



# Leadership Management within Counties – A Psychological Approach. A Case of Kisumu Kakamega, Western Kenya

Stephen Opanga

KCPA Vision for Kisumu - Kakamega County Western Kenya.

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**ABSTRACT**

This document was prepared by the author in his capacity as Task Manager RCE Kakamega Western. It was the main background paper for the RCE presented at the East Africa Regional RCE's Pre-Conference Workshop on Environment and Society: Education and Public Awareness for Sustainability held at Golf Hotel, Kakamega, Kenya from 1st to 2nd August 2013. Second, it was a contribution by RCE Kakamega Western towards the implementation of the devolved system of Governance following the promulgation of the Kenya Constitution 2010. It borrows from the special work programme on Chapter 36 of Agenda 21 of the UN Commission on Sustainable Development (CSD) which "calls upon UNESCO to refine the concept and key messages of education for sustainable development". The document is based on a wide variety of source materials, background papers prepared by specialists, and a preparatory meeting held in April 2013. It is to be considered the beginning of a process of discussion and debate, not a conclusion. Among the international institutions contributing to its preparation were: Masinde Muliro University of Science and Technology (MMUST), Jomo Kenyatta University of Agriculture and Technology, International Education and Resource Nest Kenya (IERN) and DAP Media. Beginning with a preface on the vision, mission and background of RCE Kakamega Western, the paper addresses priority issues reflected in the work programme of the CSD. Part I ("What is 'Sustainable Leadership'?") examines the emerging vision of 'sustainability' or 'sustainable development', including consideration of its inter-related components mainly addressing three key challenge areas and opportunities: Society, Economy and Environment. The role of education seen in this perspective is discussed, no longer as an end in itself but as a key instrument for achieving sustainability in the future. Part II ('The Need for Effective Communication') takes up the topic of public awareness and understanding as indispensable to support change towards sustainable development. Problems of vested interests, the difficulties of communicating science, the inherent complexity of the issues, and the tendency of the media to focus on extreme positions and controversies are considered. It is suggested that the most effective communication strategy for building awareness and understanding is to focus on problems which the public experiences in everyday life.

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**Introduction****KCPA Vision for Kisumu - Kakamega County Western Kenya**

To develop a world class umbrella – body for Counsellors and Psychologists in Kakamega County Western Kenya, promoting professionalism in training, research and practice in counselling and psychological profession.

**Mission of the KCPA Kisumu - Kakamega Western Kenya**

To ensure first class Counselling and Psychology professionalism through upholding standards in Counsellors and Psychologists training, research and practice; advocating and creating awareness of counselling and psychology knowledge and services; providing accreditation to Counsellors and Psychologists and institutions; and providing capacity building for counsellors and Psychologists.

**Broad Strategic Objectives of the KCPA Kisumu - Kakamega Western Kenya**

- To enhance the role of Professional Counselling and Psychology in the resolution of emerging challenges in order to

ensure equitable, efficient and sustainable utilization of the county's resources.

- To promote quality Counseling and Psychological Services through diverse learning and public awareness for improved quality of life and productive livelihoods
- To promote Counselling and Psychology that inculcates appropriate values, behaviour and lifestyles for good governance and sustainability.
- Educate people in Kisumu – Kakamega on the importance of Counselling in the maintenance of psycho-social and psycho-spiritual health.
- Represent the profession of Counselling at County level and provide links with professional associations at national and international level.
- Provide professional support for counsellors.
- Work for the maintenance and improvement of standards of counselling, training and practice.
- Work in conjunction with the national office to establish a referral directory of accredited counsellors and counselling agencies.

