired team for early and development-stage SMEs.

SME participants in the Tarragon Edge Leadership Development Program will be able to:
- Plan for success
- Develop personal and interpersonal skills and an attitude for achievement
- Lead with ideas and integrity
- Create and nurture a work culture through proactive communication

Student & Youth Employment Training
A successful working career requires the right attitude and a set of work-related personal skills to help young employees succeed. Entering the world or work can be daunting for one who is not prepared for the professional environment.

Tarragon Edge Employment Training helps students and young people acquire the essential attitudes and skills that they will need to build successful careers. From personality profiling, attitude coaching and guidance; to special skills needed to develop professional capabilities, Tarragon Edge seeks to build the character for work in young graduates.

Our Employment Training Program helps students/entry-level workers:
- Understand who they are and what kind of career is best suited for them
- Learn beneficial work attitudes that build character
- Develop capabilities and competences that will help them access more work opportunities

Contact

Website: www.tarragonedge.com
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near Jane Ann's supermarket

Tel: **0302506362**
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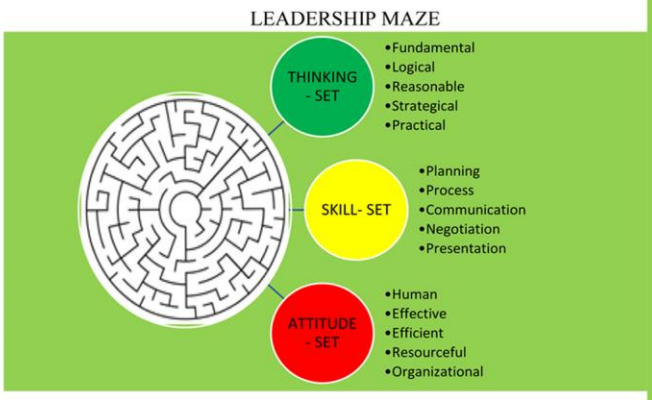
VISITOR'S CORNER

Leadership Is A Maze (A Web of Skill-Set, Thinking-Set, and Attitude-Set)

Obioma Cliff Martins Ebirilem



Leadership is a maze and it is radiant. It is about people; their aspirations, expectations, short comings and shortfalls. It is about people; their circumstances, situations, accidents, hopes and failures. It is about people; their groupings: nation, states, communities, associations, unions, political parties, social, ideological, business and interests. It is about people and their feelings. Above all, it is about Humanity. Understanding leadership requires an unequivocal appreciation of the nature of man - a universal phenomenon and the community life of humans - the enigma of existence. A leader is born out of a leadership maze.

Leadership is a human art where persons are called to understand the thread of human relation and how to tie the nexus of 'humanity'. This presupposes that leadership is undertaken by humans. To further this discussion, I will crave the indulgence of my readers to veer off tangentially to briefly explore the concept - 'humanity'.

For, while the rest of things living are in their individual life and constitution complete as finished products (i.e. they are determined and protected biologically with automated response to stimuli and with limited ability for learning), mankind alone is, and remains an unfinished product (i.e. though mankind is biologically directed to some mechanical functioning, but he actively doctors his response and has an unlimited ability for learning and creativity).

In his individual self, man's biological development makes him a man but as an individual he lacks humanity. As an individual, man is an animal, only distinguished from other animals by his inherent capacity to search for self-fulfillment and self-actualization. In the individual search for fulfillment, man discovers his 'animalia'. This level is guarded by self-interest, domination and fear of annihilation and extinction. This is a trait which man has a capacity to supersede. Man can't remain at the level of 'animalia' which is individualistic because the exigencies of his status as an unfinished product propel him to advance to self-fulfillment.

This discovery leads him to search for the true life of man; the 'man-ness' of man. The search for fulfillment makes man aware of the presence of the other man and the presence of the community of men. This presence is the object of his interest and fear. This presence offers two primary options to man: (1) being a member of the community of men and aligning his self-desire to the common good of the community by offering positive contributions and disagreement (i.e. being a human being) or (2) being a member of the community and pursuing only personal interest (i.e. remaining at the level of animalia).

