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## 1. Authenticity

### 1.0 Introduction

As a leader you align who you are with what you do. Many a times, people talk but they don't put into action what they talk. It is important to put in action what you say, or what you say is something important and should be seen on how you spend time and money on it.

People have individual values and beliefs that guide or motivate their attitudes and actions in life. Values describe the decisions we make in order to carry out specific actions. Our personal values are the things that are important to us, the characteristics and behaviors that motivate and guide us in making decisions. Values shape who we are, who we want to be by influencing how we behave, how we treat ourselves and others around us. They provide us with general guidelines for behavior. Values are things that are good, valuable, desirable, or worthwhile. Our actions are guided by our values. (Roffery Park Institute, 2007)

When we see authentic leaders, we should see people who are consistent in their beliefs. They cannot be saying one thing today and tomorrow another. This will not portray that type of leader. They should behave in a way that exhibits those beliefs in the way he/she acts not to the centrality. For example, if in you youths are tomorrows leaders, let them be from your actions or the way you treat them. Authentic leaders are known to keep their words and act their words. Those around them trust them because they know that they are what they say and are in most cases driven by their values and beliefs.

### 1.1 What values and beliefs are most important to you as a person?

Personal values are personal beliefs about what is right and wrong that may or may not be moral. Values and beliefs can be religious, social-cultural, or economic in nature, depending on the context. Everyone has their own set of values and beliefs that they hold dearly, and they can vary greatly. When you live according to your values, you feel good and satisfied, and when you don't, you feel bad. This applies to both those decisions that we make in our life's.

I've lived with five core values and beliefs since I was in high school. Some of these values and beliefs may have been there since I was a young child but I never realized what they were and whether they were part of me or just had them. These are my core values, and they have served me well up to this point. They are as follows: respect; honesty; integrity; Humility. When I started work I added more values and beliefs making them 9. These are: Respect, Honest, Integrity, Humility, Transparency, Accountability, Kindness, dependable and teamwork.

The last 5 were acquired later and mainly because of the kind of job I was doing of being in charge of surveys. I found myself practicing them on a daily basis and I enjoyed every part of my work. In some cases, things could go wrong, but with these virtues, they came to pass.

## 1.2 How do you demonstrate them in what you do as a leader?

Leadership is a practical skill of having people you are leading. It involves guiding and mentoring those you are leading or working together with. Leadership revolves around the planning and strategizing of ways in which you, your team and your company exceed expectations. Being a leader is a dynamic position filled with decisions that determine the type of person you are and where you want your organization to be.

I strongly believe that a leader has to have values to guide him/her. This will make those he is leading to always know what their leader beliefs in and the values he upholds. It helps a leader to see or visualize things clearly.

As a leader in a government institution, I have values and beliefs that I go by which are Respect,

### 1.2.1 Respect

To respect someone. It is required that one shows a positive feeling or action towards another. As a leader in charge of Policy and Research, I demonstrate respect through self-respect and respect to others. I interact with many people who seek part time jobs, or who are employed on part time basis and work under me in the collection and analysis of data.

During training of field staff, this is part of the topic required to be taught to the field personnel as they go to peoples households and meet owner's, It will be bad if as they collect the data they don't show respect to them. This makes me demonstrate it to them through out the training and field work. Much as im in charge, I ensure that each one of them receives the respect they deserve. This has worked well as they never have reason to show their respondent's respect.

In filed work I meet with household members of different ages, gender and level and I just find it my pleasure to show respect to them because they deserve it and because they have given me their time, I have to appreciate by the show of respect.

When I show respect to my co-workers they also have reason to respect me. As a leader, I cannot expect colleagues to give respect if im treating them disrespectfully.

### 1.2.2 Honest

One needs to be honest to self so that is the only way he can be honest to others. As a leader, one is a role model that many look upto. So, they cannot have a leader who is not honest leading them. This will make those he is leading not to take him seriously. Leaders are often looked upon as role models. If we are to model behavior to our people, honesty is where we can show the first step.

As a leader, this is one value I take seriously in my work. I work with part time data collecting team and they are paid for the work done using the budget that is agreed by the partners. I ensure that there is trust in the workers who are in the assignment so that they don't work not trusting the data they are collecting and the money they are being paid. I ensure that as contracts are being signed, the partner representative attends the session so that they can have trust in the process and so that the team is assured that whatever is being shared is what all the stakeholders are in agreement with.



### 1.2.3 Integrity

Integrity is the practice of honesty and consistency in strong moral principles. A leader has to show integrity by keeping promises and fulfilling expectations.

As a leader, I always try my best to act and speak in the path of my beliefs. As a leader I demonstrate this by always practicing that which I have said and should be according to the organization requirement. I'm consistent in my works, that follow actions, and all according to my values and beliefs, and my moral principles.

### 1.2.4 Humility

Humility is a modest view of one's self-importance. Leaders demonstrate humility through dignity and an awareness of their limitations.

At my workplace, being humble means setting aside my pride and ego. I demonstrate this by interacting with all workers of different levels. Even in activities, I like participating with them. The best case I have is the organization choir where there are very few leaders in. I sing with the team and never miss any practice because I am a leader.

In the choir, I'm not a leader, I take instructions from the choir leader. This humility act has made the choir stand strong because members are free and when they need something done by the leadership, I fast track it. Most a times, I leave them to make the choir decisions. I like when the members learn and develop the choir without noticing the presence of the leaders. I take a step back, asked people for feedback and encourage them to take action.

