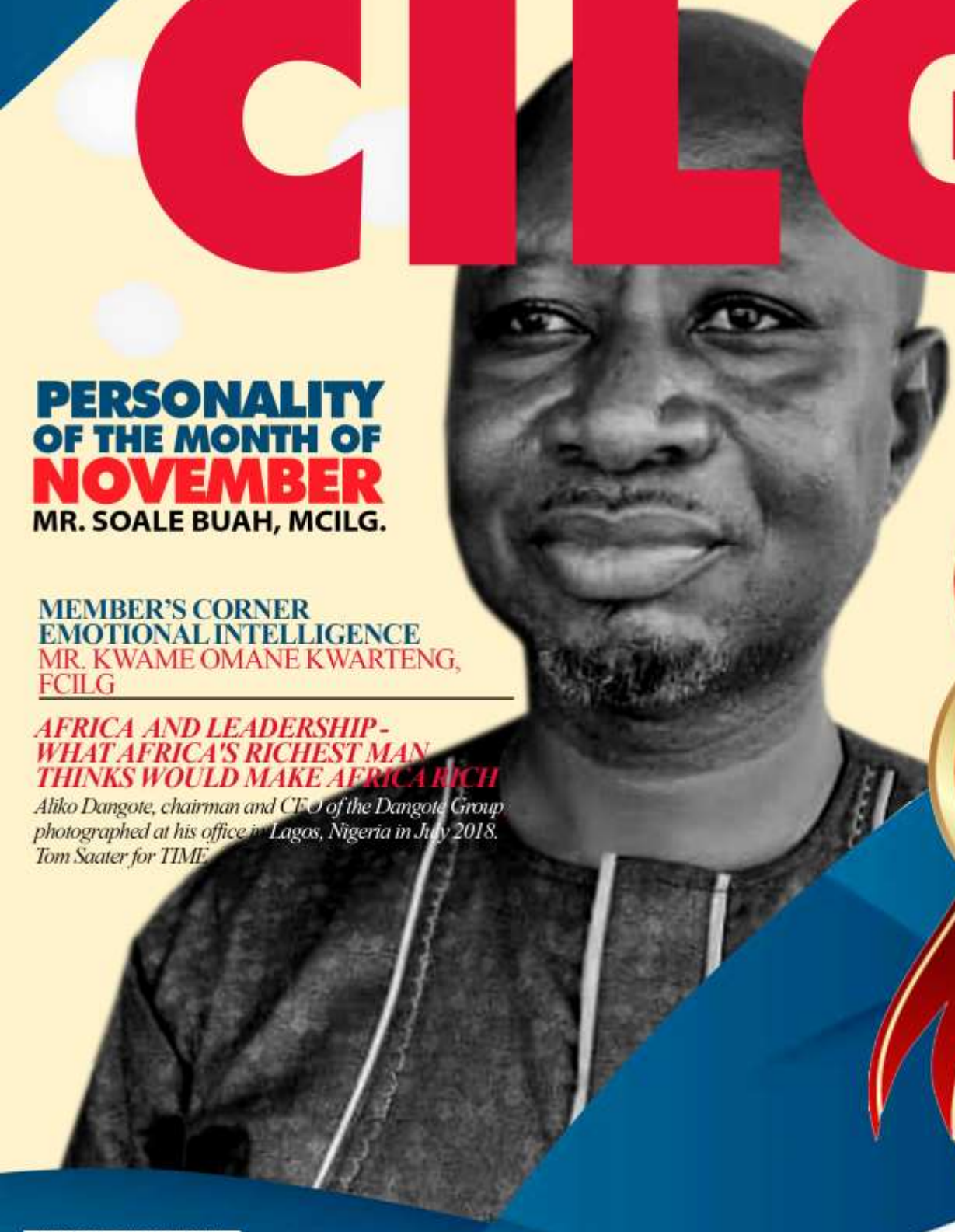
LEADERSHIP & GOVERNANCE MAGAZINE
November-2018

CILG



PERSONALITY OF THE MONTH OF NOVEMBER

MR. SOALE BUAH, MCILG.

MEMBER'S CORNER
EMOTIONAL INTELLIGENCE
MR. KWAME OMANE KWARTENG, FCILG

AFRICA AND LEADERSHIP - WHAT AFRICA'S RICHEST MAN THINKS WOULD MAKE AFRICA RICH

Aliko Dangote, chairman and CEO of the Dangote Group photographed at his office in Lagos, Nigeria in July 2018. Tom Saater for TIME

THE DIRECTOR'S DIARY
Melodrama and Leadership
Dr. Asare Bediako Adams, FCILG

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CHARTERED INSTITUTE OF LEADERSHIP & GOVERNANCE

WHY JOIN CILG'S YOUNG LEADERSHIP PROGRAM?