It is in the community of men that man becomes a human being. Although he becomes a human being, he is not fully developed because his humanity has not been tested. It is his ability to live in the community of men as a human being that tests man's humanity. It is in passing this test that makes man fully developed. Therefore to be fully developed is to acquire 'man-ness'. The defining characteristic of this man-ness is man's humanity.

The nature of man is the search for self-actualization. The irony of man's nature is the fact that man's self-actualization as a human being and not as an animal is realized in the actualization of the other man. Nothing about mankind is definite. For, man is an unfinished product. He requires self-involvement in human society to achieve actualization. The fact remains that man in a human society cannot be taken for granted because his growth and development is completely self-engineered by a self-instinct or impulse through which he interprets life.

Man's self-fulfillment is in becoming a human being; that is, acquiring humanity. According to Oxford Dictionary humanity is understood in two ways; 1) the human race - the state of being human and 2) compassion or benevolence. The self-fulfillment of man is in being a human being, compassionate and benevolent. The self-actualization of man which is the reality of his existence is in the community of men.

Man's self-fulfillment and self-actualization are the two primary drivers of the nature of man which dispose him to seek for and appreciate the presence of the other person and to understand and respect the nature of the differences for co-existence.Man is always found in groups, in associations and in clubs. What is not obvious is the relationship. Is man's relationship that of a group consciousness or that of an individual in a group?

Relationship is an aspect of human understanding that tries to explain the community life of man as not a woe unto man but a necessary aspect of his integral self-full development. Relationship should always be seen as an affair of the individual and others. The society is a community of individuals. There are reasons for this; firstly, the community is cultivated by man. Secondly, the structures therein are set by man to enable him live as humanly as possible. The influence of society on man is limited to man's knowledge of his environment. Since man's quest for knowledge is unquenchable, he turns the society around with every new discovery about his environment.

Man does not need a society to live in; he rather creates the society in other to remain human. The human species need each other for humanity purpose. Man as a being is not the product of his society, but human behaviour and attitude can be influenced by his environment. The interaction of man with the facts of geography and spirituality and his relationship with one another creates the various types of societies. I therefore state, unequivocally, that any ideology that stresses the priority of the society over the individual is 'humanitically' destructive (anti-humanity).

The individual is an existential entity with the ability of raising-up a community. He has two propensities; conformism and reformism. As an individual, he has the instinct of every other animal. His highest aspiration is to humanity.

His status here reveals him as a unique existential phenomenon. He is presently functioning and carrying with him an accumulation of the projections of the dead while at the same time projecting self with an aspiration that renews his environment. Man's highest aspiration is the humanity of man. This is distinctively human nature.

This human nature is a neglected aspect of the current dispensation within the idea and practice of governance. This neglect or failure to identify the human aspiration and the civility of life as the reason for the existence of human community is a fundamental error in human organization. This is why men profess democracy but rule with anarchy and the reason for failed leadership.

LEADERSHIP REQUIRES THREE WEB-SET:

1. THINKING SET

The Thinking Set or the Green-Set is the vegetation ground of leadership. On it lies 1) Wisdom = knowledge + Understanding. Wisdom is applied knowledge which is made possible through understanding. Knowledge without understanding is a 'Parrotic intelligence'. With this type of intelligence, one knows all the solutions and answers to problems already proffered by people but cannot see beyond it to propose solutions to current specific problems. 2) Fortitude = Bravery + Care. Fortitude is careful bravery. It is conquering the fortress with calculated steps. Bravery without care is beastlike and inhuman. This set is measured with the following standards

a. Fundamental - touches primary and relevant issues of the time, the people and the goal

b. Logical – in consonant with the real issues, the real people and the real goal

c. Reasonable – reflects common sense application of issues, of the people and the goal

d. Strategic – follows a pattern and has options for issues, for people and for the goal

e. Practical – offers value and reward for the issues, for the people and the goal