### Core Values

1. Servant hood
2. Confidentiality
3. Righteous hard work
4. Integrity and Skillfulness (Excellence) where excellence means a call upon everyone in the team to:
  - i. Never settle for average performance
  - ii. Pay attention to detail
  - iii. Remain committed to what really matters
  - iv. Display integrity and sound ethics
  - v. Show genuine respect for others
  - vi. Go an extra mile in all you do
  - vii. Demonstrate consistency
  - viii. Never stop improving
  - ix. Always give 100%
  - x. And to make excellence your lifestyle.
5. Holistic (total) Community Transformation is God's agenda
6. A family unit built on Godly principles is a vital cell for Sustainable Community and National Development.
7. Showing concern and care for the needy
8. Transparency and Accountability
9. Being committed to promoting hard work and better performance, raising awareness & Empowerment.
10. In God all are one people
11. Facilitation to stimulate KCPA fellowships for community interaction and Discussion/ Conversation.
12. Working together for Justice and Development with those differing with KCPA's vision & goals respecting their stance through love while ensuring advance agreement is made between us to maintain sufficient safeguards against compromise.

### Mandates

The KCPA Kisumu - Kakamega Western Kenya through her Field (County) units acknowledges the following responsibilities:

1. Training to provide KCPA fellowship members with essential skills to guide community transformation activities.
2. Commitment to and promotion of holistic/total community transformation through provision of professional Counselling and Psychological Services.
3. Empowering communities at household levels especially in rural areas to know how to respond appropriately with confidence to the challenges that confront them.
4. Being non – political (i.e. unable to engage actively in partisan politics)
5. Leadership development – helping people develop their inner strengths to benefit the community and sustain the transformation process.
6. Providing an enabling environment for everyone to contribute or take part in their community development process.
7. Making the most of local skills and abilities. Role modeling and healthy competition for achievement in community transformation process.
8. Providing administrative back-up for the coordination of all KCPA fellowships' activities within the counties in Western Kenya.
10. Ensuring high level of accountability within the KCPA fellowships particularly with regard to ensuring objectives are properly accomplished.
11. Stimulating communities towards solidarity for holding their future in their own hands.

### What is leadership?

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

John C. Maxwell says Leadership is Influence, nothing more, nothing less.

### Are leaders born or made?

- Effective leaders develop through a never ending process of self-study, education and training.
- While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits.
- Leadership can be developed by learning or application of innate skills such as belief, ethics, character, knowledge, and talents.

### Leadership vs Management

Is there any difference? "Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. Managers push. Leaders pull. Managers command. Leaders communicate." ~ Warren Bennis.

### Styles of Leadership

1. Autocratic
2. Democratic
3. Laissez faire
4. Transformational
5. Transactional

An intersection of the first three make the perfect leader.

### Roles of a Leader

- Communicator
- Thinker
- Decision maker
- Team-builder
- Image builder

### Effective Communication

- Communication is any process in which people share information, ideas, and feelings.
- It involves not only the spoken and written word, but also body language, personal mannerisms and style – anything that adds meaning to a message.
- Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit.
- Leadership begins with communication and is pegged on a leader's ability to create a common understanding. (Mary went to the market to buy murenda but came with fish)

Key elements of communication

- I. Source of the message
- II. Medium of the message
- III. Destination of the message
- IV. Feedback

### Strategies for Effective Communication

1. Effective communication can only be achieved if the communicator is knowledgeable of the background of his/her audience.
2. Be sure of what you want to say
3. State the message in a simple way
4. Avoid ambiguities
5. Make sure one's words and actions support each other
6. Have a feedback mechanism to evaluate the effectiveness
7. Choose the right forum and context

### Team Work and Team Building

- Coming together is a beginning. Keeping together is progress. Working together is success. ~ Henry Ford
- $1 + 1 = 3$
- A team is a group of people with a high degree of interdependence geared towards the achievement of a common goal.

- Leaders should not think of themselves as simply managers, supervisors, etc.; but rather as “team leaders.”

#### **Benefits of Teams**

1. Teams maximize the organization's human resources
  2. A Team's output is superior, even when the odds are not in its favour
  3. There is continuous improvement
- according to Tilbury and Wortman, the following skills are essential to ESD:<sup>[4]</sup>
- Envisioning – being able to imagine a better future. The premise is that if we know where we want to go, we will be better able to work out how to get there.
  - Critical thinking and reflection – learning to question our current belief systems and to recognize the assumptions underlying our knowledge, perspective and opinions. Critical thinking skills help people learn to examine economic, environmental, social and cultural structures in the context of sustainable development.
  - Systemic thinking – acknowledging complexities and looking for links and synergies when trying to find solutions to problems.
  - Building partnerships – promoting dialogue and negotiation, learning to work together.
  - Participation in decision-making – empowering people.