### 1.2.5 Transparency

Transparency is the ability to communicate information to all affected individuals and being honest in every situation. As a leader I demonstrate transparency by discussing any matter the staff needed to know on time and allowed them to ask questions. I filed all the information in the file for them to read and know what is happening. When it was time for appraisals, I called each staff in my department and we go through the items one by one and whatever I grade them had to be known and signed by them. That transparency helped them to have trust.

### 1.2.6 Accountability

This is the ability and willingness to take responsibility for your actions, choices, and behaviors are called accountability. Leaders who hold themselves accountable will not blame others and play the 'blame game'. On the contrary, they will do their best to make things right and fix the situation. Accountability can build trust, respect, and fairness among people in your organization. This, in turn, leads to an engaged workplace.

As a leader, I take responsibility for what happens in my department. If my staff messed up some assignment, when reporting, I always take responsibility. I accept responsibility for the outcomes expected of me, good and bad. I don't blame others, and I do the right thing even when it's not easy I report and take blame. This has promoted healthy communication and equality.

### 1.2.7 Kindness

Kindness is about treating others the way you want to be treated. Or maybe you value kindness. You jump at the chance to help other people, and you're generous in giving your time and resources to worthy causes or to friends and family.

Kindness and compassion are closely related; the latter involves the readiness to see a situation from someone else's perspective and to give them the benefit of the doubt. It also takes into consideration what the other person has gone through and chooses to respond with kindness rather than anger or vengeance.

Both demonstrate at least a subliminal appreciation for the connectedness of all living beings; when you show kindness and compassion to others, you benefit (at least) as much as they do.

### 1.2.8 Dependable

A person who is dependable show good virtues like trustworthy. They honour their commitments by being reliable. People have trust in them that they will perform the tasks given and they will deliver on time. A dependable person builds trust by holding him/herself accountable to what they do or are entrusted to do, and if they lead others, holding their team members accountable as well. Dependable people are also responsible. They anticipate others needs and flexibly respond to the situation at hand.

Dependability is an important attribute to look out for in an employee as it increases a wide variety of tasks. A dependable employee consistently works and produces work. There are no times that they reluctantly work and deliver, they are always enthusiasm in what they do. When projects come up, they are an essential team player in the organizations as they build a strong working team for the projects.

Employers value employees are always where they are supposed to be at the right time. Dependable workers are those who take responsibility for their actions and behavior. They communicate in cases where they are not able to do as expected. They never want to create good stories to cover for mistakes. This also means keeping your supervisor informed on where you are on all projects you have been assigned. A dependable worker loves their work, values their work, and keeps everybody informed on the status of their assignments.

In my work life I have learnt that it is very important to be dependable. This value I have carried it along and applied it even at assignments im given at church or in social groups. I always take up responsibilities that I will deliver on. If I will not, I never take them up. I ensure that I deliver on the commitment I make. With field teams collecting data, they require their per diem sent on time. So when I promise that I will send by a certain date, I work on that and it has become part of me.

When Im invited for a meeting or during training, I try to be on time. This is very important because when appointments are made and time is not kept, it becomes unreliable. I belief that to be dependable also one has to be orderly, organized and neat. This is one value I try to train the young on and those who go to collect data. I tell them that if a research assistant comes disorganized, I will not respond to the questionnaires freely. I like order because even my flow of information becomes orderly. In my workplace, everyone knows that if they want a serious meeting to be held, they have to call me to be part of it. I love doing the organization and keeping order. It's far easier to be dependable when you live

an organized life. This is an asset that is very important. I like to follow up on issues because I like them to work.

### 1.2.9 Teamwork

Teamwork is a sense of unity by a group of people. It's an enthusiasm that a group of people shares for their common interests and responsibilities. Teamwork brings people together who possess different skills and motivates them to rely on one another to get tasks done. Teamwork also makes progress and allows the group to overcome obstacles that would have delayed an individual.

In simple or complex tasks workers are organized to work as a group to deliver an output. This is a powerful concept that you can use in different organizations to have work done fast. Strategically building a team for important complex projects is an efficient way to tackle it. The team members decide on how to work together as a team, they set their own working terms, they set clear rules of behavior; they spend lots of time together; and they utilize feedback from each other, recognition of every day, and any reward that is introduced. In such groups there is a common commitment and purpose, specific targets to be achieved by a given time, mix of skills, responsibility, commitment to how the work gets done, and accountability.

As a leader in research, I apply this in most cases. The field data collectors work in groups of 4 to 8. They move as a group talking same language and in the same vehicle and answerable to one supervisor. So the team is entrusted to collect data from their assigned region. They have to agree on how to work. They are tasked to first come up with their workplan and movement plan indicating where they will start from and how they will move.

In each of the groups there are male and female workers. They all have multi skills and this is used in making sure that they deliver their output. Teams make the most of every member strength and work over their weaknesses. This strategy puts a diverse range of skills and knowledge together in one group so they go out there for 3 to 4 months and mutually agree how they will deliver.

I have led about 7 National surveys covering the entire country. Each region requires that there is a team of trained interviewers. The interviewers are centrally trained and grouped into regional teams. During the training, there are those who exhibit traits that make them to be supervisors. They are then trained to be team players, they are given clear instructions on how they will go about collecting data, and encouraged to be honest to each other, communicate to each other as they will be as a team for 3-4 months. Sharing same vehicle and staying together, so the best will be to enjoy being together. They also are trained to learn to collaborate with each other if they are to deliver.

