"Executing Leadership Transitions: *Matching Strategy with Practice*" Presentation by:

Mary M'Mukindia
Business Consultant, Leadership Trainer, Public Speaker and Executive Leadership Coach,
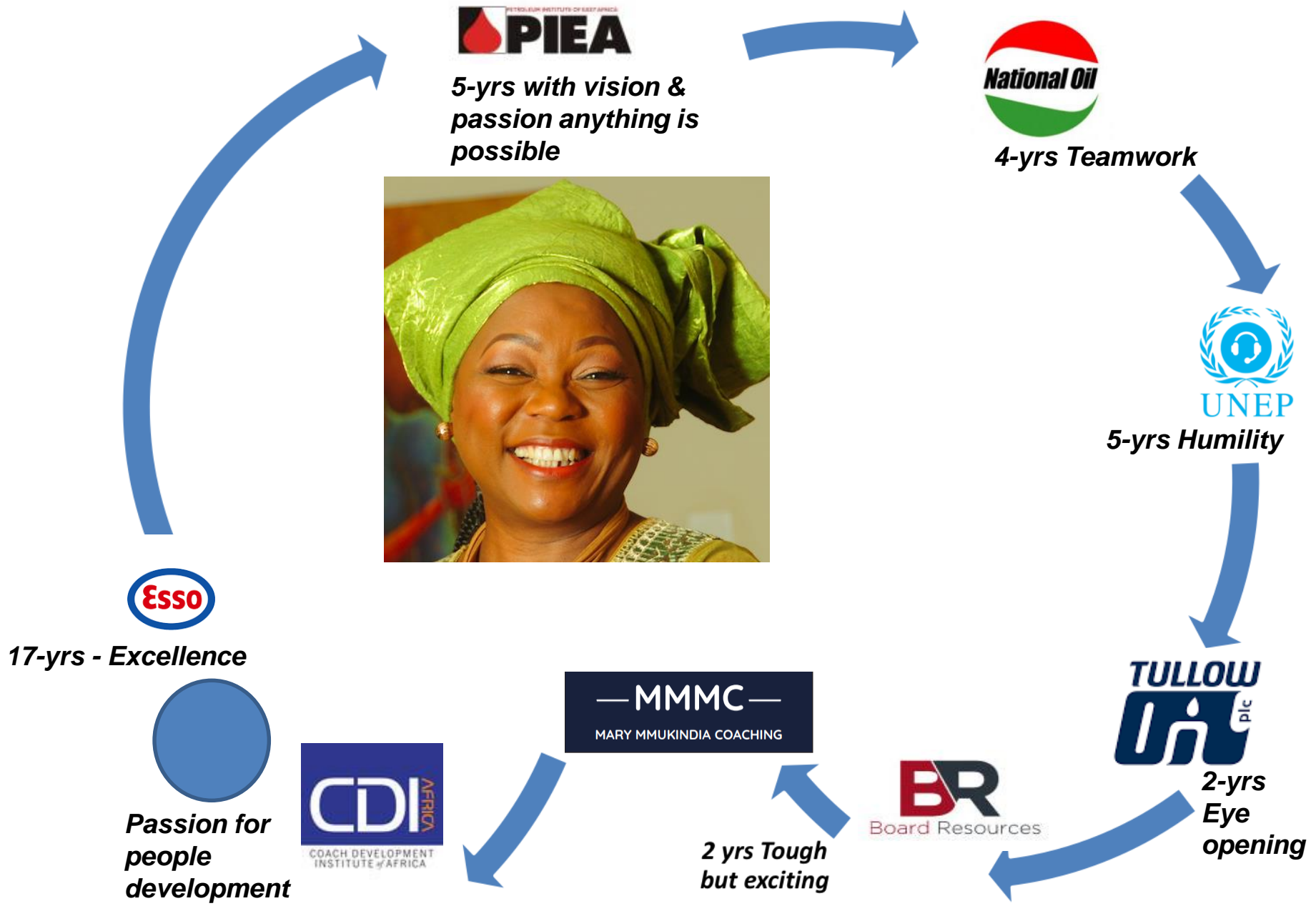## Wednesday, 12th Sept 2018

Uphold public interest

Sub-Themes

1. **Leadership vs Firm Performance**
2. **Board Effectiveness:**
3. **Elevating Next Generation** - *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*

Reflective....