2. SKILL SET

The Skill Set or the Yellow-Set is the workman tool of leadership. Leadership is an art and has to be worked out. Just like any artiste or farmer, the end-product comes through the use of tools and concentrated effort and time. Leadership is an end-product. To produce leadership the following tools are required;

a. Planning – knowing what to do/where to go before hand and creating the relevant steps

b. Process – arranging steps of activities in the order of primary –secondary – tertiary as chains of relations according to what to do/where to go

c. Communication – giving out information with facts and data sufficient to enable decision making in relation to what to do/where to go

d. Negotiation – interrogate interest and place value on consensus in relation to what to do/where to go

e. Presentation – show diagrammatically or by design and by any other statistical model available the relation between plan, process, communication and negotiation.

3. ATTITUDE SET

The Attitude Set or the Red-Set is the cleansing centre of leadership. In the leadership maze, a leader goes through thick and thin, sludge, slum and storm. The cleansing centre works tirelessly at the background to streamline and harmonize thought, ability and feeling. The emerging leader acts as follows

a. Human – man is only human in the community of men, taken away from the community of men, he is a beast. The presence of the other person is the only guaranty of your continued existence and success as a human being.

b. Effective – man is limited in time and space and can only make living meaningful when limitations are respected and worked with and not loathed.

c. Efficient – wastefulness and misuse denies many of use and easily leads to fast depleting of the commons of the universe. Conservation should be the watch word.

d. Resourceful – the biblical injunction is; 'increase and multiply'. Returning back a multiple-fold out of what one had received is an attribute of a good servant.

e. Organizational – understanding the relation of the differences and the right to be different decides who the leader is.

This web-set makes the understanding of leadership and the training path to leadership simple. Leadership is a maze with three web-set which makes it easy to define a leader. On the basis of this leadership maze; a leader is a knowledgeable servant whose thinking and attitude emits light that attracts followers.

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







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AFRICA AND LEADERSHIP

Good Governance, Democracy and Leadership styles in Africa

Chikerema Arthur, Sithole Angeline, Chakunda Vincent and Matsika Kudzai

Abstract: Issues of constitutionalism, good governance and democracy are determined by the type of leadership in a country and/or continent. Despite colonial legacy, leadership in Africa has struggled to promote pro-people policies that accommodate the needs of the populace. Leadership deficiency is a cause for concern in African countries in terms of progressive and visionary leadership. Perspectives on political leadership in Africa vary from the "criminalisation" of the state to political leadership as "dispensing patrimony", the "recycling "of elites and the use of state power and resources to consolidate political and economic power as stated by Van Wyk (2007). African states and their leaders have exploited and monopolized internal sovereignty to mean absolute power, personalisation of state-like services and have monopoly of, and over organised violence.

This paper attempt to review and analyze the type and styles of political leadership in Africa in an effort to promote democracy and good governance. Leaders play a pivotal role in political agenda setting, the distribution of resources and political actions. The contemporary state in Africa is a remnant of a colonially imposed system. At the time of independence, elites attempted to transform this but only succeeded in entrenching their interests. This paper therefore seeks to unpackage why African countries are no better than they were under colonial rule. Of what value then is the hard-won independence that African countries commemorate on a yearly basis? African politicians need to provide good leadership qualities so as to consolidate democracy and good governance

Key Words: Democracy, Democratic Consolidation Leadership, leader, Governance and Human Rights