Having done this over and over again, it has come to be my belief that one needs to embrace teamwork if as a leader they want to succeed in delivering. I know that teamwork brings new ideas to the arena, there is more learning opportunities from team members even the quietest one, it brings group cohesion, it brings in better results, and it improves efficiency. It also makes the team develop high morale's during the field work. It is a requirement that they all seat together in the evening to share the days experiences and if there are challenges they try to see how to overcome. They are encouraged to be open and truthful.

## 2. Boundary breaking

### 2.0 Introduction

When we think of boundaries, we think of that wall, fence, or barrier that is in place to keep us safe, protect us, cover what we don't want people to see, and differentiate our space from someone else's. This improves relationships by establishing clear expectations and responsibilities.

Boundaries in the workplace are those unspoken rules that we create by the way we speak, act, relate, and work on specific tasks. Some of them are seen and observed by those around us. It is the space we create for ourselves that others should respect and not intrude or go against. Treat people exactly as you would like them to treat you by respecting the boundaries they have established. Your workplace boundaries may have to do with how much work you're willing or unwilling to take on, the types of relationships you're willing or unwilling to establish with coworkers, what you can and cannot do, and when you can and cannot do it.

Boundaries are classified into three types: mental, emotional, and physical. There are rules/boundaries established by institutions and those established, improved, or modified by workers. Setting boundaries at work is necessary to protect oneself from overworking, stepping on other workers' space or being stepped on, or finding oneself in uncomfortable situations that could have been avoided. Setting boundaries at work is important because failing to do so may lead to feelings of being overworked, unappreciated, undervalued, unrespected, or unwanted. This will be the case when those around you step on your space or expect you to do that which you already have set a boundary on.

This section will look at the boundaries that constrain one at work, how you can add value as a leader by pushing at a boundary, and how you can remove a boundary for people to increase their freedom to act as leaders.

### 2.1 What are the boundaries that constrain you at work?

Boundaries are set so that they can ultimately help one to get the work they need done. You can't set effective boundaries with others if you can't articulate the best way to work on them yourself. In some cases, some of the boundaries can be continuous to facilitate the implementation of my work. (Cloud, 2013)

Some of the boundaries that constrain me at work are:

- I. Working over the weekend: weekend is my family time and on Saturday we go to church with my family. We all have this boundary and we have always agreed that it has to be. So in some cases we are expected to perform some duties over the weekend. This bothers me a lot and in some cases I have turned it down and annoyed the management.
- II. Working overtime: there are assignments that require going overtime. This makes me arrive home after 9 or 10 pm and it is very odd because I find everybody at home has eaten and in bed. I find it hard to explain that I was working overtime upto this late hours.
- III. Working when I should be with my family: There are those reports or correspondences that need to be done after office times or when im home and need to be interacting with my family. It is never interesting to them when I keep reviewing



reports or responding to mails. I find myself breaking this boundary because it has always happened when least expected.

- IV. Turning down tasks that aren't in your job description: I have always not wanted to do those assignments which are not in my job descriptions because it makes me lag behind in my own. But in some cases it is required that I participate due the kind of work that I do. One of such cases is where I was put a chair of Procurement committee. In my live I have never done anything on procurement in class, so it required that I always read the procurement act so that I don't make a mistake. This took so much of my time but I had to do.
- V. Allocating jobs to workers who never meet deadlines: It is a requirement that as a leader you delegate work or assign some responsibilities to those you work with. In some cases it is known to everyone those who complete work on time and those who take forever to finish. Yet they all need to be given work as they are paid to do so. I get disturbed on this because I end up doing the work in some cases.
- VI. Keeping professional with coworkers, even if some of them are good friends: At the workplace there are friends, and professional friends. Some don't deliver the required assignments as required and it is hard to keep returning them to go and do the corrections.

At the workplace, some of the boundaries are not good and often means you're responsive to other people's needs and expectations at the expense of your own. This leads to a loss of control over your own work and results, which is not only depressing, but it leads to even worse control over your boundaries. And that not only leads to more abuse of your boundaries, but also *increases* people's expectations. The good news is

it's possible to stop this—and with relatively little pain. Setting the right kinds of work boundaries can actually increase productivity and reduce stress.

## 2.2 Where could you add value as a leader if you pushed at a boundary?

In some cases you get that as a leader you can add value if you pushed at a boundary. We push people's boundaries or people cross our boundaries in all sorts of ways. For instance, they might keep pushing us to work on weekend or overtime or do that which our job description does not spell out to achieve their targets.

There are times when people intentionally or not intentional to cross our boundaries. It is not easy to know whether in is intentional or not intentional. All that I will do as a leader to add value is when the person is handling a critical assignment that will not get well if the assignment is not completed by a certain date. At this time I may be forced to push the boundary to ask the worker to work overtime or over the weekend and deliver. I will also join in the breaking the boundary after all the boundaries are not stone boundaries.

When some of the boundaries will add value when pushed, when a moment like that arises, I'll be able to handle it rationally versus emotionally. I will need to communicate so that we come to an understanding on the way forward. I will not force this to happen but amicably work on it.

