Report for village level transformational leadership training

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<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADC</td>
<td>Area Development Committee</td>
</tr>
<tr>
<td>AI</td>
<td>Appreciative Inquiry</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organization</td>
</tr>
<tr>
<td>SG</td>
<td>Senior Group</td>
</tr>
<tr>
<td>VH</td>
<td>Village Head</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

The last training on transformational leadership for community and religious leaders was conducted from 4\textsuperscript{th} June to 6\textsuperscript{th} June, 2015. This training mainly involved civic leaders (group village headmen/women and church pastors). The key output made at the end was the recognition by both religious and civic leaders that they need to cooperate and collaborate if development is to be embraced by the subjects.

The workshop also had sessions where both civic leaders and religious leaders openly admitted that development of their areas was not the responsibility of NGOs, government offices but themselves. In the training they discussed things that they can do as a community to foster development. However, the greatest turning point was the declarations made that if change is to come, it is the leaders themselves who should change.

In terms of absorbing the materials, it is exciting that this group was able to assimilate the concepts and quickly understood things and their level of commitment was high.

At the end, they collectively made suggestions of some leadership and development issues they will do back in their communities. The participants were in agreement about need to have consultations within their villages and seemed to embrace the issue of village parliaments where development issues can be discussed and deliberated.

It would be good if the project was to start this on pilot basis and also attach communal ‘rewards’ for villages that are exhibiting change. For instance villages that are working towards self relaives in initiating own developments no matter the magnitude of the interventions should be recognized to let others emulate the good example.
INTRODUCTION

Chikwawa District is one of the districts in the Southern Region of Malawi which has a population of over 438,895 based on 2008 Malawi Housing and Population census. Some parts of the district lie along the Shire River and are usually prone to malaria. The 2008 Malawi poverty report indicated that Chikwawa is one district which has some worrisome indicators on health, education and poverty. For instance, by 2008, the district had large proportion of children under five who were either stunted, wasted or underweight yet the district lies in the lower shire which is ideal for agricultural production. By 2008, the district had one of the lowest proportions of literate people in Malawi, only 55% were literate. The University of Strathclyde has worked with Chikwawa District Health Office (DHO) in preventative health projects for over 15 years. These community health projects have included research and interventions in remote rural areas including elements of maternal health, water and sanitation, disease control and prevention, through health education, capacity building and supporting capital investment.

These programmes have been supported by the Scottish Government International Development Fund for Malawi with 4 grants spanning from 2006 – 2016. These grants operate under the Scotland Chikwawa Health Initiative, a consortium led by the University of Strathclyde, with University of Malawi (Polytechnic), Ministry of Health (Malawi) and the Chikwawa DHO.

Besides structural issues that are known to accelerate poverty, some factors that have been noted to contribute to poverty levels both at community and household levels are to do with leadership. The Health settings project therefore identified this as a critical area and hence interventions were planned to address this gap. Research has shown that transformational leadership plays a significant role in transforming the lives of people even in low resource settings. Scotland Chikwawa Health initiative planned to expose a cross section of participants to transformational leadership trainings and follow up mentorship sessions.

The trainings were scheduled to be done at three levels. These levels were the district level where government officers at district level (institutional heads) were exposed to transformational leadership training. The second level was the ADC level where again government officers (extension or technicians on ground), civic leaders and religious leaders were exposed to leadership training. The third level was the community level where traditional leaders and religious leaders were trained. After these initial trainings, it was expected that the interventions would cascade down village level in form of actionable points.

This report is for the third cohort which mainly included civic and religious community leaders based in Mfera. This training was held at Church of Christ in Mfera and was conducted from 4th - 6th June, 2015. There were 31 participants and the workshop’s overall objective was to impart skills and knowledge in transformation leadership to participants.
METHODOLOGY AND PRESENTATION FORMAT

The transformational leadership trainings employed various styles and approaches since the group that was involved was diverse and at different levels of exposure. All the approaches and styles that were used embedded the key principles of facilitating adult learning. The key principles were reinforcement, relevance, practical, safety and goal oriented. The training took participants through the self discovery process of moving from the known to unknown and this mainly was done to aid experiential learning. The following were some approaches used:

**Exercises and games:** The facilitation team used lots of interactive exercises with the participants. These exercises were specifically designed to assist the participants easily relate to leadership concepts. The exercises were designed to let participants discover practical learning from theory.