A 35 yr Leadership Journey...& Lessons Learnt

PIEA

5-yrs with vision & passion anything is possible

National Oil

4-yrs Teamwork

UNEP

5-yrs Humility

TULLOW Oil plc

2-yrs Eye opening

BR Board Resources

2 yrs Tough but exciting

MMMC — MARY MMUKINDIA COACHING

CDI AFRICA COACH DEVELOPMENT INSTITUTE of AFRICA

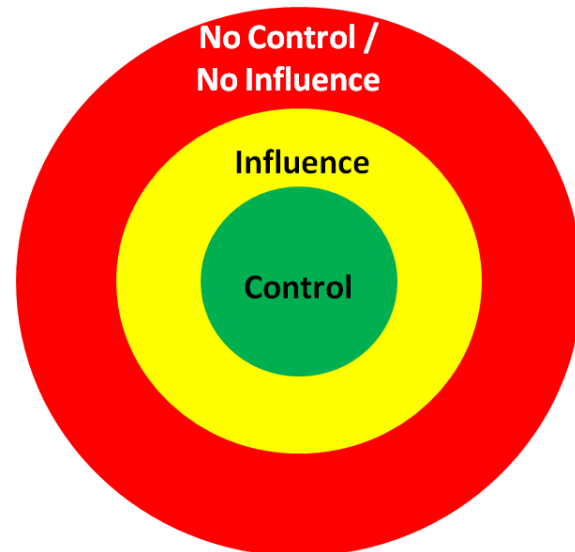*Passion for people development*

Esso

17-yrs - Excellence

1. Leadership

Influence

- *Hiring – hire someone smarter*
- *Exposure - opportunity to take on challenges*
- *Hone skills for potential*
- *Motivate - Coaching, mentoring*