Employees who are the happiest and most productive are those who set boundaries. People who set limits gain respect because they show respect for themselves and those around them. So, they must be handled that way by negotiating for the push of the

boundary. I consider boundaries that individuals set at their workplace as an essential skill to have. It is also a necessary skill for leaders to have and practice. Poor boundaries can lead others to be overworked, misunderstanding, and demotivated workers. As leaders therefore to push this requires that we negotiate respecting each other's boundary.

### 2.3 [Where could you remove a boundary for people that would increase their freedom to act as leaders?](#)

The boundaries that we set at work are adaptable and can be changed as you use them. You may discover that what you had planned has changed over time because of how people have reacted to it, or that it does not add value given the circumstances. This necessitates reassessing the boundaries and modifying or changing them.

You also have the right to push yourself outside of your comfort zone whenever you want, so don't be afraid to try. Just make sure you are in complete control of the situation and that you can return to your safe zone if you become uncomfortable. There are times when a leader can push the boundaries in order to give people more freedom to act as leaders.

Some of the areas are:

- i. Leaders should strive to break down some barriers in order to discover all of the talent of their employees. There is a need for such workers to participate in other departments so that they can learn and apply new skills. There is also a need for the leader to allow all employees to freely communicate with others at various levels in order to boost their confidence

and knowledge of how to relate. As a result, such aspects should be resisted.

- ii. Employees who set boundaries are the happiest and most productive. People who set limits gain respect because they show self-respect.
- iii. Where employees discover that they are overworked with what is delegated, causing him/her to want you to be close even on weekends. One can conduct an audit with the affected worker so that the leader can reset the boundary or explain it to him/her again. Once the problem area has been identified, the new boundary must be clearly defined and shared.
- iv. For someone who needs to be a leader and you, as a leader, have a negotiation session with him/her so that you can mutually agree on how far both sides can go. As a leader, you will be able to hear their perspective and incorporate it with yours to create a healthy boundary that will allow him/her to ascend to leadership. You must understand the other person's needs and desires while also being honest about your own.
- v. Pushback is to be expected in any workplace with boundaries. There will be those in the workplace who will want to push the boundaries just to get the attention of the leaders. However, there are those who genuinely want to cross the line to advance in their careers. Instead of seeing violations as setbacks, consider them opportunities to gain insight and improve your boundary-setting skills. When you know this is likely to happen as a leader, it forces you to handle situations rationally.

### 3. Coaching

#### 3.0 Introduction

For new leaders to be developed, coaching is key. There are those who don't like sharing information in case the others overshadow them or climb the ladder fast and overtake them. However, these days those who need information on anything, they will easily access it through the media. There is every type of information one will need. When leaders understand that they get good results by working with the best people, they will move and have better results than keeping to themselves.

Coaching is one way of developing a team to be good. The performance of even the greatest experts can be enhanced. One keep improving and there is no limit. This means helping workers to review their performance and understand how to build on their strengths, by engaging in a discussion.

#### 3.1 What have you done recently that was successful?

I have been a leader of a Women group since 2014. This group was started to support women from one community to empower each other, socially, spiritually, and economically. At the end of the recruitment period, there are 123 members who prescribed to it. As is with women groups, there were issues that required the group to have by laws to guide its operations. There was also need to register the group with government Ministry responsible for groups. As a leader, all these required that they are worked on and it was my responsibility to assign those with specific skills and expertise to work on the required documentations. I also had my expertise in working on the policy documents as I oversaw policy matters in my organization. This was a lot to do but was doable. The first one year was to recruit and work on documentations. Members were excited but some were used to hearing about women groups that never lived beyond two

years. So they were those who were watching to see it take off and others watching it fall off.

My philosophy in life is that whatever I start should succeed as long as I am dealing with human beings. The process was smooth, members decided to be contributing monthly and agreed on the use of their money. They started participating in group activities and were enjoying a lot. They were excited to be members and decided that they needed to brand the group. So, they all participated to give their input, and at the end, they agreed that the name for the group will be Ladies of Zion. This was the name that was registered with the government and now the group is well established and implementing its activities.

All the time the term for leading came to an end and elections for new leadership was called for, I was added another term, even when I refused the members were categorical about it. It is me who should continue. As a leader I found this not to be professional because there has to be other leaders within and for sure there are. It is just the fear that women groups are complicated. So, I decided to apply what I learn in the office, that there has to be a succession plan in place and all members must know it. I worked on a concept and shared. In the process I started coaching 4 members to take over the leadership. They were scared but we went through for two years. I applied all the coaching tips and all the time there was a decision to be made, I gave them the chance to decide, and we all looked at it. Since 2014 until 2021 April, I had led this group called Ladies of Zion. In April 2021, we held an election and 3 of the members were elected to take office. The ceremony was so smooth and the team was excited to take over. I saw a very successful

transition of leadership and in these few months, they have worked very well. There is consultation, order and respect for each other.

### 3.2 What made it go successfully?

What made it be successful was the fact that as the leader of the group I realized that the members were reluctant and scared to take up leadership. When I realized that, I started mentoring a few of the ladies so that they could be comfortable taking up leadership. I always communicated to the members that they require to start looking for a leader to take over. I prepared them early enough so that they get ready. I believe in teamwork, and most of the time I picked teams to work in different activities as a way of spotting a focused person to take the lead. From inception, I was very clear of the group vision and MISSION, I worked together with the other officials to ensure that the group was registered as a women group and all the other requirements that were required to start it off were put in place. So, it was easy for the hand over to successfully be done as most things were in place.