I. Introduction

Nearly everyone today professes to be a democrat. Political regimes of all kinds throughout the world describe themselves as democracies, yet what these regimes say and do is often substantially different from one another. Political leaders that brought independence in Africa such as Mugabe and other departed Nationalistic leaders boosted of being patriots and democrats in their own right. They have rhetorically manipulated their subjects by their emphasis on issues of sovereignty, independence, self-determination and patriotism only for their own interest. They talk populist while they are capitalist. There is extensive personalization of power that discourages the growth of wider forms of trust and reciprocity Venter (2011) for example Kamuzu Banda of Malawi during his reign had the audacity to ask why there is political opposition in Malawi when God has no opposition in heaven. In Africa there widespread abuse of fundamental human rights by errant rulers, and human rights abuses cause many citizens to withdraw from politics, or evade rather than engage political authorities Ananim et al (1990). Generally, they have been reluctant to speak out for fear of being jailed or mistreated and, instead, have increasingly exercised the option "to vote with their feet" in order to escape repressive political persecution even if the constitutions guarantees freedom of expression. Africa is home to unelected and unaccountable government that manifest themselves in a reluctance to decentralise or delegate authority and a tendency to curb any independent political activity outside an institutional network controlled by the ruling party, Chabal (1999). This led to a situation in which the apparatus of the state primarily becomes the means for the elite to acquire wealth, rather than serving as a corrective mechanism to promote social justice and sustainable economic development. This has led to widespread and even endemic corruption. The continent needs to answer Ugandan President`s question in his published article, what is Africa`s problem?, but for the purposes of this paper, leadership is the precise answer. Africa needs leaders that respect and follow the provisions of their constitutions and who cultivate a culture of constitutionalism, democracy and good governance in the continent, since political leaders are the primary holders, controllers and distributors of power and resources in a particular institution (i.e. institutional power) and/or territory (i.e. geo-political power).

II. Conceptualization of terms

The term "democracy"' means different things to different people. Indeed, there is a wide range of perspectives as to the meaning and content of democracy as well as to the conditions of its realization; all of which vary depending on the philosophical, ideological, political, cultural, social, and economic perspectives. This range of perceptions goes from the higher conceptual plane as expressed, for example, by the great thinkers of western civilization and by other great non-western political philosophers, to the practical means of application as expressed by contemporary experts. However, in almost all circumstances, democracy involves social justice, governmental accountability, and human freedoms, Venter (2011). Certainly, democracy involves the procedural minimum of contestation for political office and policy choices, of popular participation in elections and other elements of political decision making, and the accountability of elected public officials under the rule of law. All this must take place within a culture in which fundamental human rights and political freedoms are guaranteed, Keller (1995).

However, democracy should be made, and should be seen to work, particularly where there is "inadequate commitment to multi party democracy and politics among leaders and politicians … [who] talk democracy, but use undemocratic means to remain in power". Leaders in Africa should walk the talk and practice what they preach. All this rot has flourished because "Africans have no shared value standards or binding rules and principles. For some of them, democracy is a foreign concept, Marume (1998). The populace has been used as pawns by politicians who manipulate them for personal aggrandizement.

Good Governance:

Governance is the practice of good government Bratton and Rothchid (1997) and it remains, essentially, a fragile process that depends on "the restraint of the ruler" and "the tolerance of the ruled" Barkan (1992). The concept of governance refers to the task of running a government (or any other appropriate entity, like a business) and, since the late 1980s, the crisis on the African continent has been identified as one of governance, Worldbank (1989). This has been supported by the Former UN Secretary General Kofi Annan who argues that for Africa to prosper, "good governance, the rule of law, and systems of accountability are essential to ensure that resources are subject to public scrutiny and used effectively and efficiently. He further argued that for this, the continent needs "determined political leadership to set and drive plans for equitable growth and poverty reduction …. Good, even visionary agendas have been formulated by African leaders and policy-makers in every field …. [But] technical management and institutional capacity are vital if policies are to be implemented …. [However, the lack of] political will … is the issue. In many African countries the fundamental principles of democratic governance are consistently, deliberately, and openly being violated, Venter (2011). Therefore, Africa needs good leadership to consolidate democracy and good governance.

III. Literature Review

Political Leadership in Africa

Based on empirical observations since the hard – won political independence from colonial Europe, the type of political leadership has become one of Africa's sources of problems.

