

# **”Executing Leadership Transitions; Matching Strategy with Practice”**

**Presentation by:**

**Mary M’Mukindia**  
**Business Consultant, Leadership Trainer, Public  
Speaker and Executive Leadership Coach,**  
**Thursday, 12<sup>th</sup> July 2018**

# Sub-Themes



1. **Women Leadership vs Firm Performance** - *board diversity +vly related to perf*
2. **Board Effectiveness: Question of Quotas** – *Beyond legislation*
3. **Elevating Next Generation Women** - *Making profession attractive to next gen*
4. **Leading Millennials** - *strategies to help them succeed*
5. **Branding: Becoming Visible** – *take charge of your personal brand*
6. **Planning & Forecasting - Expense Mngt / Budgeting** – *Stds Relevancy*
7. **Strategic Skills for 21st Century Accountants** – *Being strategic*
8. **Empowering the African women: Gender is the agenda** – *How*
9. **Ethical Dilemmas Every Professional Faces** - *Leadership*
10. **Achieving personal effectiveness index: Creating +ve Change** - *Leadership*

# What...Where...How...



- What & where is the contest?
- What does it take to increase ♂'s future in orgs
- How do ♂ make a difference at work, and ensure efforts noticed / recognized?

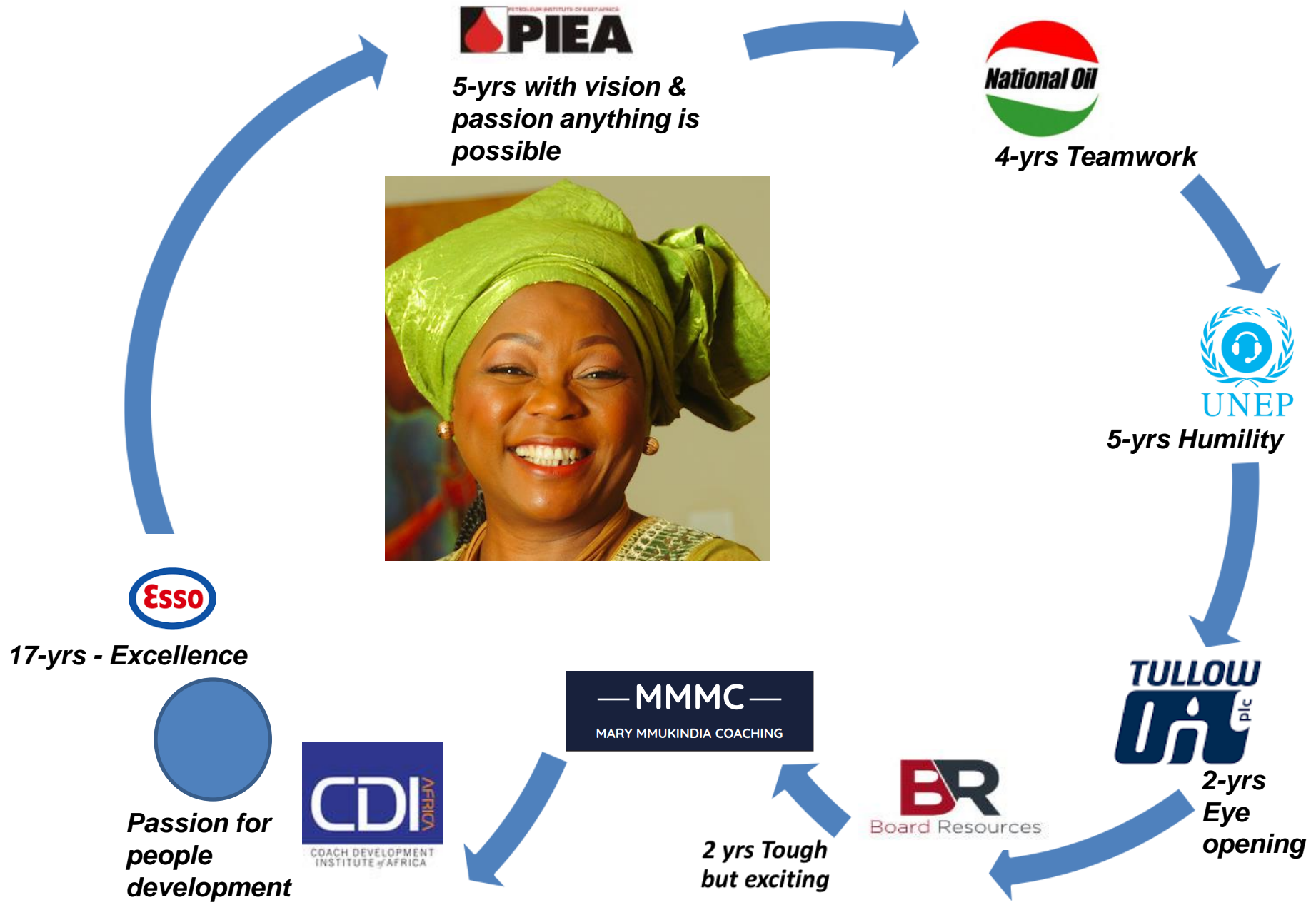
Yet, integrating leadership partic challenging for ♂