**Power point presentation and flip chart illustrations:** Power point presentations were made to transfer some information from the facilitators to the participants.

**Reflection sessions:** Participants were given opportunity to reflect individually and also in groups and during these reflection sessions, they were allowed to challenge some things they thought needed changing.

**Presentation of pictures or video clips:** Participants were shown things using video clips or pictures.

This report will briefly present the key highlights of the training session since before commencing the training, the consultants produced curriculum and submitted power point presentation. Each participant was presented with bound copy of the workshops presentation. The report format will be broken down into the days the sessions were done.

SUMMARY OF PROCEEDINGS- FIRST DAY

Participants expressed their expectations and fears as follows:-

**Expectations**

- ✓ Good training
- ✓ The training to change our communities
- ✓ Getting allowances
- ✓ Gain more knowledge in leadership
- ✓ To be better leaders
- ✓ To get refreshments

**The following were the fears participants had:-**

- 🍊 Absenteeism from classes
- 🛑 Late knocking off
- 🛑 Late reporting from lunch
- 🤧 Sickness
- 🍊 Inadequate allowances
- 🛑 Late knocking off
- 🍊 Hunger
UNDERSTANDING TRANSFORMATIONAL LEADERSHIP

Participants were asked to illustrate based on their role as civic or religious leaders what their understanding of leadership is. Most of their understanding of leadership centered on leading and directing others. Building on that, presentations were made on understanding leadership and differentiating two types of leadership, transformational and transactional. Emphasis was made that in transformational leadership the thrust is on both leaders and followers building each other and raising each other up. Practical examples were given of how leaders who are transformational lower themselves down so as to raise others up (a marked departure with what they had stated). Using onion skin model, participants were taken through the process of understanding organizations, the role organizations play in development and the critical role of leadership. Several conclusions were drawn by the participants and these are listed below:-
The overall observation made by participants was that both religious and civic leaders should know their limits and exercise their authority by understanding that to transform others they should firstly transform themselves. (Change from within).

1. Transformational leadership requires humility and courage
2. Communities should demonstrate this leadership right from family level
3. The community and country has in part failed to progress because people in leadership role assume that they are lords or bosses of the people
4. This kind of leadership is the servant-leader type
5. Exercising this leadership entails that even after the leader is absent things will still move

Participants were asked to identify behaviours or things that frustrate leadership in their communities and these were listed.
Based on the plenary presentations from participants, another presentation was made on characteristics of good leadership. Participants were asked to list some leadership characteristics they know of and they listed the following:

1. Back biting
2. Defiance of authority
3. Lack of vision
4. Discouragement
5. Bribes
6. Lack of interest
7. Limited engagement with followers
8. Lack of skills
9. Laziness
10. Casual approach to issues
11. Community members not understanding their roles

Presentation was made that leadership characteristics are mainly in two categories which are based on character and competence. However, over 80% of the characteristics in leadership center on character and attitude.
SECOND DAY PROCEEDINGS
The second day started with recap and among things the participants suggested required changing was that the lunch hour break of one hour be change to 30 minutes. They also requested that the refreshments be changed from providing them with water to giving them soft drinks.

The presentations built on the foundations of the previous day and participants were taken through understanding the six types of leadership styles which range from Democratic to autocratic.

Participants were presented with how they can deal with conflicts in the communities as part of understanding leadership styles. The emphasis was that in conflict management, it is always important to look at root causes of conflict and strive to have a solution that manages the conflict.

Leadership skills development was the other major session of the day. Presentations were made to equip participants with some leadership skills. These involved exercises to stimulate participants to understand the leadership skills they need to know. Using hula hoops participants were given opportunity to exercise skills in communication, commitment, confidence and ability to inspire. The other exercise was that of discussion of a ‘scenario in captain and private story’ to explore leadership skills in listening, intuition, sense of humour, honesty and creativity. There was also another exercise on shoe and box to explore positive attitude and communication.

Noting that communication is key in leadership, a session on communication was presented highlighting what leaders need to know about communication channels, barriers and steps they can take to communicate effectively. The ticking model was used to aid the discussions.
THIRD DAY
The sessions of the third day were mainly spent on deepening what participants skills in exercising some leadership tips. Three sessions were lined up and these were governance from leadership perspective; team building treaty formation and appreciative inquiry (AI).