#### **Managing for Results**

“If we have strategic planning without performance measurement, we know that we are going in the right direction, but do not know whether we are getting to where we want to go. If we have performance measurement without strategic planning, we know how fast we are going, but do not know whether we are going in the right direction”. ~ Anonymous

- Managing for Results (MFR) is a strategic planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in programs.
- The key to managing for results is to measure the results of the processes, rather than the processes themselves.

Important questions to ask

1. Are you measuring how your team is getting to a result?
2. Is it measurable?
3. Is it an outcome or a milestone?

#### **Points to consider in MFR**

- Managers must have clear goal with results measured against these goals
- Managers are given flexibility in using resources and are held accountable
- Operational authority is devolved from central agencies to operating levels
- Decisions & controls must focus on outcome, not inputs and activities

#### **Importance of Measuring Performance**

- A results focus really limits micro-managing because you are not involved in other people's processes.
- The team members must own their own results and develop a sense of responsibility
- It makes measurement impartial--the numbers speak for themselves.

#### **The Seven Pitfalls of Leadership**

Being a leader is perhaps the hardest challenge any of us will ever face. No matter how long we work at it, practicing the right behaviors is a never-ending task. Knowing – and avoiding – the

wrong ones is too. There are seven common leadership pitfalls:

1. Not Giving Self-Confidence its Due.

Self-confidence is the lifeblood of success. When people have it, they're bold. They try new things, offer ideas, exude positive energy, and cooperate with their colleagues instead of surreptitiously attempting to bring them down. When they lack self-confidence, it's just the opposite. People cower. They plod.

And they spread negativity with every word and gesture. But all too often leaders ignore (or neglect) this very basic fact of the human condition. Why is this so important, anyone's guess? Perhaps they just don't understand that it is part of their job to instill self-confidence in their people. It may even be said that it's their first job. You cannot unleash the creative power of individuals who doubt themselves. Fortunately, some people seem to be born with self-confidence. Others gain it from life and work experience and come to a company fully loaded. Regardless, leaders can never stop pouring self-confidence into their teams. The ways to do so are myriad. Make sure goals are challenging – but achievable. Give effusive positive feedback. Remind them in your direct reports of what they do right.

We're not saying that leaders should blindly extol and exalt. People know when they're being gamed. But good leaders work relentlessly to find ways to instill self-confidence in those around them. They know it's the gift that never stops giving.

2. Muzzling Voice Perhaps the most frustrating way that leaders underperform is by over-talking. That is, they act like know-it-alls. They can tell you how the world works, what corporate is thinking, how it will backfire if you try this or that, and why you can't possibly change the product one iota. Sometimes such blowhards get their swagger from a few positive experiences, but usually they're just victims of their own destructive personalities.

Ultimately, the company ends up being a victim too, because know-it-alls aren't just insufferable, they're dangerous. They don't listen, and that deafness makes it very hard for new ideas to get debated, expanded upon, or improved. No single person, no matter how smart, can take a business to its apex. For that, you need every voice to be heard.

3. Acting Phony Can you spot a phony? Of course you can – and so can your people. Indeed, if there is one widespread human capability, it is sniffing out someone who is putting on airs, pretending to be who they're not, or just keeping their real self hidden. Yet too many leaders spend way too much time creating personas that put a wall between them and their employees. What a waste.

Because authenticity is what makes people love you. Visibly grappling with tough problems, sweating the details, laughing, and caring – those are the activities that make people respond and feel engaged with what you're saying. Sure, some people will tell you that being mysterious grants you power as a leader. In reality, all it generates is fear. And who wants to motivate that way?

Now, obviously, authenticity is unattractive if it's coupled with immaturity or an overdose of informality. And organizations generally don't like people who are too emotionally unbounded – i.e. so real that all their feelings are exposed. They tend to tamp that kind of intensity down a bit. And that's not a bad thing, as work is work and, more than at home, allows us to maintain some privacy.