No Control / No Influence

Influence

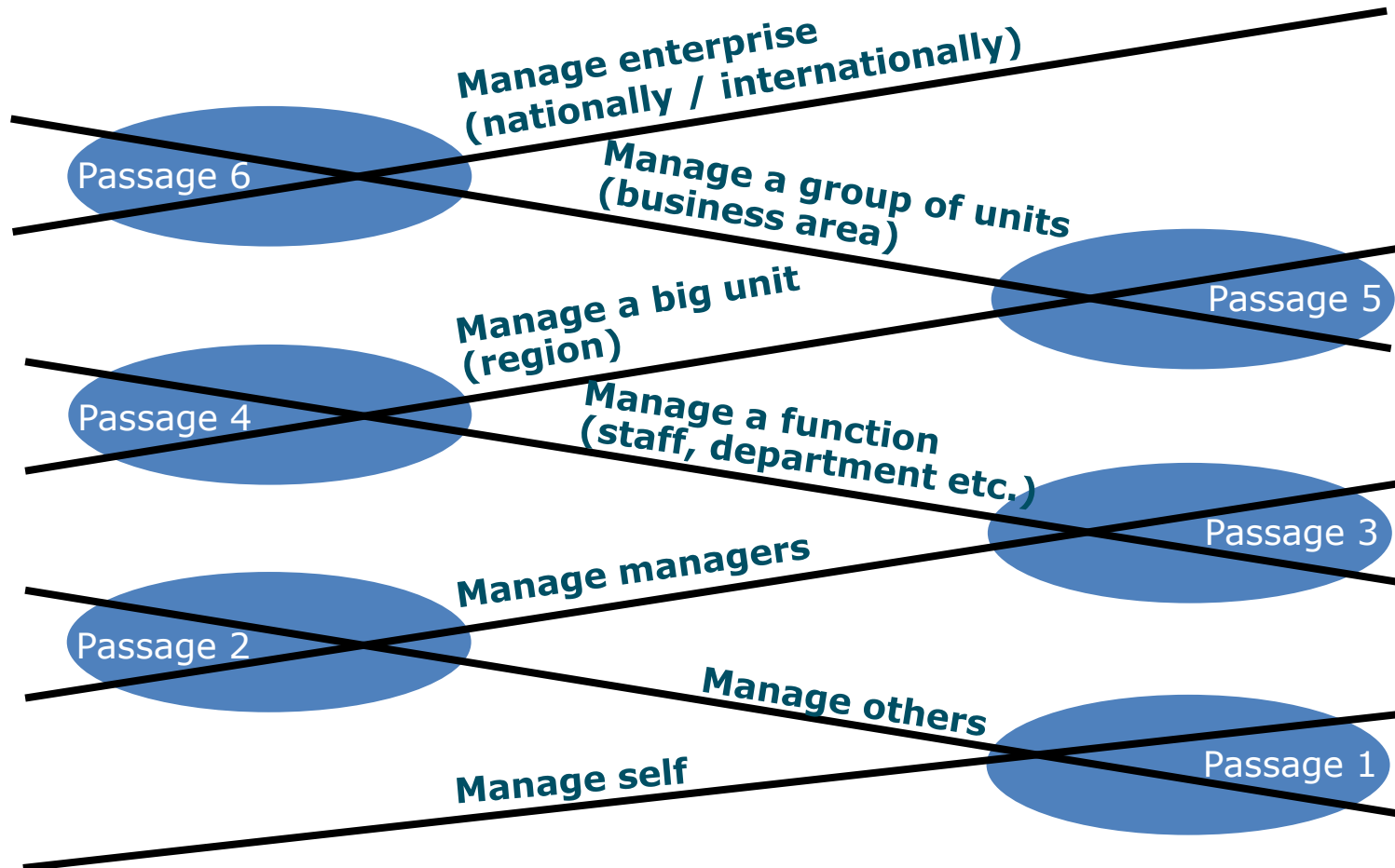**Control**

Vision

What…Where…How…

- What & where is the contest?
- What does it take
- How do make a difference at work, **and** ensure efforts noticed / recognized?

Yet, integrating leadership partic challenging
- When should exercise authority
- How should exercise authority
- Whether should exercise authority

Leadership Transitions

Leadership vs Management

Management	Leadership
Planning • **Creates Order** • **Eliminates risk** • **Short time frame** • **Produces plans and budgets**	**Direction Setting** • **Disrupts current order** • **Takes risks** • **Long time frame** • **Produces visions and strategies**
Organization and staffing • Decision making • Job descriptions • Formal hierarchy • Gets compliance	**Aligning People** • Communication processes • Pulls people together • Relationships, networking • Gets commitment
Controlling, Problem Solving • Constrains energy • Tries to stop bad things happening • Monitors results against plans • Spots deviations • Plans and organizes solutions	**Motivating and Inspiring** • Expands energy • Promotes good results, does not prevent bad ones • Energizes people to say they can succeed despite obstacles

2. Board Effectiveness:

3. Elevating Next Generation

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 self0sabotage. 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 21ˢᵗ Century Accountants