The other reason was that the team I choose to mentor was heading some section in the leadership. So, when decisions needed to be made, I called them to discuss and make decisions. This empowered them and they started becoming confidence. So, by the time the elections were being held, they were comfortable to nominate themselves to take up the leadership that I had had for 7 years.

I always ensured the group stayed focus to the purpose to which the group was established. I encouraged members a lot so that they take and contribute to the success of the group.

I motivated members especially those I was mentoring. I encouraged them to lead by example and for 7 years they had learnt the way to lead from me, 123 women of different ages, different professions, different economic levels and different classes was not anything one could admire. But they found me doing the leading with ease.

### 3.3 How did you feel about it?

I felt that what I was aiming at has been done and it is because of working on it. I mentored those who looked like they could lead and for sure they did.

I always wanted them to succeed in whatever they did. I was always there to assist them and encourage them and cheer them up.

### 3.4 How can you build on this success?

I will build on this by writing a succession plan for the organization. This will enable those in leadership to prepare for hand over. I will keep mentoring together with the other leaders so that the women are in a position to apply that which they have been mentored on. I will always be there to support from the background until they are comfortable.

## 4. Distributed leadership

### 4.0 Introduction

Distributed leadership entails empowering people at all levels of an organization to take on leadership roles. When leaders distribute work, they assign it to others rather than just themselves. Leaders do not have to know everything and solve all of the organization's



problems. There are those who perform better than them, and they can do other work that only the leaders can do, so the other tasks that other workers can do should be assigned to them, leaving the leaders to do the special tasks. (Harris, 2008)

Every employee possesses a skill or a strength that can be used to complete specific tasks. Workers in organizations must be observed so that leaders can learn about their abilities and keep track of them. Engage them in discussions about how to solve some problems; this will help you determine who can do what. Encourage employees to take responsibility for things that irritate them. Every employee possesses a skill or a strength that can be used to complete specific tasks. Workers in organizations must be observed so that leaders can learn about their abilities and keep track of them. Engage them in discussions about how to solve some problems; this will help you determine who can do what. Encourage employees to take responsibility for things that irritate them.

Delegation works well when the leader knows what to delegate, evaluates who to delegate to, and empowers that worker to deliver the desired output. The person to whom the work has been delegated may be slow, consult frequently, and perform poorly. Patient is required here, and the leader must recognize that becoming an expert like him takes time. (Bolden, 2011)

If you, as a leader, took the proper steps to select the person to whom you are delegating, and delegated correctly by providing clear instructions that are well understood by the person to whom you have delegated, he or she will be competent and reliable to deliver. As a leader when delegating, they should select the tasks that can be delegated because not all can, find the right person, and do the job correctly. If the process is followed

correctly, the leader and organization will be able to accomplish a great deal. When done correctly, delegation is a powerful tool that a leader and those in authority can use to accomplish a great deal. One must identify the right tasks to delegate; identify the right people to delegate the work to; provide clear instructions on what they are to do, preferably in writing, and ensure they are measurable; monitor progress to ensure the work is being performed as expected; and review the results and provide feedback.

#### 4.1 What could you delegate today?

Delegation is passing on some responsibility to someone else to perform. It involves giving authority to one of the workers or a team to perform that which you as a leader were to do. Delegating is a way to get results through other workers in the same way, or better way than the leader could have done it. The leader distributes and entrusts work to another person.

Delegation relieves one of work letting him/her perform other specific jobs that are to be done by him/her alone. It also enables others to learn how to perform work with minimal supervision and handle tasks in his absence. As a leader delegates, he is in a position to know the capacity of the other workers. Those who get the work delegated to them develop their expertise, skills and experience. By being delegated work to, one gets motivated because of the trust the leader has in him/her.

Today, I can delegate those small tasks that are easy to perform and not urgent. This will enable me to gauge the performance of those I will delegate to before I delegate more complex work to them. I can also delegate the tasks that are ease to give instructions on

and those that are specific and easy to measure. This way at the end of the performance period, I can be in a position to know whether the assignment was accomplished.

I can also delegate tasks that require self-drive to perform and those that don't affect the organizations performance directly. Work that has different stages of activities as this will allow one to keep checking to ensure that they are done to the satisfaction of the specification. Work that is structured enough to make the others learnt and grow is also a good one I can delegate today. An example of the tasks that I can delegate are: documentations for performance contracting, training of research assistants in preparation for field work, editing of data entry reports, field supervision, data entry supervision.

All these delegated tasks allow the delegated worker to consultation and the worker can follow in the trainer's manual.

#### 4.2 [Who would you empower to do it?](#)

Work is delegated to those a leader has experience with, the workers under them or at the same level, those willing to take up the task, those not having many responsibilities and those willing to learn. In all these, an organization expects that you delegate to your deputy or the worker that is your immediate follower in hierarchy. But this does not all the time work because sometimes they may not be available or is on another assignment.

Activities are different and will require different levels of competencies. Some of the activities could be done by anyone in the organization, and others are specialized/ technical and need specific skills and knowledge. You need to find the right people for the right tasks. Matching the proper person to each task can be difficult to begin with after

having worked with many of the workers, it will be easy to know who you can delegate what to.