But don't let convention wring all the authenticity out of you, especially as you climb the ladder. In time, humanity always wins. Your team and bosses come to know who you are in your soul, what kind of people you attract and what kind of performance you want from everyone. Your realness will make

you accessible; you will connect and you will inspire. You will lead.

4. Lacking the Guts to Differentiate You only have to be in business a few weeks to know that not all investment opportunities are created equal. But some leaders can't face that reality, and so they sprinkle their resources like cheese on a pizza, a little bit everywhere.

As a result, promising growth opportunities too often don't get the outsized infusions of cash and people they need. If they did, someone might get offended during the resource allocation process. Someone – as in the manager of a weak business or the sponsor of a dubious investment proposal. But leaders who don't differentiate do the most damage when it comes to people. Unwilling to deliver candid, rigorous performance reviews, they give every employee the same kind of bland, mushy, "nice job" sign-off. Then, when rewards are doled out, they give star performers little more than the laggards. Now, you can call this egalitarian approach kind, or fair – as these lousy leaders usually do – but it's really just weakness. And when it comes to building a thriving organization where people have the chance to grow and succeed, weakness just doesn't cut it.

5. Fixation on Results at the Expense of Values. Everyone knows that leaders deliver. Oratory and inspiration without results equal... well, a whole lot of nothing. But leaders are committing a real dereliction of duties if all they care about are the numbers. They also have to care about how those numbers came to be. Were the right behaviors practiced? Was the company's culture of integrity honored? Were people taken care of properly? Was the law obeyed, in both letter and spirit?

Values are a funny thing in business. Companies love to talk about them. They love to hang them up on plaques in the lobby and boast about them to potential hires and customers. But they're meaningless if leaders don't live and breathe them. Sometimes that can take courage. It can mean letting go of a top performer who's a brute to his colleagues, or not promoting a star who doesn't share her best ideas with the team. That's hard. And yet if you're a leader, this is a sin you cannot squint away. When you nail your results, make sure you can also report back to a crowded room: We did this the right way, according to our values.

6. Skipping the Fun Part What is it about celebrating that makes managers so nervous? Maybe throwing a party doesn't seem professional, or it makes people worry that they won't look serious to the powers that be, or that, if things get too happy in the office, people will stop working their tails off. Whatever the reason, too many leaders don't celebrate enough. To be clear here, we do not define celebrating as conducting one of those stilted little company-orchestrated events that everyone hates, in which the whole team is marched out to a local restaurant for an evening of forced merriment when they'd rather be home. We're talking about sending a team to Disney World with their families, or giving each team member tickets to a show or a movie, or handing each member of the team a new iPod.

What a lost opportunity. Celebrating makes people feel like winners and creates an atmosphere of recognition and positive energy. Imagine a team winning the World Series without champagne spraying everywhere. You can't! And yet companies win all the time and let it go without so much as a high-five. Work is too much a part of life not to recognize the moments of achievement. Grab as many as you can. Make a big deal out of them.

That's part of a leader's job too – the fun part.

7. ForcePro

A 7th Deadly Sin is accepting a position for which you are not really qualified. I cannot begin to recall the number of times I have witnessed real talent being passed over in favor of someone "connected" rather than talented. I have on occasion refused a position because I simply did not have the skill set(s) in place to pull it off IAW my personal and professional standards ... I've even recommended someone in removing myself from the offer. Then again, integrity is a dying virtue and \$ signs prevail.