8. Empowering the African Woman

- **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.
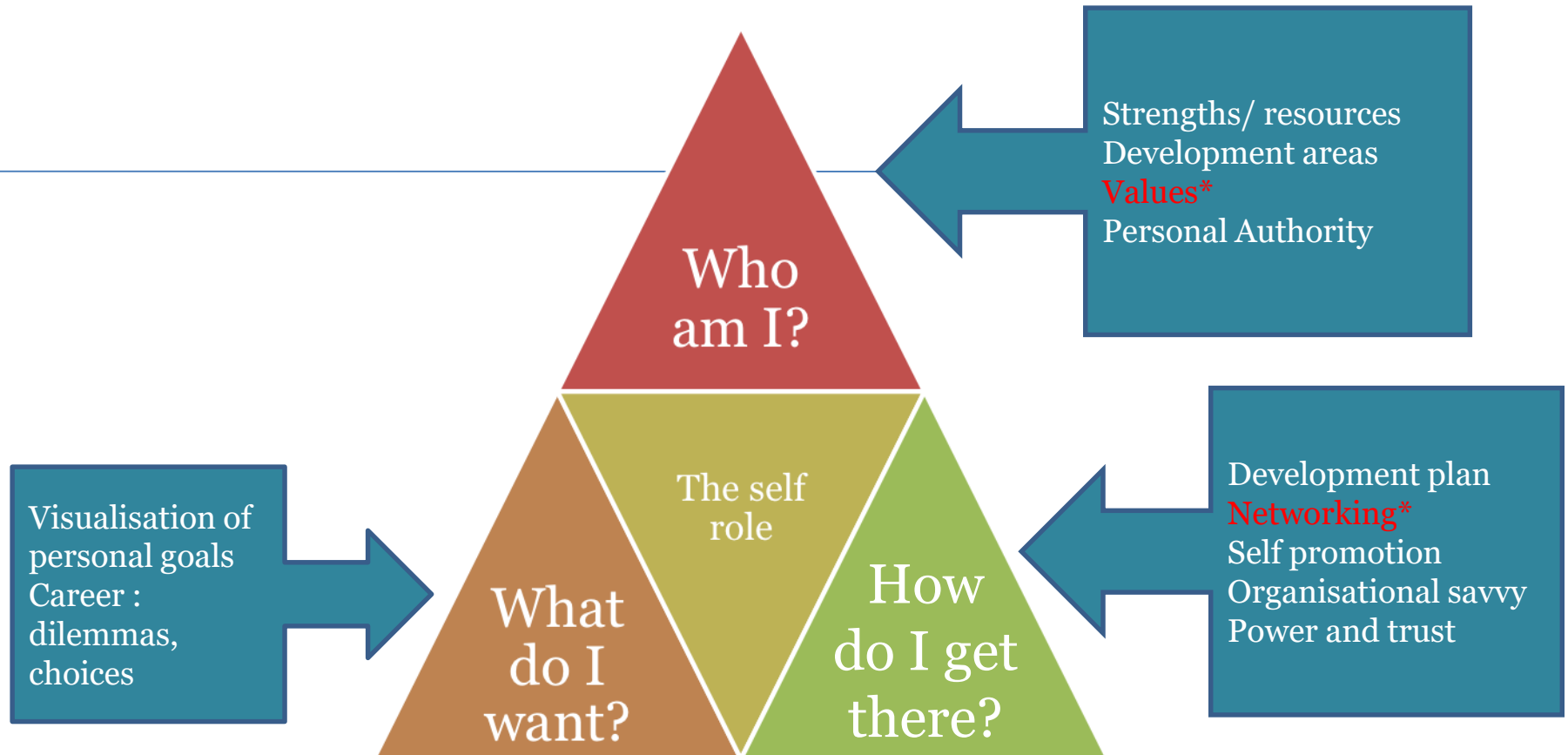
