



## LEADERSHIP MANAGEMENT SEMINAR

### LEARNING NOTE

WEDNESDAY, 02 JULY 2014 | MOSES MABHIDA STADIUM

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Senior Managers, Heads and Deputy Heads of eThekweni participated in a Leadership Management Seminar led by the City's Human Resources Department and the Municipal Institute of Learning (MILE).

Dumisile Nene, Deputy City Manager: Human Resources, set the scene at the seminar by speaking briefly on 'leadership in eThekweni'. Nene indicated that leadership development is one of the City's key strategic focus areas. Platforms such as this are expected to encourage the sharing of ideas and experiences; and ultimately promote a more integrated approach to leadership and service delivery.

Thought Leader Mpho Makwana was invited to present on Leadership Styles for High Performing Organizations. Makwana has established himself as a reputable expert on leadership styles and change management in South African organisations. This learning note captures the key themes that emerged from his presentation.

#### **Emotional Intelligence**

Makwana's presentation was set within the context of Emotional Intelligence. He suggested that Emotional Intelligence starts off with one's need to be conscious of their environment. To function in a high performing environment, you must be conscious of people's feelings around you.

#### **What is a Leader?**

Makwana pointed out that *"A leader is someone you choose to follow to a place which you wouldn't go by yourself"*. You earn the right to be a leader by being an inspiration to others. People choose to follow leaders because they possess a certain *expertise, magnetism and passion*.

#### **Cross-Generational Dynamics**

Emotional Intelligence requires that you understand cross-generational dynamics. An aspiring leader must understand other generation's perspectives in order to



engage. Society has shifted from being a top down culture to a bottom up culture. Emotional intelligence is an intelligence of the 21<sup>st</sup> century, the century of the individual. Makwana highlighted that this requires the need to thrive by interacting with those who are different from you. In this way it challenges you, enabling you to be and do better.

### **Understanding your own Emotions**

Leaders must be able to understand their own emotions and neurotic tendencies. The quality of a leader's assumptions shapes the quality of conversations, which shapes the quality of thinking, which shapes the quality of 'universal truths'.

### **African Leadership**

African leadership thrives on emotional intelligence. African leaders have traditionally built communities not individuals. African leadership takes longer to arrive at decisions because leader's work with bottom up and top down decision making, which involves a great deal of consultation. A leader must also be open to cultural diversity in an organisation.

### **Organisational Archetypes**

Makwana referred to Organisational Archetypes as Important Language of the 21<sup>st</sup> Century. Organisations are led in a Visual, Auditory, Kinesthetic, Olfactory or Gastronomic Manner.

- V – Visual (Strategic, Visionary, Creative [LEADERSHIP](#))
- A – Auditory (Strategic, technical, functional [LEADERSHIP](#))
- K – Kinesthetic (Risk averse, practical, preserving [MANAGERIAL](#))
- O – Olfactory (Traditional, regimental, preserving [DICTATES](#))
- G – Gastronomic (Hierarchical, Procedural, Preserving [ADMINISTERS](#))

Makwana suggested that leaders should apply themselves to being Visionary, Auditory and Kinesthetic.



## Lessons

Leadership does not occur in a vacuum. Leaders need to constantly look ahead and earn the right to be followed. From the Local Government perspective, it was noted that eThekweni Municipality's leaders are working in silos. Coordination is imperative for effective service delivery. Officials must balance compliance with customer needs. The strategy of leading an organization transcends from the inside-out. Makwana left the participants with the following quote: *As we celebrate 20 years, we need African wisdom to thrive for another 20 and more.*

## Conclusion

To close the session, DCM Nene urged the senior managers present to set a positive tone as leaders; the organisation will adopt that positive energy. Nene suggested that we focus on strengths rather than weaknesses. Leaders are allowed to have emotions and be flexible in their Leadership Styles.

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