- When should ♂ exercise authority
- How should ♂ exercise authority
- Whether ♂ should exercise authority

# Reflective....



# A 35 yr Leadership Journey...& Lessons Learnt





# 1. Board Effectiveness: Question of Quotas



- Lord Davies of Abersoch, CBE Report - Women on boards, February 2011: Summary of recommendations
- CMA Guidelines
- NSE
- FKE Code
- Others
  - PIEA
  - KEPSA
  - KMA

## 2. Board Effectiveness: Question of Quotas



- Cranfield Female FTSE Report
- Cranfield Female FTSE 100 Women 2 Watch
- Investing in Women: New Evidence for the Business Case, IFC, Mar 2017
- The Corporate Gender Report 2010, World Economic Forum
- Women Matter Africa, Mckinsey & Company, August 2017
- WHERE ARE THE WOMEN: Inclusive Boardrooms in Africa's top listed companies? African Development Bank (ADB), 2015
- Kenya (>30% - Diageo; Safaricom; Kengen; Barclays; SC<30%)

# 3. Elevating Next Generation of Women



Full Circle  
*with Mary*

Power • Networks • Value



# 4. Leading Millennials



# 5. Branding: Becoming Visible



- **The Perfect Pitch**
  - *Develop a powerful answer to the question "what do you do" and communicate your value with clarity*
- **Published Content**
  - *Establish credibility by getting your message in the hands of those that matter to increase your business*
- **Product Ecosystem**
  - *Exchanging time for money is self-sabotage. Turn your skills, talents & expertise into scalable products*
- **Raise Your Profile**
  - *Get yourself and your business recognized in the media*
- **Grow By Partnering**
  - *Nothing great was achieved in isolation. Create opportunities by partnering with high performers*