9. Ethical Dilemmas Every Professional Faces
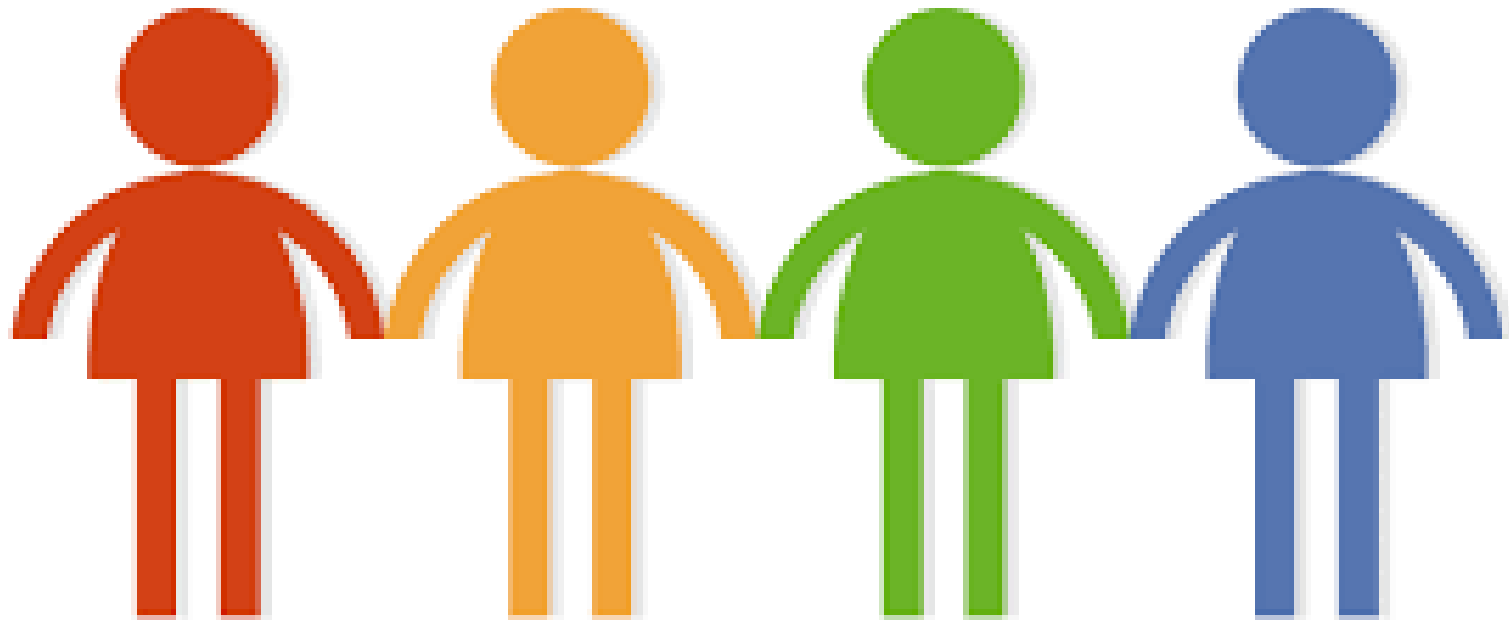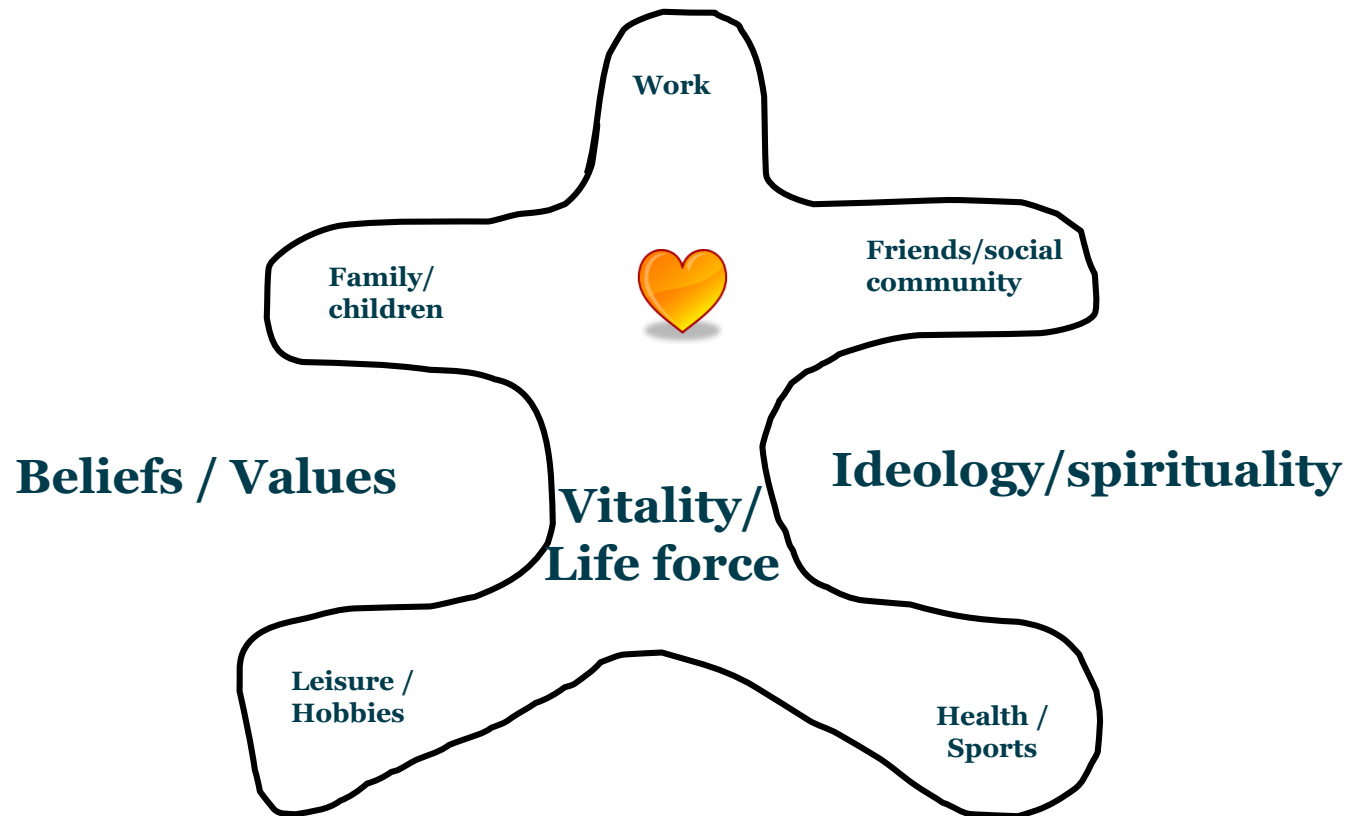
"How" – Build Strategies