In presenting the AI concept, attempts were made to highlight the key 8 principles underpinning AI. Key issues that were made mainly hinged on how leaders can use this approach to motivate their followers and inspire them to greater heights.

Team treaty formation mainly focused on letting leaders develop spirit of trust with their followers noting that trust is the basis of team work. The other key issue was that of understanding that team work requires members to jell.

The presentation of governance illustrated what governance. It also centered on the seven key pillars and how communities can take positive steps to ensure that these are being implemented in the communities. Participants were asked to list issues that affect good governance in their communities. Participants listed the following:

1. Ignorance
2. Misunderstanding of rights and responsibilities
3. Irresponsibility
4. Corruption
5. Culture
6. Traditional beliefs
7. Lack of cooperation between religious and civic leaders
8. Lack of self reliance spirit

HOW LEADERS CAN BRING ABOUT CHANGE

1. Civic and religious leaders should come together and identify ways they can on their own contribute towards bringing change. They should start on small things and issues that are not very costly
2. They should be creative and use channels like soccer matches to communicate development issues
3. They should use social events like soccer and maybe organize a match between traditional leaders and pastors and raise resources towards supporting the needy and orphans
4. Cultivate spirit of self help in subjects and church followers
5. Embrace the idea of village parliament and bring in their developmental issues in that forum
CONCLUSION AND RECOMMENDATIONS

Overall the consultants were happy with the training. From the first day to third day, participants were very engaged and looked forward to be on the pathway to transformation. However, it should be stated that transformation is a process and the training was meant to kindle that fire. There were some things that indicated to some elements of leadership change. For instance, participants cited need for they as leaders to change. They singled out areas like their communication skills, their attitude and they lifestyles as some key areas they require to change. From religious leaders to civic leaders, they all seemed to agree that there are some cultural practices and leadership styles that require changing. For instance, they noted that as leaders, they should not just direct subjects but rather demonstrate. They also singled out the culture of relying on handouts to participate in their own development initiatives as counter-productive. One civic leader was bold to declare how his village managed to mould bricks when some subjects were sneering at the project. Key issues that came out of this training in areas of development and leadership are summarized in the matrix below.

<table>
<thead>
<tr>
<th>Development issue</th>
<th>Leadership issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage others in development work</td>
<td>1. Teach subjects about leadership</td>
</tr>
<tr>
<td>2. Support planning and implementation of village plans</td>
<td>2. Explore ways of including others in leadership positions</td>
</tr>
<tr>
<td>3. Rehabilitate roads</td>
<td>3. Organize meetings</td>
</tr>
<tr>
<td>4. Promote tree nurseries</td>
<td>4. Promote transparency and accountability</td>
</tr>
<tr>
<td>5. Initiate self-help projects like moulding bricks for school</td>
<td>5. Promote good leadership qualities</td>
</tr>
<tr>
<td>6. Promote livestock production</td>
<td>6. Promote moral values in communities</td>
</tr>
<tr>
<td>7. Irrigation</td>
<td>7. Sensitize others on transformational leadership</td>
</tr>
<tr>
<td>8. Promote spirit of self reliance in communities</td>
<td></td>
</tr>
<tr>
<td>9. Promote hygiene in communities</td>
<td></td>
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</tbody>
</table>

Participants expressed the hope that after the training, they look forward to setting of village parliament and that they are ready to be followed up so that they should be mentored.

Some key issues that came out were:-
- Accepting responsibility as leaders: This was evident throughout the workshop that leaders were willing to accept responsibility and more importantly keen to work towards changing their communities after changing themselves.

- Bridging the religious and cultural gaps: From the training, both religious and traditional leaders were willing to work towards bridging the value gap that often times make these people work as competitors. They resolved to develop new ways of fostering development by among other seeking within to open up their channels of communication and also exchanging ideas, sharing resources and information.

From the workshop proceedings, the following came up as recommendations:

- Create more informal forums and adequate space where leaders in all sectors like youth, traditional, political etc, can meet and interface. This is critical because this training only brought civic and religious leaders. Development requires everybody and attempts should be made n future to include even representatives of those with physical disability.