• An opportunity for you to be mentored by renowned leaders in your chosen career. CILG as a professional body has a lot of members who are leaders with different professional expertise. Young leaders are therefore assigned to the leaders in their chosen field for mentoring

• You will be added to a global network of young individuals from different tertiary institution who are aspiring to be leaders. There is a saying that 'your network determines your net-worth'. When you join CILG you have the exposure by meeting other young professionals from different tertiary institutions with different background and get to relate and share knowledge.

• Discounts for Annual Conferences and other CILG's events. As an affiliate member, you are always given discounts on seminar fees. This includes both local and international seminars as well as discount on seminars organised by partners of CILG such us Chartered Institute of Management and Leadership.

• A wide range of publications. Young leaders would also be allowed to submit articles for publication. Your write ups and articles will be exposed to the outside world with our leadership magazine called "The Leadership Mirror" on quarterly bases. This is another form of exposure to the world, through this your social life will be enhanced and recognized globally for your input to development and leadership.

• Eligibility to be nominated for CILG's young leaders' annual awards. This award is organized yearly where a young leader is awarded for maintaining high integrity and exceptional leadership skill throughout the year. The winner of such an award will be published globally about his/her achievement and profile.

• Availability of scholarships to further your education in both professional and academic programmes. Scholarships are available for young leaders to further their education.

•You will be added to our skills bank and given a recommendation for future employment.

HOW TO BECOME A MEMBER:

1. Download Membership application form from our website www.cilgghana.org
2. Fill the downloaded form
3. Summit it to the Secretariat by email to ghana@cilgglobal.org

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Congratulations!

Dr. Asare Bediako Adams, FCILG

For your Appointment as the Director of Africa operations of Chatered Institute of Leadership Government

EDITOR'S NOTE

Workplace Gossip, its Effects and Management

Gossip is an idle talk or rumour, especially about the personal or private affairs of others. Gossipers share unverified information with others who are neither part of the problem nor part of the solution. Gossip, as we know it today, is an enigma. It can be a tool for building or destroying reputations, or it can be the cohesive glue that holds a group together. It may even be the instrument used to banish an individual from a group entirely.

Ibrahim Alhassan, FCILG

It is only since the early 1990s or so that psychologists and other social scientists have turned their attention toward the study of gossip, partially because it is difficult to define exactly what it is and partially because it runs across every facet of human groupings.

Most researchers agree that the practice involves talking about other people who are not present, and that this talk is relaxed, informal, and entertaining. Typically, the topic of conversation also concerns information that we can make moral judgments about.

When gossip is discussed seriously, the goal usually is to suppress its frequency in an attempt to avoid the undeniably harmful effects it can have in work groups and other social networks.

Gossips are everywhere, as reiterated above. Gossips exist among friends, among family members and among co-workers. The focus of this article is gossip among co-workers (workplace gossip).

Workplace gossip is very common nowadays and it involves discussing a private or official matter of an employee of which the participants in the gossip will not have engaged in if the person/subject of the gossip was to be present.

The foregoing definition suggests that one does not need to allow himself or herself to participate in workplace gossip, else you perpetuate it and damage your own image; especially if you have leadership aspirations, or you are already in a position of leadership, any participation in gossip by you will be viewed negatively and as a blow to team cohesiveness.

It isn't easy, in most workplaces, to completely avoid gossip. Rumours and gossips spread in dining rooms, around the drivers' lodge, in the employees' bus, and most times, in the offices.

You can recognize when casual conversation crosses the line into gossip when you hear mention, in regard to fellow workers, of subjects such as problems with drugs or alcohol; relationship, sexual, or marriage problems; or unacceptable speech indicating such things as laziness, sexual deviance, bad breadth, or any kind of mention that will hurt the employee under discussion if he or she gets to hear.

It is notoriously easy to fall victim to office gossip, so you need to exercise some caution in what you tell your coworkers about yourself and your extracurricular activities. Your professional image is at stake, so you need to avoid talking about your husband or wife, how rich or poor you are; and other similar private issues. It's surprisingly easy for your confidential chat to become grist for the gossip mill.