As I consider delegating the tasks, I look at the level of skills required to perform the task, the motivation the different workers have towards the subject matter, and their dependability. Are the workers known to deliver the work given or are they always having reasons of not wanting to complete it. There are those real very smart workers, confident in themselves, but not dependable. I try to avoid such workers especially if the assignment is urgently required. Those full of excuses are given tasks that they love doing or are well motivated to take up.

I understand that if I effectively delegate, I encourage the workers I lead to broaden their horizons and become more valuable to the organization and to themselves. As a leader, I have learnt each workers strengths and weaknesses, and eagerness to learn new skills. I also look at what they already have on their tray, and ensure it is not a lot of loads. I keenly look at the experience, knowledge and skills of the individual as they apply to the delegated task. This gives me a clear expectation that they will perform. I also look at the training they have and the resources at their disposal to undertake the delegated task.

#### 4.3 What result are you looking for?

When I delegate, I want to give others the opportunity to learn and grow. I also delegate because there is a lot that I am expected to do as a leader. As a way to instill trust in other workers, I delegate so as to enable them improve communication, efficiency, productivity, and save time.

I look for results that give me what I instructed them to do. At the beginning of the delegation, I explain in detail what it is, what is expected and how it can be done. So at the end I expect that it is delivered as required to meet the organization expectations. When the work is finished, I makes sure I set aside enough time for reviewing the output fully, and provide meaningful feedback back to the employee who did the work.

I try to accept a good quality product. If it is not well completed, I call the worker and we go through and I high light the areas that he/she needs to redo. This way the worker will learn to be on point and do the right thing in the right way. For future assignments, the worker will improve as he will know the way to do it.

As a leader, I have learnt to compliment my workers every time they work and do the work right. Even at the end of the year I also assess them and indicate in their report whatever work they performed and even the extra. This effort goes a long way toward building the workers self-confidence and efficiency, motivate them, and improve on the next task that will be delegated to them. I look for results that meet my expectation and that of the organization.

#### 4.4 [What coaching or support might be needed to enable them to achieve a good result?](#)

Coaching is a developmental approach to interacting and working with other people. It is to help people develop their personal capabilities, interpersonal skills and capacity to understand and empathize with others. It strengthens the ability to use a range of influencing and leadership styles. Coaching can help people feel more empowered to make a difference and improve their own effectiveness. (Birdy & Gornell, 2016)

Leaders at different levels use coaching as one of a range of leadership styles. A coaching approach to leadership means the leader's focus is on enabling other people to develop their capabilities and find their own solutions. It means listening more and trying to understand points of view rather than imposing your own views and approaches. Coaching can also provide valuable support and challenge to people who are in formal and/or informal leadership roles by helping them explore their issues and concerns in a safe, supportive way.

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden.

The other support that can be needed is to have the person rotate in different sections of the organization with specific skills to gain from the rotation. This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments.

- i. **On job training** trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.
- ii. **Apprenticeship:** This method is appropriate for training in mechanics, crafts, trades and other technical areas, especially when proficiency in a job is the

result of a relatively long training or apprenticeship period, e.g., job of a mechanic, craftsman, a machinist, a printer, a tool maker, a pattern designer, etc.

- iii. **Internship:** Internship is one of the on-the-job training methods. Individuals entering industry in skilled trades like machinist, electrician and laboratory technician are provided with thorough instruction though theoretical and practical aspects. For example, TISCO, TELCO and BHEL select the candidates from polytechnics, engineering colleges and management institutions and provide apprenticeship training. Apprenticeship training programmes are jointly sponsored by colleges, universities and industrial organizations to provide the opportunity to the students to gain real-life experience as well as employment. Exhibit presents the benefits of apprenticeship training.

Most of the Universities and Colleges encourage students for internship as part of the curriculum as it is beneficial to all concerned.

Coaching or support needed to enable workers to achieve good results will be; creating rapport with the workers being coached so that they are free to interact with you and understand them.

When workers are coached well they are able to work efficiently; improve in communication and interpersonal skills; they develop leadership and management capabilities; get ways to solve personal and work-related issues; get positive changes in

attitudes and motivation; they also increased personal confidence and improve on their work performance and feel more engaged, valued and supported.

## 5. Emotional Intelligence (EI)

### 5.0 Introduction

**Emotional intelligence (EI)** is the ability to perceive, use, understand, manage, and handle emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships, succeed in the environment you are in like at school and work, and achieve your career and personal goals. It can also help you to connect with your feelings, turn intention into action, and make informed decisions about what matters most to you.

The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. It is interesting to realize that those people with high emotional intelligence are in a position to recognize their own emotions and also recognize the emotions of those around them. They know what they're feeling, what their emotions mean, and how these emotions can affect other people around them. They use emotional information to guide thinking and behavior, discern between different feelings and label them appropriately, and adjust emotions to adapt to environments.

According to Goleman in his book on Emotional Intelligence refers to Emotional intelligence (EI) as the ability to perceive, control, and evaluate emotions. (Goleman, 1998) Some researchers suggest that emotional intelligence can be learned while others



claim it's an inborn characteristic. Emotional intelligence is widely recognized as a valuable skill that helps improve communication, management, problem-solving, and relationships within the workplace. It is also a skill that researchers believe can be improved with training and practice. You can improve your emotional intelligence with training, reflection, and deliberate practice. Starting with self-awareness, you can find and use the techniques that improve the areas of emotional intelligence you lack. Here are a few ideas to increase your emotional intelligence in the workplace. (Cherry, Fletcher, & O'Sullivan, 2015)

This question will be looking what emotional intelligence is, the different emotions that one is likely to have and how they are to deal with them.