# 6. Planning & Forecasting – Expense Mngt/Budgeting



# 7. Strategic Skills for 21<sup>st</sup> Century Accountants



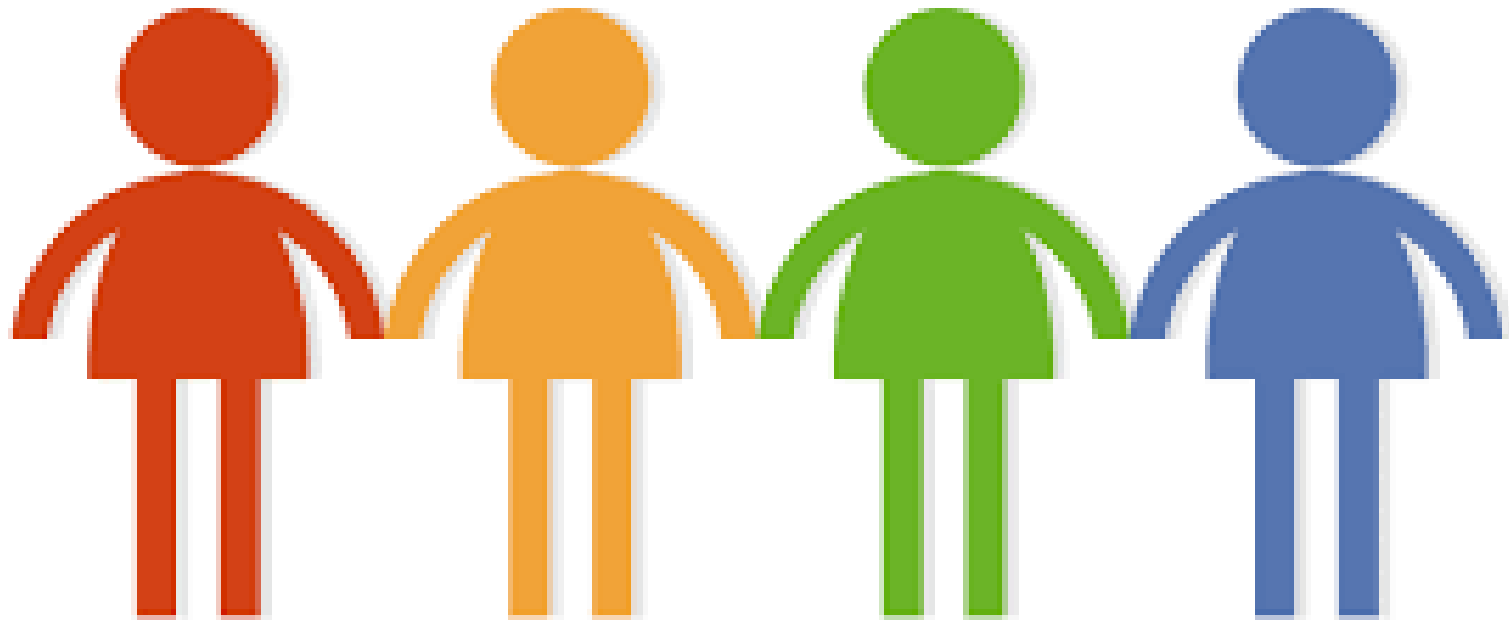


# 8. Empowering the African Woman: Gender is The Agenda



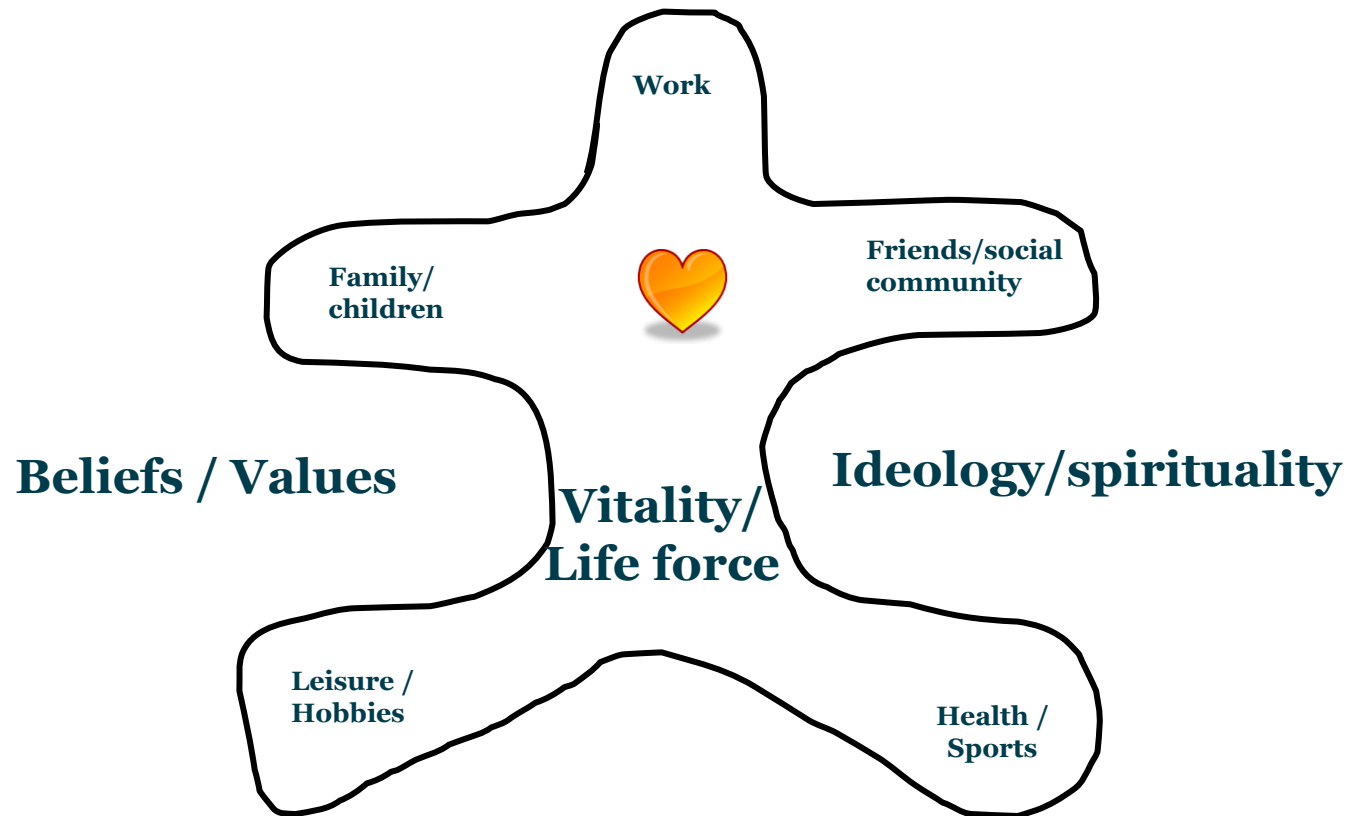
- **Business Culture Barriers**
  - Majority of board appointments made in informal process, “old-boy” networks, fed by family, clan, school and business relations.
  - Boards often lack understanding necessity and benefits of diverse board.
  - Lack of visibility of women in senior executive posts an obstacle to more women gaining more board seats.
- **Structural Barriers – Corporate**
  - In many African countries, corporate governance still in in fancy without transparent nomination process.
  - Smaller boards (9.3 members vs global av. of 12.8) plus few limitations on length of board service leads to fewer opportunities for board changes.
- **Structural Barriers – Governmental**
  - Weak regulatory enforcement of current guidelines make corporate reporting inconsistent and incomplete, as well as render applying additional regulations difficult.