Impact for greater ownership by building Strategies

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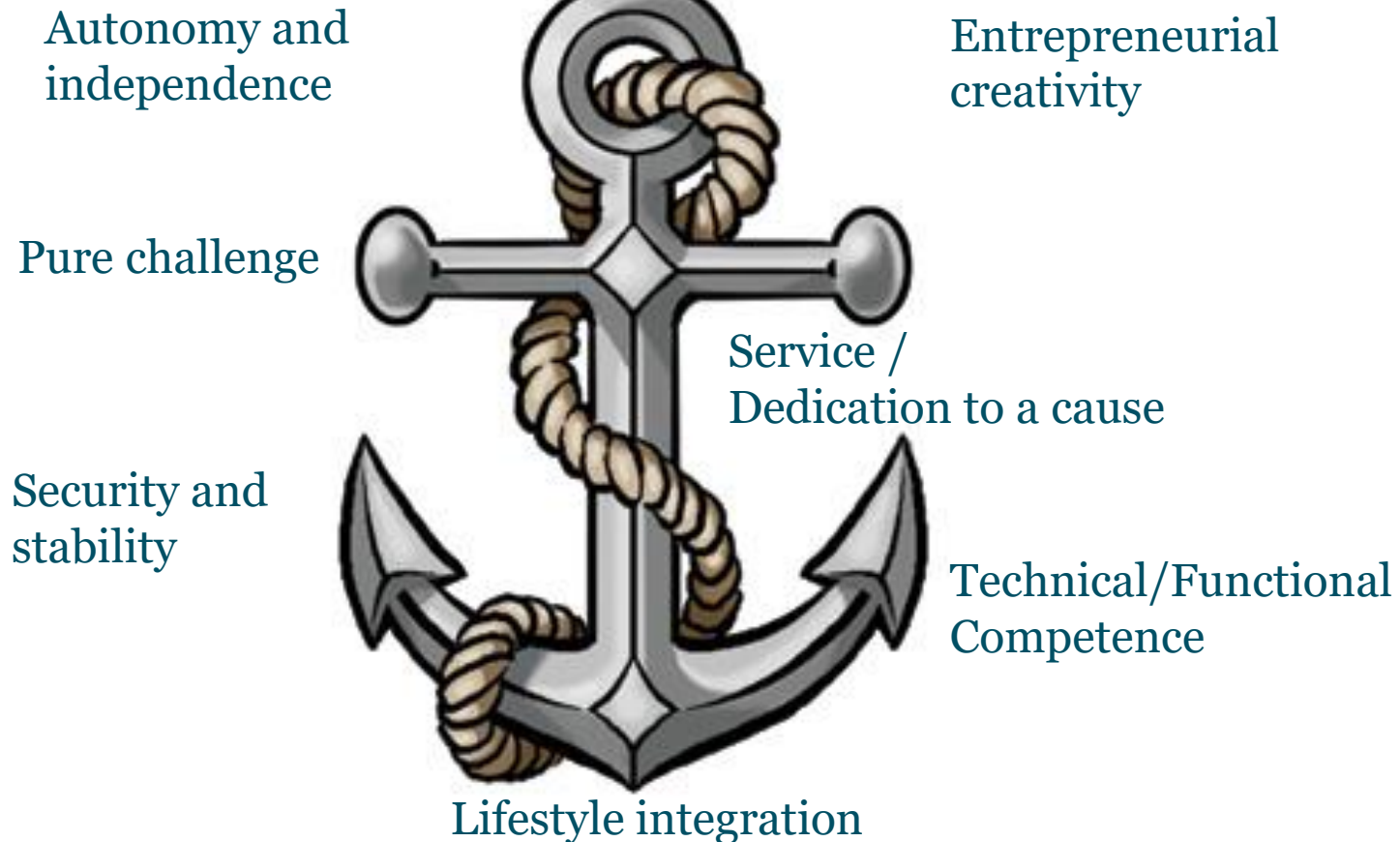- Leadership development as competitive advantage (*starting with self leadership*)