Some scientists and critics such as Naomi Chazan, Nzongola Antalanja and Paul Viotti observe that the lamentably slow pace of African economic development, mirrored by rampant hunger, massive unemployment, disease, poverty and deprivation are quite often blamed on imperialism and colonialism, Hartmann (1983). This historical aspect is true because after the Berlin Conference of 1884 – 85, Africa was partitioned by the Portuguese, Italian, Spanish, French, British, German, Belgian and Dutch colonialists and imperialists whose major interest was to exploit the continent's rich mineral resources, the fertile soils and an illiterate community that provided unquestioningly cheap labour then Walter (-1981--). Although the age of European colonization is now over, the signs of those times are still visibly clear for example Africans had little time to prepare for independence and at independence the incoming elite inherited alien structures. It inherited state structures developed through coercive mechanisms and centralized political and economic controls such as the army, police and the bureaucracy. This resulted in the establishment of a political culture based on ethnicity and authoritarian patterns of governance. Controlling the state and its resources became the primary purpose of political contestation. It is equally true that: Africa is, however, generally underdeveloped, where political violence, intolerance, repression and dictatorships are common. Africa is also a continent of great potential with magnificent environmental heritage and the possibility of significant improvements. Perhaps due to unfamiliarity with modern governmental machinery, unaccustomed to parliamentary democratic debate, and the process of multiparty constitutional systems, many African states have too quickly abandoned democracy. In some cases this is due to the total dominance of a single political party, which outlaws opposition parties, but is more normally produced by a military coup. Nearly all African states have experienced political violence and dictatorship at some stage during their short period of independence. Many are still ruled without democracy. There have been numerous accusations of human rights violations in these states. In some cases government forces have been responsible for horrific attacks and massacres of innocent and defenseless citizens – cases of rape have been reported for example the Genocide in Rwanda that killed 800000 defenseless civilians and the Gukurahundi Massacre in Zimbabwe between 1983-87. Africa is undoubtedly a beautiful and potentially wealthy continent, but its endemic problems and recurring political violence have locked it into a vicious cycle of poverty which will prove difficult to break. It is difficult for the losing political parties to concede defeat after elections and to hand over power to incoming victors, This has resulted in what is termed "negotiated democracy" where losers seek political power through negotiations, compromise and intimidation, which resulted in the flavour of the continent of "coalition government", thus doing violence to democracy Marume, (1988) for example the case of 2008 presidential elections results in Zimbabwe which took two weeks to be announced and the protracted 2007 Kenyan elections which resulted in ethnic clashes which claimed more than 1000 lives. There is something peculiar about election defeat in Africa.

Political Power, Leadership and Governance

African leaders still blame colonial legacy for the problems bedeviling Africa at the moment. After 50 years of independence Africa still point a finger to the west, but how clean are African Leaders' hands and this is the big question that need to be answered. Thus, besides imperialism and colonialism, dictatorial rule by Africans themselves, characterized by the injudicious plunder of national resources, absence of the rule of law, rampant corruption, repressive legislation against the media for example the Access to Information and Protection of Privacy Act (AIPPA) and Public Order and Security Act (POSA) in Zimbabwe which limit the freedom of association and expression and the judiciary; brutal suppression of the opposition parties and dissenting voices retards development of individual African states and Africa itself, Marume (1988). In Swaziland, King Mswati outlawed opposition parties, power and authority revolves around him.

Instead of constructively consolidating their hard won political independences, many African leaders have quickly become tyrants, dictators, and one party state ruler. For example the de facto one party state by ZANU(PF) between 1985 to 1995.

Many opposition leaders has been charged for treason notable Tsvangirai of Zimbabwe, Uganda and DRC opposition leaders have been arrested for challenging the sitting presidents. This is true of North Africa which is Afro-Arabic, and black Africa itself – west, east, central and southern Africa and this type of leadership has lead to the Arab revolution in the recent years. Africa, therefore, has a problem, Marume (1988).

Guided by some foreign ideologies, for example, Marxism – Leninism, communism, socialism, humanism, Ujamaa, most new African leaders have descended quite quickly on opposition political parties, civic societies, individuals, universities and colleges like a tornado, arresting, detaining, torturing, kidnapping and killing of Africans by Africans on the nefarious pretexts of protecting national sovereignty, Hartman (1983).