# 9. Ethical Dilemmas Every Professional Faces





# 10. Achieving Personal Effectiveness Index: Creating +ve Change



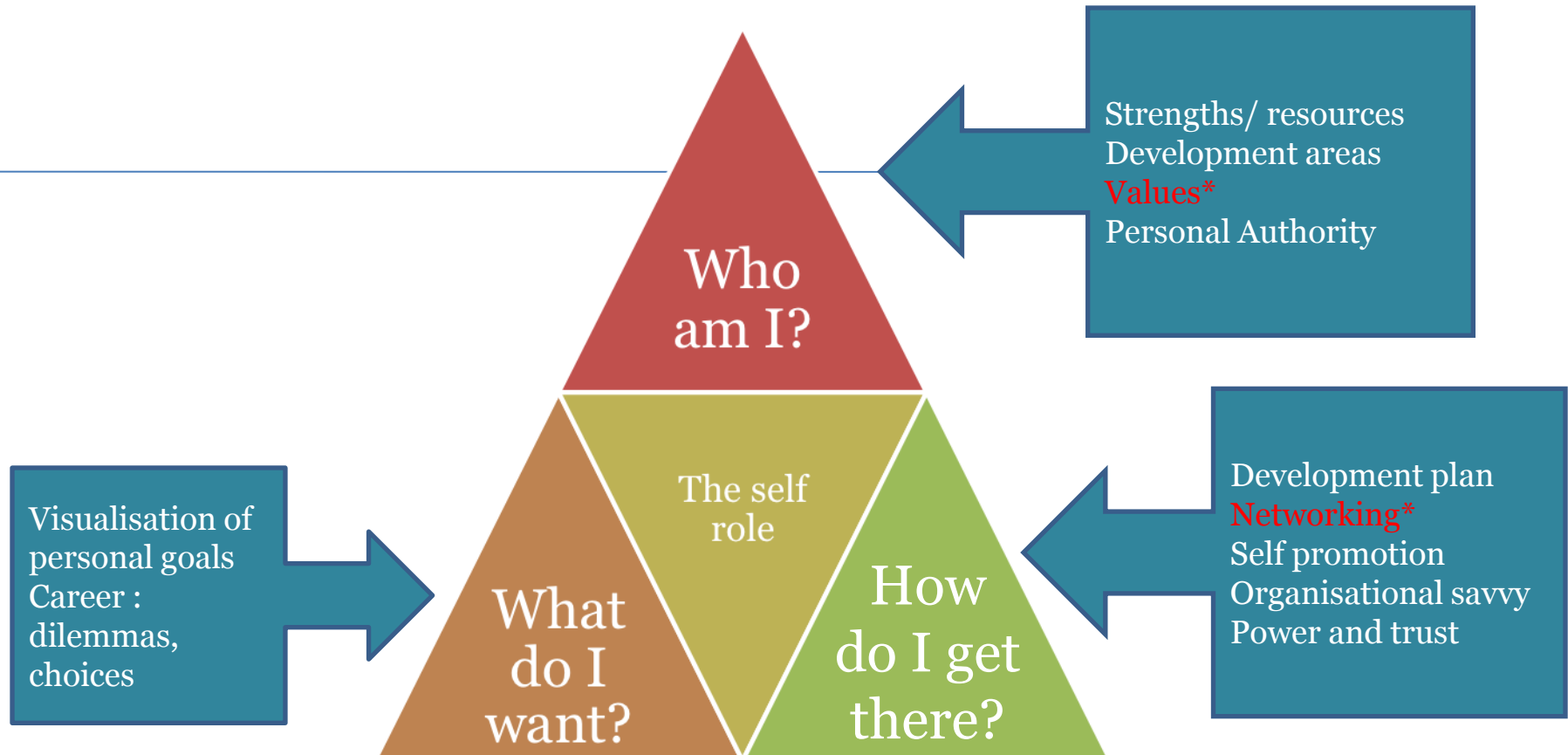
# “How” – Build Strategies



Together can impact for greater ownership

- Build Strategies
  - Talent management as a business discipline
  - Create multifunctional empowered teams to tap value (helps generational challenge)
  - The business value of meaning and purpose
  - Leadership development as competitive advantage (*starting with self leadership*)