Why Gossiping Employees Gossip: when discussing coworkers in a personal way, always question yourself about your own motivation. Are you talking about them to ingratiate yourself with others? Trying to make yourself feel superior? Out to hurt someone you have a grudge against? You need to take a hard look at yourself, recognize your feelings for what they are, and determine to change them.

Gossiping employees also gossip, usually because they are aimed at undermining the credibility or likability of another person. Gossipers tend to moralize and may subtly project themselves as holier or angelic than the subject of the gossip. Gossiping helps them to get the attention they crave. As can be seen from the foregoing, employees used gossip to explain to others their versions of happenings in an organization and this have a lot of negative effects on the organization in question.

Negative Effects of Workplace Gossip:
Feelings are hurt
Not everyone takes things as sportingly as you might take them. Gossips can hurt big time, especially if it is spread in the wrong spirit. Gossip could be around anything, personal or professional life, but it could end up turning into something that can blemish the reputation of not just the person who is the subject of the gossip, but also the person spreading it as well. People might seem to be interested in gossiping around with you, but in the long run they are always going to be cautious talking around you.

Destroys trust
Ever felt betrayed about the news someone told you, which turned out to be a hoax? Would you believe that person ever again? That's one odd example of how gossip destroys trust.
What might seem like a true story, when you hear someone narrate it, believing it without giving a thought and spreading it further could lead to destruction in your credibility as well. After all, no one believes a person who has proven to untrustworthy for spreading rumours and gossips.

Undermines credibility
If you are the gossiper in your office sooner or later you will lose the credibility once everyone gets to know that you are the breeding ground of all the 'munafiki news' in the office. This can in-turn put a big question mark on your credibility, not just as a staff but also as a professional. Would you like to be considered as someone whose claims hold no credibility in the office? If no, then stop gossiping.

Brings down employee morale
When there are false gossips and rumours always running around in the office, it creates a negative atmosphere. You are really not sure about what to say and when to say what to say, rather you are more concerned about your words not becoming a topic of discussion over lunch. This spread of negativity creates an impact on the morale of employees. As a result of this, people are more concerned about their words rather than performance.

Disrupts workplace
Considering workplace gossip, as it is, it is safe to say that having such a negative atmosphere birthed by workplace gossip, could disrupt the workplace. Office staff are busy either being careful about what to say or they become more careful about whom to trust. The friendship that initially characterized the office disappears with each staff pretending to be who he/she is not. Such a workplace is left with only traces of productivity, and becomes more of a gossip ground. The end result of all these is degrading employee performance, workplace becoming creepy, and it could easily lead to high turnover number of the employees. After all, no one would like to be part of a work culture where everything about the work is the center of attraction, and not the actual work. But, the biggest matter of concern is that no matter how good an organization is you cannot prevent people from gossiping. However, what you can do is to minimize the impact of these baseless news and gossips.
Managing Workplace Gossip
As emphasized above, it is difficult to prevent workplace gossip, but as a leader, you have role to play in managing gossip. Discussed below are some of the measures to take:

Bring in transparency: When everything is said, and done behind closed doors, the chances of false rumours spreading are automatically heightened. This is the reason why as a leader you need to encourage openness and transparency at the office. Try to bring in a perspective in office meetings where everyone gets to participate and put forth their views. This will encourage a culture where everyone does not have any doubt that things are done behind the curtain; and prevents any chances of miscommunication leaving no room for gossips or rumours to be conceived.

Share the news while it's hot: Whether it is good or bad, your office staff deserve to get the news before it gets stale. As a leader, if for example, a workshop is organized and your office have been given only three slots to attend, but you have more than three employees in the office; hold a meeting to discussed who and who are to participate in the workshop and why. If you fail to do this and secretly consults one or two people behind the scene, it breeds gossip. A leader should always share the updates on a regular basis with everyone.

Keep them together: Most important of all, encourage the feeling of being together as a team. Create an atmosphere where people are always avoiding these rumours and gossips. Rather they communicate directly to each other when they have something to say. Keep communication channels open, so that they don't have to rely on other sources to get the news. As a leader, you need to be certain that everyone in the office has a clear picture of how things are done. This will make sure that there is no iota of uncertainty in their thoughts and people would consciously avoid being part of the unnecessary chatter.

To infer, creating a work culture where there is no room for gossips requires nothing more than a conscious effort. As a leader when you focus on building a team and a work culture in which the team can thrive, you will automatically be negating the chances of any miscommunication, lag of information or gossiping. It is on the strength of this that the Chartered Institute of Leadership and Governance instates its Continuing Professional Development (C.P.D) to share knowledge among members on this kind of negative workplaces practices.