(Think about your emotions - they usually fall into one of the following categories: happiness, sadness, anger, disgust or fear.)

5.1 Which of your emotions is most likely to take control of you, so that you feel you have no choice in your response to it?

The emotion that is likely to take control on me is anger. Anger is a completely normal, usually healthy, human emotion. But when it gets out of control and turns destructive, it can lead to problems—problems at work, in your personal relationships, and in the overall quality of your life. And it can make you feel as though you're at the mercy of an unpredictable and powerful emotion. This brochure is meant to help you understand and control anger.

Anger is one of those emotional feelings that people experience in their lifetime. It is an emotion that is characterized by antagonism toward someone or something you feel has

in a way done you wrong. It can be deliberate or not but one acts towards it by feeling angry.

Sometimes it can be good to be angry as it is one way of expressing negative feelings or make one to find solutions to issues. Excessive anger can easily cause problems or uncomfortable to those around you. It can raise one's blood pressure and other physical changes associated with anger make it difficult to think straight and harm your physical and mental health. In some cases it can make one to make irrational decisions which one regrets later.

According to according to Spielberger and Reheiser, anger varies in intensity from mild irritation to intense fury and rage. Anger is a natural, adaptive response to threats; it inspires powerful, often aggressive, feelings and behaviors, which allow us to fight and to defend ourselves when we are attacked. A certain amount of anger, therefore, is necessary to our survival. (Spielberger & Rehaier, 2009)

Like other emotions, it is accompanied by physiological and biological changes; when you get angry, your heart rate and blood pressure go up, as do the levels of your energy hormones, adrenaline, and noradrenaline.

In most cases I have found myself being angry at issues that I'm not even in control over like: someone around me who has a specific habit that irritates, or in traffic jam when naughty motorists decide to overtake, or at home when order is not maintained by family members.

## 5.2 How could you change your response when you feel that emotion?

One way to change my response is through acceptance. It is not really possible that we can be happy though out our lives. This can bring Normally to change this situation or

feeling I use both conscious and unconscious processes to deal with anger. The three main ways are expressing, suppressing, and calming. Expressing my angry feelings in an assertive not aggressive manner is the healthiest way to express anger. To do this, I have learnt how to make clear what my needs are, and how to get them met, without hurting others. Being assertive doesn't mean being pushy or demanding; it means being respectful of yourself and others.

Anger can be suppressed, and then converted or redirected. This happens when I hold on to my anger, stop thinking about it, and focus on something positive. The aim is to inhibit or suppress my anger and convert it into more constructive behavior.

I have also found it ok to keep quite so that I reflect on the issue at hand. After some time I find that the issues was not worthy making me so annoyed. This has really helped situations. Keeping quiet for even 3 hours has made me have a different feeling from what I felt at the beginning.

### 5.3 What other ways of responding can you think of?

#### **i. Take time off from work**

This strategy has helped me a great deal. When I get angry, I have learnt to get out of the scene and go and calm down first. I take a moment for myself so that my emotions do not go high. In some cases I step out of the meetings go and walk a bit and return. I have learnt that my anger can sometimes embarrass me. I give myself time to recover. You need a moment to think before you react rationally.

## **ii. Be aware of my emotions**

I have tried to step back and look at my emotions at a particular time. Whether the emotion is caused by a personal event, official has made me get out of the emotion before I react. Being aware of how events are making me feel and knowing how the emotions are has enabled me to dealing with them properly.

## **iii. Refocus on the task at hand**

So far you have recognized and labelled your emotion. You know how you feel, and now you need to think about where you are in the process and remember your goals. Take a few deep breaths. Refocus on what it is that you need to accomplish at this particular point. If you are negotiating with your former spouse, or if you are in the courtroom asking for an order, keep your goals in sight and your emotions in your rear-view mirror. You can deal with your emotions later.

## **iv. Choose how to react**

I have also learnt that when I take a break, I come up with better logical responses. I decide how to calmly respond and this has made my opponents rethink or withdraw their early sentiments or actions. I have in some cases taken a step back and ignored the action. I have also with experience learnt that it takes one person to de-escalate a conflict. I have wanted to be that one person by keeping quite.

First up, anger isn't a 'bad' emotion. It can actually help you to be honest or to stand up for something you believe in. There's absolutely nothing wrong with feeling angry. What matters is how you cope with and express your anger. Dealing with emotions and responding appropriately is hard for everyone. We have all said things we did not mean

at one time or another. You are going to have to be disciplined and develop the habit of taking the necessary steps. If you get so caught up with what is happening around you that you forget what to do, just remember: “stop and refocus”. Do your best to put the steps into action as often as possible in the real world and see what kinds of results you get.

## 6. Feedback

### 6.0 Introduction

Feedback is one of the great tools of leadership. It is the ability to give people real feedback about what they have done well and what needs improving. Many people avoid giving negative feedback but it's equally difficult to give positive feedback without being patronizing. Effective feedback is given with positive intent, either to build confidence, recognize a contribution or to identify what might be getting in the way of progress. Another facet of leadership is the ability to receive feedback with an open mind and not to become defensive. The more senior managers become, the more they are protected from feedback. Try to ensure you are always asking for feedback and that you are open minded when you get it - it is not always easy to accept other peoples' views of us

Constructive feedback is essential for employees' ongoing development. It clarifies expectations, assists people in learning from their mistakes, and increases confidence. It is best to provide feedback as soon as possible after observing the behavior or event. Feedback is a process in which supervisors, reporting managers, and peers make constructive suggestions to improve performance, reinforce good behavior, and boost employees' morale and dedication to their jobs.