# How – Build Tactics



# ...for Increased Accountability

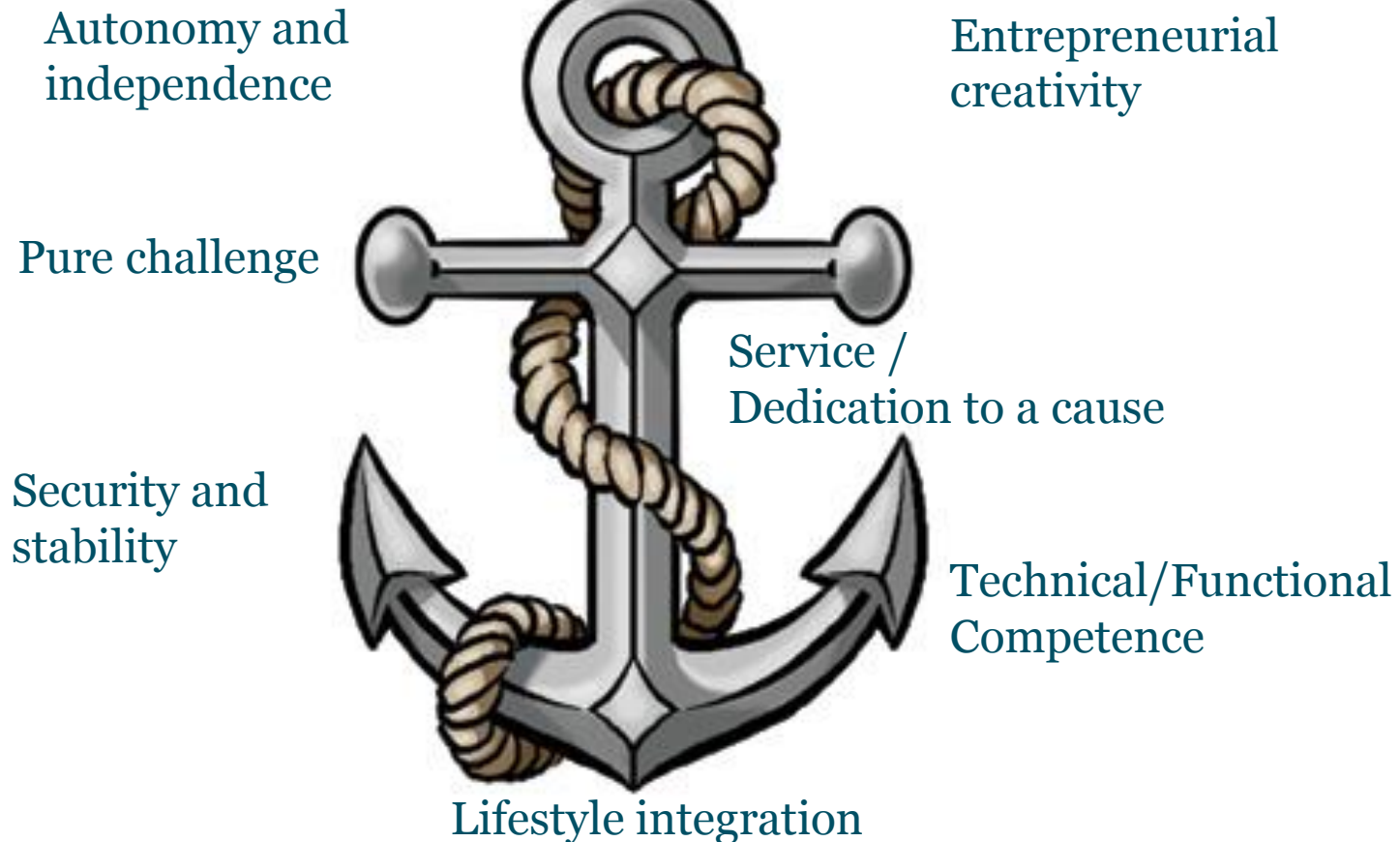


Management	Leadership
<b><i>Planning</i></b> <ul style="list-style-type: none"><li>• Creates Order</li><li>• Eliminates risk</li><li>• Short time frame</li><li>• Produces plans and budgets</li></ul>	<b><i>Direction Setting</i></b> <ul style="list-style-type: none"><li>• Disrupts current order</li><li>• Takes risks</li><li>• Long time frame</li><li>• Produces visions and strategies</li></ul>
<b><i>Organization and staffing</i></b> <ul style="list-style-type: none"><li>• Decision making</li><li>• Job descriptions</li><li>• Formal hierarchy</li><li>• Gets compliance</li></ul>	<b><i>Aligning People</i></b> <ul style="list-style-type: none"><li>• Communication processes</li><li>• Pulls people together</li><li>• Relationships, networking</li><li>• Gets commitment</li></ul>
<b><i>Controlling, Problem Solving</i></b> <ul style="list-style-type: none"><li>• Constrains energy</li><li>• Tries to stop bad things happening</li><li>• Monitors results against plans</li><li>• Spots deviations</li><li>• Plans and organizes solutions</li></ul>	<b><i>Motivating and Inspiring</i></b> <ul style="list-style-type: none"><li>• Expands energy</li><li>• Promotes good results, does not prevent bad ones</li><li>• Energizes people to say they can succeed despite obstacles</li></ul>