- Holding the workshop right in the village was good and it was empowering. However one challenge was that on the last day, there was a funeral close by and as is traditional, most participants were affected and the raining had to be rushed so as to avoid clashing with the time for burial.
### PARTICIPANT LIST

| Name                | Village    | Position                        | Sex
|---------------------|------------|---------------------------------|-----
| Henely Kapeni       | Josephy   | GVH Josephy                     | M   
| Malizani Mwachona   | Matchona   | SGVH Mwachona                   | M   
| Eliza Chinkole      | Chinkole   | GVH Chinkole                    | F   
| John Kamwana        | Mpokonyola | SGVH Mpokonyola                 | M   
| Levi Piringu        | Kaputeni   | GVH Kaputeni Rep                | M   
| Patrick James       | Chimoto    | Chimoto GVH Rep                 | M   
| L. Khamanya         | Dzimphutsi | VH Dzimphutsi                   | M   
| Patrick Nyirongo    | Chinkole   | Church Leader                   | M   
| Dagalasi Laston     | Mwazika    | VH Mwazika                      | M   
| Kesten Paulo        | Kalonga    | VH Kalonga                      | M   
| James Scova         | Lyson      | VH Lyson                        | M   
| Stevenson Ganet     | Church of Christ | Pastor                | M   
| John Mikishoni      | Patasani   | VH Patasani                     | M   
| Dikison Simbi       | Khumbulani | Pastor                          | M   
| Sadweck             | Chombwe    | Committee leader                | M   
| Thom                | Mushowani  | Member                          | M   
| Marko Magulu        | Chimoto    | Pastor                          | M   
| Mike Kalumbi        | Dembo Babtist | Church leader (Dembo Baptist Church) | M   
| Boston Masanje      | Ndelema    | VH Ndelema                      | M   
| Kondwani            | Solomoni   | VH Solomoni                     | M   
| Humphrey Fellow     | Sikenala   | VH Sikenala                     | M   
| Voice Pius          | Liwonde    | VH Lionde                       | M   
| Robert Mabvevere    | Khumbulani | VH Khumbulani                   | M   
| Rodrick Tenesani    | Thukuta    | VH Thukuta                      | M   
| Liza                | Jimuloja   | VH Jimuloja                     | F   
| Patrick Lino        | Dzimphutsi | Pastor (Mount Cross)            | M   
| Galero Master       | Dzimphutsi | Pastor                          | M   
| Mark Simbi          | Mpezeni    | VH Mpezeni                      | M   
| Mike Nelson         | Chinkole   | Pastor                          | M   
| Yohane A Matete     | Liwonde    | Pastor (Agape)                  | M   

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TRAINING TOOLS

ONION SKIN MODEL - Defining leadership in a community or organization

Model explaining relationship between individual, task to be performed and the team composition
# WORKSHOP TIMETABLE

## PROGRAM FOR CONDUCTING TRANSFORMATIONAL LEADERSHIP TRAINING

<table>
<thead>
<tr>
<th>TIME</th>
<th>First day</th>
<th>Second day</th>
<th>Third day</th>
<th>Handouts</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00- 10:00</td>
<td>- Climate setting: Opening remarks</td>
<td>- Recap</td>
<td>- Recap</td>
<td>Manual</td>
</tr>
<tr>
<td></td>
<td>- Introductions/ Expectations</td>
<td>- Introduction of AI and leadership skills</td>
<td>- Understanding governing principles</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Outline of objectives and program</td>
<td>- Understanding AI principles and assumptions</td>
<td>- Exploring communication</td>
<td></td>
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<tr>
<td></td>
<td>- Sharing understanding of leadership</td>
<td>- Task on building towers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Task on building towers</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>10:00-10:20</td>
<td><strong>MORNING TEA/COFFEE BREAK</strong></td>
<td></td>
<td></td>
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<tr>
<td>10:30-12:30</td>
<td>- Understanding organizations</td>
<td>- Exploring team building skills</td>
<td>- Action planning</td>
<td></td>
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<tr>
<td></td>
<td>- Exercise on guided imagery</td>
<td>- Giving and receiving feedback</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Importance of leadership and key characteristics of leadership</td>
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<tr>
<td>12:30-13:30</td>
<td><strong>LUNCH</strong></td>
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<tr>
<td>13:30- 15:00</td>
<td>- Understanding leadership challenges</td>
<td>- Developing team treaty</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Case study</td>
<td>- Understanding governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15:00-15:20</td>
<td><strong>AFTERNOON TEA/COFFEE BREAK</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15:30-16:30</td>
<td>- Presentations</td>
<td>- Governance- Group work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Some sessions may overflow and there is also likelihood that the sessions may change depending on how the process goes.