Don't wait weeks or even months to report a bad incident or observed behavior to an employee. Depending on the gravity of the situation, you may be able to postpone the discussion until your next weekly meeting. However, if the incident was more serious, it should be addressed as soon as possible. Make sure you're well-prepared ahead of time so you can provide solid, actionable feedback. The same is true when positive feedback is to be given. Give positive feedback as soon as possible. (Timperley, 2007)

Most managers make the mistake of not providing enough feedback because they are afraid of losing the employee, making it all about the employee's negative characteristics and forgetting to provide praise where it is due.

Feedback is a very important tool in the workplace. It is necessary for an employee to succeed and thrive in what they do without which they will be living in uncertainty. Feedback guide workers and motivate people to reach their goals. Contrary to popular belief, feedback can be given and received by anyone in the hierarchy; from one employee to another, manager to employee and even employees to managers. Giving feedback is not just about pointing out flaws, and it is not as simple as it may appear. If done correctly, it can leave people feeling demotivated, and some people interpret feedback as a personal attack on their character and loyalty.

### [6.1 Are you open to feedback?](#)

Being open to feedback involves being in a position to get feedback from different cadres of people on the type of leadership that you portray. It is being in a position to accept feedback from different sources, analyze them and take action. Feedback on how you're doing or behaving with others at work, or how you are working towards achieving the

organization goals are essential to contributing to the leaders development or even the other workers.

Feedback when given, provides insights into how one works and how others find their work. Taken positively, this is one way of getting areas that one can work on for improving working relationships and improve the output.

I'm open to feedback form those I work with when presented without malice. Long ago when I was newly employed, I used to take negative feedback badly and used to think that those giving the feedback heated me, or disliked me, or wanted to put me down. But as I went by, I found that in most cases workers who want good for their organization, find it their responsibility to give feedback so that the results can be better or good. Some of them also receive feedback positively and always use that to change or improve or correct whatever they felt.

I get positive or negative feedback and they never come in the same way or from same source. There are those colleagues who are good at giving negative feedbacks and there are those who like giving positive. A few gives both. All the same I now have learnt to get those, and I encourage those who must do so. I always look out for feedback coming from different sources and in in different ways. Regularly giving and receiving feedback can help organizations promote change, efficacy and growth across their teams. Constructive feedback or the type of feedback that provides useful suggestions and observations to help support personal progress can be invaluable in helping you understand your performance and commit to developing your skills further. Despite this, though, responding to constructive feedback respectfully can be uncomfortable for many, since doing so often involves a certain level of

vulnerability. In this article, we outline why feedback is important and how you can respond to it effectively in seven steps, including example responses.

Receiving and giving feedback are important processes for helping teams succeed and produce high-quality work. When feedback opportunities are a regular part of a team's workflow, it can help organizations monitor overall effectiveness and encourage growth in leaders, employees and peers alike. With this, not only can feedback help you understand your individual performance, but it can give you vital insight about what you do well and how you can further develop your skills to succeed in your role. Here are a few examples of what feedback can help accomplish in the workplace:

## 6.2 [Do you respond with questions that help you to clarify the feedback?](#)

For one to get genuine feedback and create a good atmosphere to be given feedback, he/she has to show the welcoming signs through all means. Can show with gesture, listening keenly, asking questions and even nodding during the feedback period.

I like asking questions to make the person giving me feedback be in a position to be free to tell me all the feedback. This makes the person giving me feedback be frank and ready to say all. What I never want to do when the person is reporting is to start defending myself. I'm normally very good at listening to the feedback and with signs, and moving my head up and down, the person goes on and on.

When the person finishes I always ask whether that is all. If it is, I thank the person with a smile on my face and ask the person to give me advice on what I can do. This is not necessarily that I will do, but a motivation for him/her to tell me more in case there is. I try to even ask questions so invite more at this point. In some cases, more sensitive feedback has been given at this point.



## 7. Conclusion

Individual values and beliefs guide or motivate people's attitudes and actions in life. Values vary from one person to the next. Values describe the choices we make to carry out specific actions. Values shape who we want to be and who we are, as well as how we treat ourselves and others. It is a triumph to live in accordance with our values.

Boundaries are important because they help those around us know our space and let you know the space of those around you. As a leader, you learn to be aware of other people's and your own boundaries, as well as how to work around them. To make them more effective, clear communication is required to ensure that people understand the boundaries and their expectations. When there are no boundaries in the workplace, there is a greater chance of misunderstanding, conflict, anxiety, miscommunication, and, eventually, dissatisfaction. Positivity at work is more likely to be realized when effective and clear boundaries are in place.

Constructive feedback helps employees understand where they stand at work. Participants can be guided and motivated to achieve their goals with the help of feedback. Anyone in a variety of positions or levels can provide and receive feedback. When given correctly, it can go a long way toward motivating employees. People feel demotivated when they are given in the wrong way and with the wrong motives, and they interpret it as a personal attack on their character and loyalty. There are techniques for providing feedback, and it should be planned ahead of time.

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