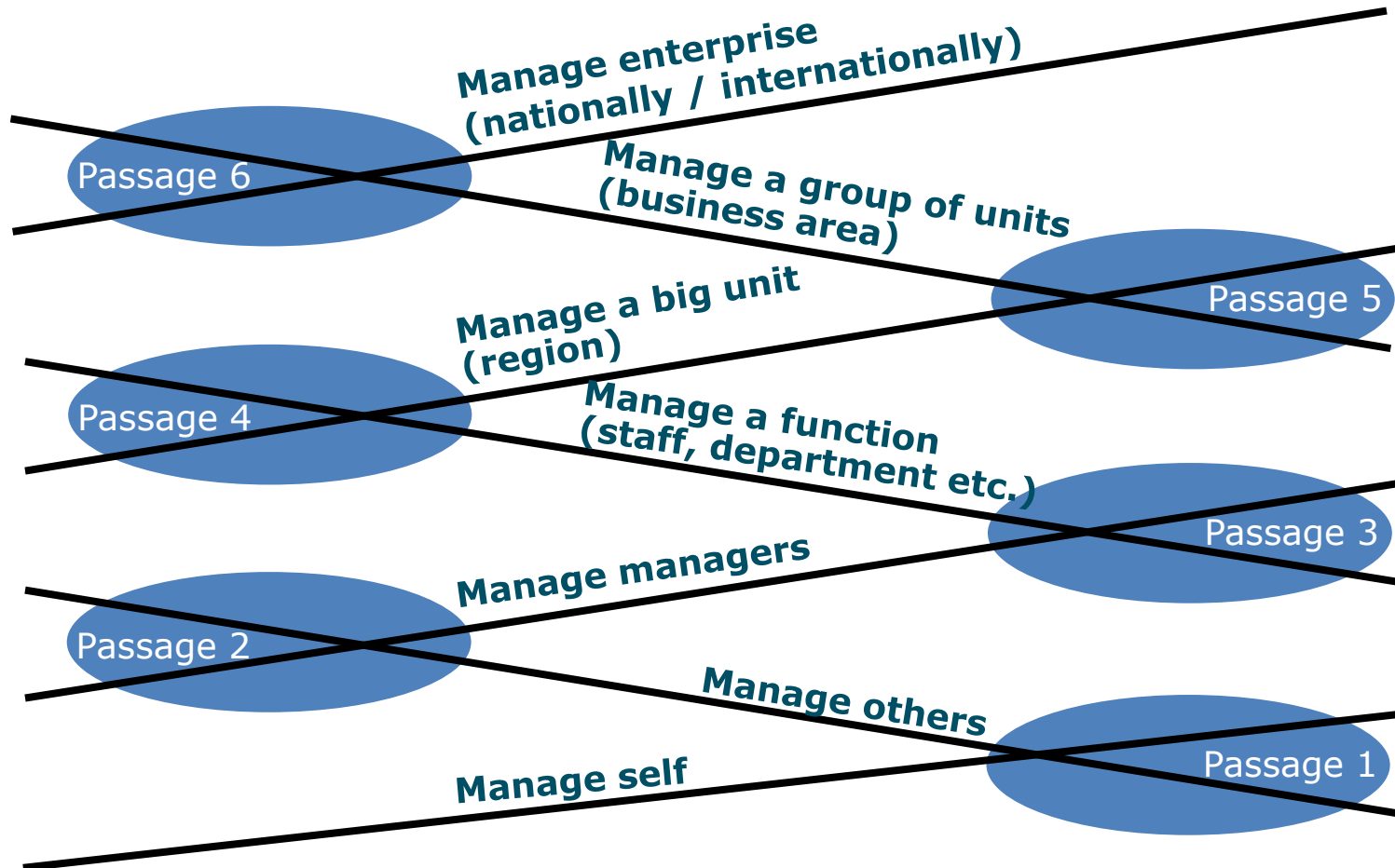
# ...for increased self-knowledge



## General Managerial Competence



# ...for Increased Visibility



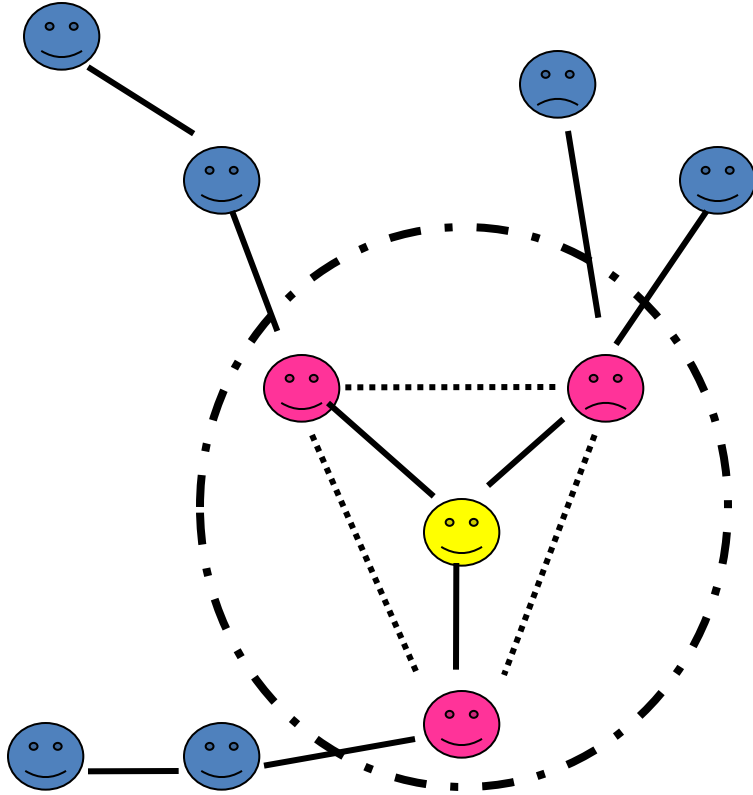


# How – Gaining Visibility

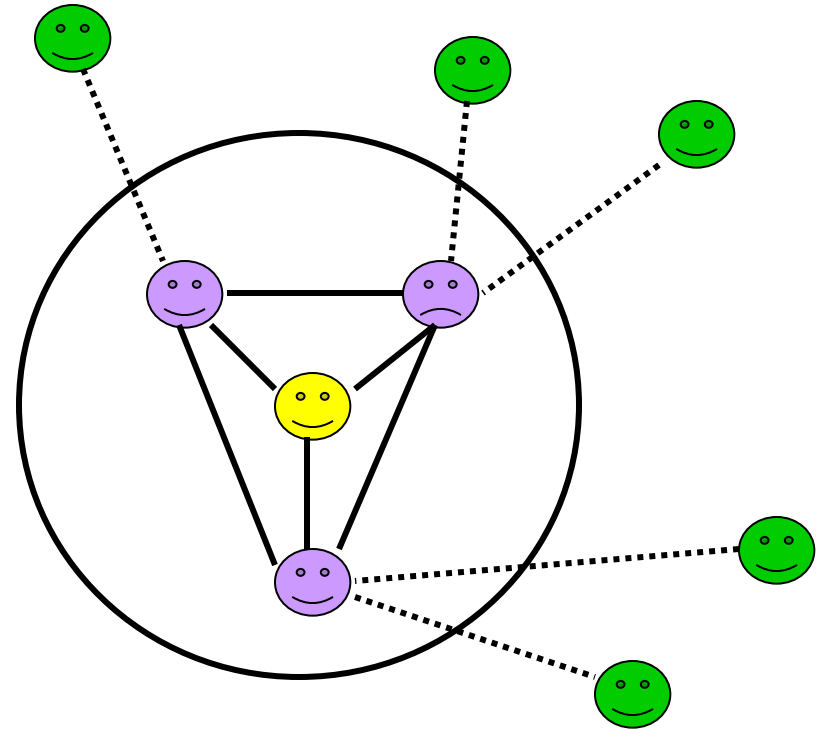


	Operational	Personal	Strategic
<b>Purpose</b>	Getting work done efficiently; maintaining the capacities and functions required of the group.	Enhancing personal and professional development; providing referrals to useful information and contacts.	Figuring out future priorities and challenges; getting stakeholder support for them.
<b>Location and temporal orientation</b>	Contacts are mostly internal and oriented toward current demands.	Contacts are mostly external and oriented toward current interests and future potential interests.	Contacts are internal and external and oriented toward the future.
<b>Players and recruitment</b>	Key contacts are relatively nondiscretionary; they are prescribed mostly by the task and organizational structure, so it is very clear who is relevant.	Key contacts are mostly discretionary; it is not always clear who is relevant.	Key contacts follow from the strategic context and the organizational environment, but specific membership is discretionary; it is not always clear who is relevant.
<b>Network attributes and key behaviors</b>	Depth: building strong working relationships.	Breadth: reaching out to contacts who can make referrals.	Leverage: creating inside-outside links.

# How – Gaining Visibility



Open networks - "weak"



Close networks - "strong"

## "The strength of weak ties"

# Expectations....



- No one will do it for you or us...
- Let's Build our own networks



# Interactive Session