How – Build Tactics

General Managerial Competence

Autonomy and independence

Entrepreneurial creativity

Pure challenge

Service / Dedication to a cause

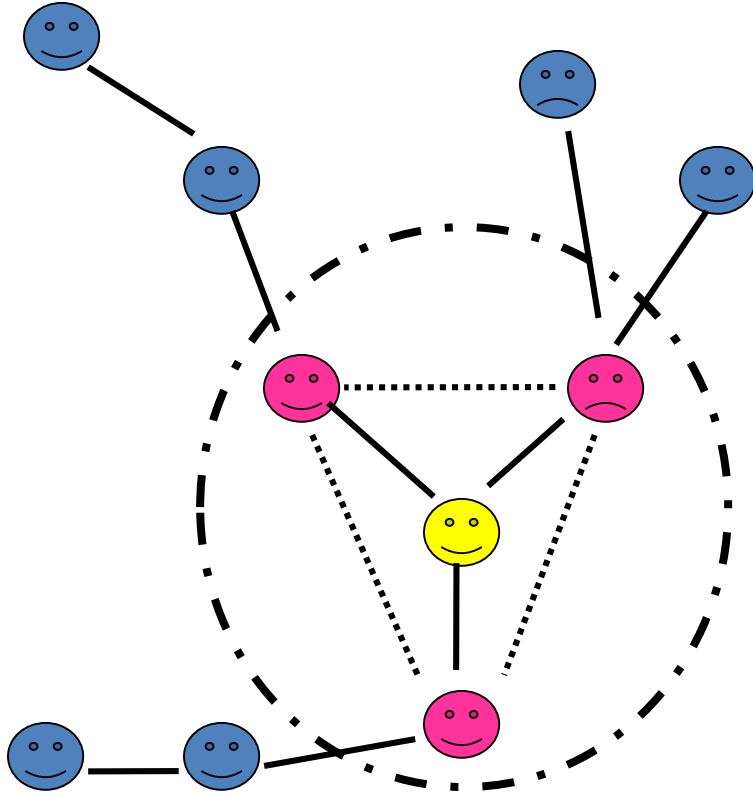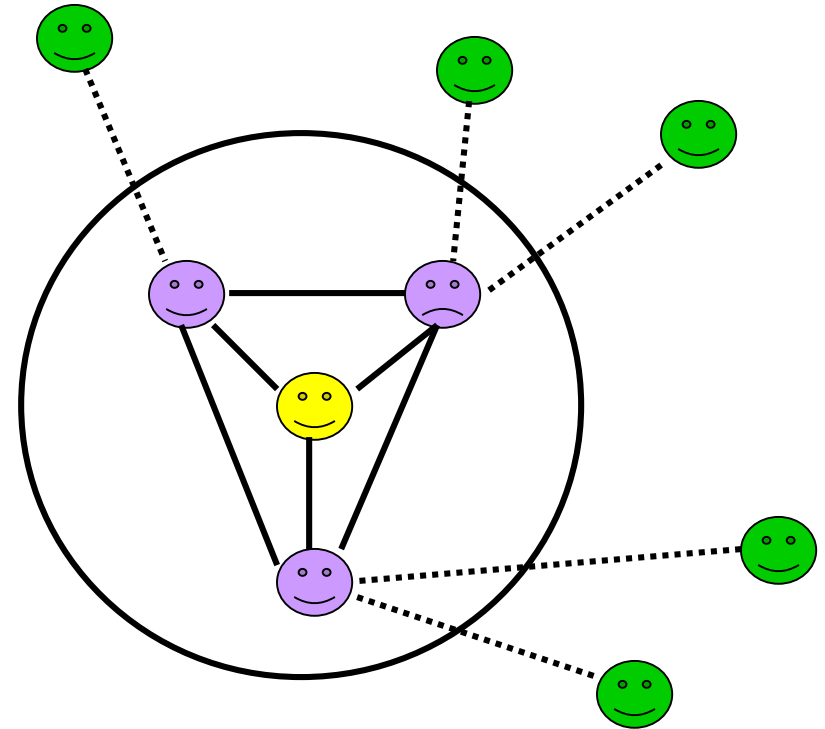Security and stability

Technical/Functional Competence

Lifestyle integration

Power of Networks

How – Gaining Visibility

Open networks - "weak"

Close networks - "strong"

"The strength of weak ties"

Sosiolog Mark Granovetter: "Getting a Job – A Study of Contacts and Careers"

How – Gaining Visibility

	Operational	**Personal**	**Strategic**
Purpose	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.
Location and temporal orientation	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.
Players and recruitment	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.
Network attributes and key behaviors	Depth: building strong working relationships.	Breadth: reaching out to contacts who can make referrals.	Leverage: creating inside-outside links.

Expectations....

- No one will do it for you ...
- Learn To build your own networks

Interactive Session