African leaders have introduced repressive legislation much worse than that of colonial legislation, which literally robs the media, the judiciary, and civic society of professional and civilized independence, Hartmann (1983) for example POSA and AIPPA in Zimbabwe. The army, police and secret services have become subservient institutions and members of the ruling political parties and turn a blind eye to the notorious transgressions by anyone from the establishment, Hartmann (1983). The consequence is predictable: thugocracy, anarchy, rape, murder, disappearances, massive hunger, disease and poverty among the masses who are not allowed to question any decision made by the ruling elite for example Kenya and Zimbabwe have resembled a state of nature where life is nasty, brutal and short, the survival of the fittest scenario which degenerated to a state of war because of intolerance and politics of exclusion between rival parties. African history is littered with cases of misrule, dictators and tyrants as well as instances of inappropriate political policies.

Power and Resources in Africa

It is also observed that some of Africa's remaining absolute monarchies, who have come to power at the deaths of their fathers for example King Mswati and the late Gaddaffi, have amassed a lot of money, making themselves some of the richest leaders in the world. There is evidence that some of them lead opulent lifestyles such as Mobutu Seseseko of The Democratic Republic of Congo, yet their people, whom they rule with iron fists, are among the poorest in the world and cannot afford to put food on the table for their families due to anti-people policies crafted by the same leaders who claim to be populist during the day and yet are capitalist during the night. When they are deposed or when they die in office, most of them leave a legacy of economic ruin, huge foreign debt, high inflation, crumbling industrial sector, high unemployment at times tribal divisions, and misery among the people Marume (1988) for example Mobutu Seseseko was wealthy but the generality of Congolese were wallowing in abject poverty. What is even particularly striking is that some of these dictators want their wives, sons and daughters to succeed them.

IV. Conclusion

When social scientists speak of African plunder, poverty, hunger, unemployment and deprivation there is no way one cannot point a finger at the continent's dictators and their misrule. It is most inconsistent, inconceivable, tragic, despicable and ironic that African liberators adopt some of the repressive legislation that was used against them by the colonialists during the struggle for political independence. In the end there is a scenario in which African nationalist leaders removing colonial rule only to replace it with brutal, murderous, repressive African tyranny in a modern African country and in a contemporary African continent

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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

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- Allows the reader to build and deepen relationships through shared learning.
- Develops leaders who are more comfortable and confident in professional discussions.

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- 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.

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THIS SEMINAR WILL FEATURE:

**How to plan student recruitment, enrollment and retention*

**Branding and Marketing your eudcational Insitutution for Success*

**Essential technologies for the advancement of educational services*

OTHER FACILITATORS:
DR. KWASI ADU BOAHEN OPARE, FCILG
DR. ASARE BEDIAKO ADAMS, FCILG

NOV-23 2018 FRI.

VENUE: HOTEL DE SEMENHYIA-KSI

8:30 AM - 4:30 PM

Rate GHC. 350

How will this seminar be Presented?
This seminar is a blend of presentation, small group work on real institute cases and practical exercises to apply knowledge. Particpant are encouraged to bring thier own Institution specific issues to work with.

TARGET GROUP(S): The Participants to this Seminar are Elementary, Secondary & Tertiary Teachers, School Administrators, Head Teachers, Principals, Directors and Owners of Private Schools

5% Discount On Registration Fees before 22nd November

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

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INDUCTION &
AWARDS
Ceremony
SAT. 17TH
NOV., 18
GOLDEN TULIP, KSI
4:00PM SHARP
INDUCTION & AWARDS COMMITTEE MEMBERS
DR. KWASI ADU-BOAHEN OPARE, FCILG
DR. ASARE BEDIAKO ADAMS, FCILG
MR. ALHASSAN IBRAHIM, FCILG
MRS. NANA ADWOA K. DSANE, MCILG
MR. GABRIEL AHIADOMER OKRONIPA, MCILG
AWARDS CEREMONY COMMITTEE MEMBERS
DR. KWASI BOAHEN OPARE, FCILG
DR. ASARE BEDIAKO ADAMS, FCILG
MS GRACE AMOAKOA, FCILG
MR. JOSHUA KUMI, FCILG
MR. KEN AGYEMAN-PREMPEH, MCILG