### **Major Sustainable Counselling And Psychology Challenges In Kisumu – Kakamega, Western Kenya**

#### **A. Societal Challenges:**

- (i) Poor governance,
- (ii) Corruption,
- (iii) Bigotry towards cultural diversity,
- (iv) Ethnic animosity,
- (v) Gender inequality,
- (vi) HIV/AIDS scourge,
- (vii) Incidence of malaria, TB & other communicable and non-communicable diseases,
- (viii) Injustice, human rights abuse, all forms of violence and increased insecurity, scolded lifestyles & behaviours,
- (ix) Drug and substance abuse, erosion of cultural values & morals etc.,

#### **B. Economic Challenges**

- Unemployment,
- Poverty,
- Corruption,
- Poor living standards,
- Inadequate investment infrastructure,
- Rural /urban migration,
- Corporate irresponsibility,
- Inefficient & wasteful production systems,
- Lack of accountability,
- Unsustainable utilisation of natural resources,
- Poor economic performance,
- Poor policies, poor governments

#### **C. Environmental Challenges**

- Loss of biodiversity and forest cover,
- Poor farming methods,
- Land degradation,
- Climate changes and variability,
- Droughts,
- Acute water shortages,
- Poor waste management systems,
- Pollution,
- Natural disasters

However, a Winner sees an opportunity in every Challenge while a Loser sees a challenge in every Opportunity.

### **Major sustainable counselling and psychology opportunities in kisumu - kakamega, western kenya**

**Kisumu -Kakamega** in Western Kenya has numerous Counselling and Psychology opportunities that need to be exploited for the purpose of improving the lively hood of its people, create food security and reliable income at household level:

Some of the opportunities are identified here under each pillar.

#### **A. Societal Opportunities**

Opportunities in this area are about governance and participation

- Access continuity and completion rate to quality education
- Access to information
- Decision making
- Rules, rights, responsibility and obligation

- Stakeholders
- Security of tenure
- Owning responsibility
- Sharing and accountability
- Culture
- Political awareness and involvement
- By-laws, constitution and institutional mandates
- Dynamism of group development
- Youth and women groups
- CSOs ; CBOs and NGOs

#### **B. Environmental Opportunities**

This could be looked at as an ecosystem carrying capacity

- On farm biomass
- Commercial tree farming
- Composting, recycling and re use
- Biodegradable packages
- Vitality and resilience
- Climatic endowment
- Tree planting culture and ownership
- Integration of water conservation with enterprise
- Increase on farm productivity
- Revert to land use practices that are consistent with water

#### **Conservation Ethics**

- Avoid creation of chemical residues in the soils that lead to leaching, degrading of waterways, pollution and development of acidic soils
- Reverting to organic farming practices
  - Mulching
  - Composting
  - Cleaning, carrying, cutting, sweeping and stall left over
- Introduction of plant species that enhance soil fertility such as tithonia, sebania, leucana and calliandra

#### **Economic Opportunities**

- Natural resource base and endowment
- Wide product range
- Value adding and processing
- Marketing exposure through exhibitions
- Human resource:
  - Knowledge
  - Skills
  - Entrepreneurship

- Commitment to service and outgoingness
- Enthusiasm and willingness to learn
- Positive culture and value for life
- Investment opportunities
  - Value adding product range
  - By products
  - Media
  - Technologies such as weaving and pottery
  - Information communication technology
- Farming
  - Fish farming
  - Bee keeping
  - Tree nurseries
  - Fuel wood
- Restoring and rehabilitation

Abraham Lincoln once said, “Things may come to those who wait ... but only the things left by those who hustle.” Leaders must set high standards of performance all the time, at a detailed level and with a real sense of urgency. Leaders must compare themselves with the best. Huge institutions have a tendency toward slowing things down, which demands that leaders push forward constantly. True leaders must set the highest standards of integrity – those standards are not embedded in the business but require conscious choices. Such standards demand that we treat customers and employees the way we would want to be treated ourselves or the way we would want our own mother to be treated.

#### **References**

Jack Welch is Founder and Distinguished Professor at the Jack Welch Management Institute at Strayer University. Through its executive education and Welch Way management training programs, the Jack Welch Management Institute provides students and organizations with the proven methodologies, immediately actionable practices, and respected credentials needed to win in the most demanding global business environments.

Fred Kofman, PhD. in Economics, is Professor of Leadership and Coaching at the Conscious Business Center of the University Francisco Marroquín and a faculty member of Lean In. He is the author of *Conscious Business, How to Build Value Through Values* (also available as an audio program).