Congratulations!

Dina Opare (Mrs) FCILG, for your appointment as Country Director, Ghana

Ebenezer Asumang, MCILG, for your appointment as the Regional Cordinator, Greater Accra

Nana Adwoa Konadu Dsane (Mrs), FCILG, fpr your appointment as the National Executive Council (NEC) Secretary, Ghana

INTRODUCTORY MESSAGE FROM A NEC MEMBER

Ing. Dr. Kwasi Adu-Boahen Opare, FCILG

A leader harnesses resources to achieve desired outcomes. It is also true that a leader exerts influence on others to achieve organizational goals. It should, therefore, be obvious to anyone who aspires to be a successful leader that, the people within the organization itself constitute a very important resource that cannot be overlooked. Hence, it is essential that the leader pursues a human resource development agenda in order to harness the maximum potential of the people for the growth of the organization. Such an agenda should not just be mere lip service. However, leaders must commit both financial and non-financial resources to ensure that it is actually operationalized. Committing resources to it will inure to the benefit of not only the individual employees but the organization as well.

Human resource development focuses on enhancing the skill-set, education, knowledge and abilities of employees. It provides an effective way of attracting and keeping highly-skilled talent within an organization. In fact, the benefits of human resource development to an organization are numerous. The following are some of the benefits it can provide:

1. Acquisition and Retention of Great Employees:

The process of hiring and retaining employees is a huge challenge and can be very expensive. By instituting a career development programme, this challenge can be confronted. As a means of hiring and retaining staff, human resource development can be made a benefit, as part of the hiring package. This increases the reputation of the organization in question, as one that cares about its employees to the extent of having a career development programme.

2. Development of Competent Human Resource for Higher Productivity:

Human resource development enables employees to become more effective and efficient in what they do. With the improved skills, the workforce is well positioned to work more productively. Higher productivity helps the organization to achieve its goals through improved service delivery.

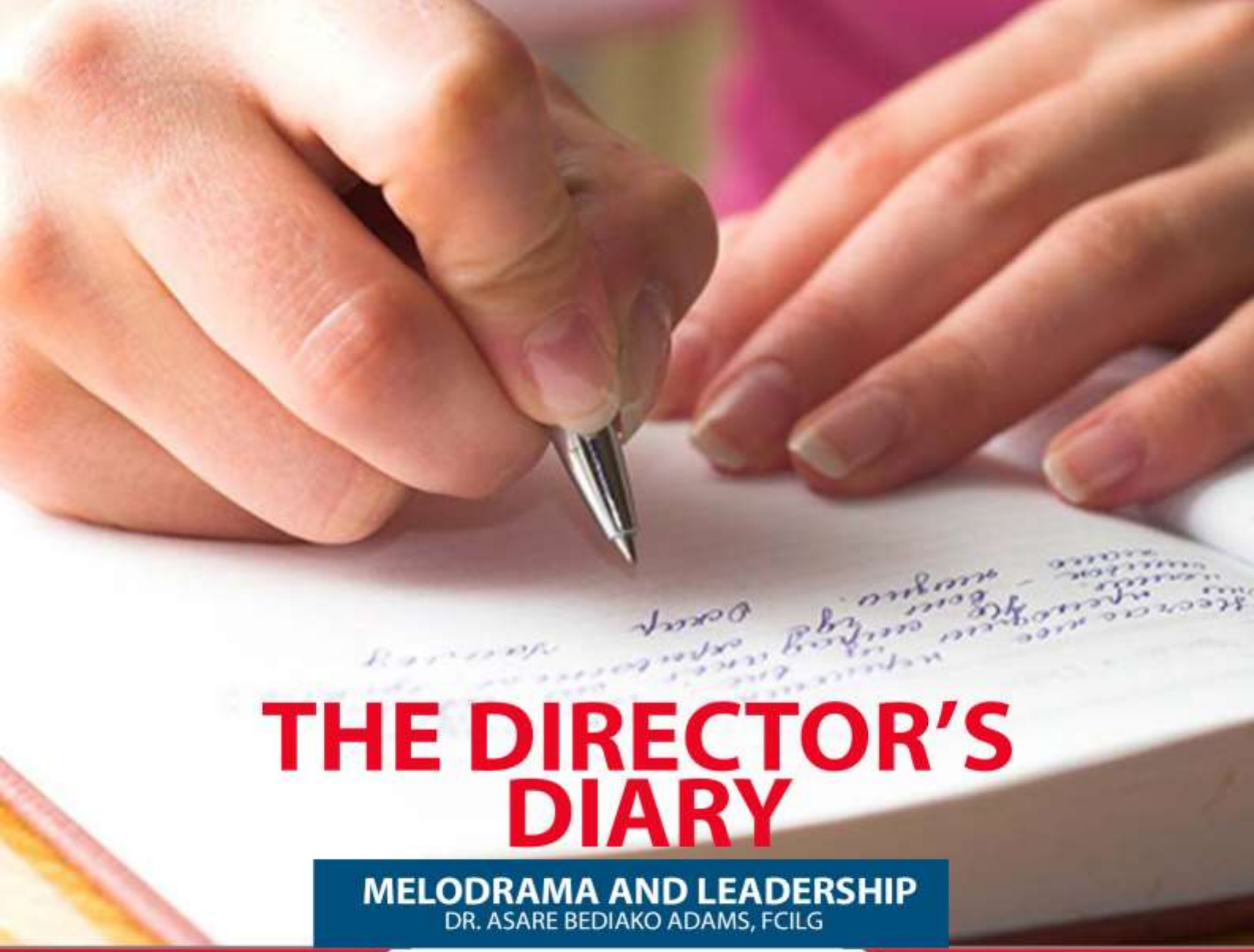
3. Development of Highly-Skilled Human Resource Capability of Being Promoted:

A good human resource development programme creates a pool of workers with the desired skills and competencies needed for taking positions of higher responsibility. This could be a good return on investment.

4. Creation of Opportunity for Employee Career Development:

Employees have career development aspirations. Through human resource development, an organization is able to align the personal needs of its employees with that of its vision and mission.

In conclusion, it is clear that, a good human resource development programme could position an organization to remain competitive and relevant in an ever-changing world. As a professional body, the Chartered Institute of Leadership and Governance is poised, through its corporate training, continuous professional development seminars and other programmes, to support organizations in carrying out their human resource development agenda



THE DIRECTOR'S DIARY

MELODRAMA AND LEADERSHIP

DR. ASARE BEDIAKO ADAMS, FCILG

It's difficult to be a successful Chief Executive Officer (CEO) without some presence. Today, many organizations expect their leaders to have charisma and even showmanship. In many cases, the personality of the CEO blends with the brand of the company--creating a dynamic and persuasive image. In an era where image matters, especially with financial analysts, customers, and employees, it is important for the CEO to command a lot of audience

At times, you probably have found it necessary to be overly dramatic to make a point.

Like a good actor, you raised your voice in a meeting to communicate to directly report the seriousness of a situation. Or you may have resorted to hyperbole during an important presentation just to make an impression.

Melodrama means exaggerated emotion or action. In theater, the term suggests an over-the-top performance or plot that detracts from the message in the play. In organizations, melodrama is a derailer because it detracts from other people's performances and impairs a leader's ability to see what's going on. Let's look at how a charismatic and successful leader crosses the line into melodrama.

If you're a melodramatic leader, you need to pay attention to feedback about your impact on others. The good news is that this particular derailer is highly responsive to feedback. Unlike many of the other derailers, this one is relatively easy to deal with.

To avoid failure from melodrama, you usually don't have to make major changes in terms of how you lead and manage. Instead, it's more of a matter of reducing the volume. Simply acknowledging and becoming more aware of these derailing behaviours can be all that's needed. Therefore, put your ears on the ground for feedback about your impact. Here are some other techniques we've found to be effective with melodramatic leaders:

Get someone to videotape you in action. Melodramatic behaviour-and its impact is highly visible. Having someone tape you in action can be an eye-opening experience, especially if they capture you in team meetings or addressing other groups when your melodramatic behaviour is evident. As you view the videotape, ask yourself the following questions:

• Am I dominating discussions to the point that no one is volunteering fresh information or ideas? Do people seem hesitant to do anything more than add to my points or agree with me?

• Is my audience really with me? Or are their eyes glazed? Does it seem as if I have sucked all the energy and enthusiasm from the room with my animated style?

• Do I use my dynamism and eloquence selectively or is it a uniform style? Do I use it to deal effectively with a specific problem or issue or does it seem to be a random style?

Identify the circumstances that cause you to cross the line into melodrama. As you become more aware of your melodramatic behaviour, you'll be able to track the catalysts of this reflex.

Do you resort to being a domineering presence when under stress? Do you do so when trying to motivate direct reports? Are there certain types of meetings or people who bring out the theatrical side of your personality?

Noting when you're more likely to act up or act out allows you to be aware of your specific melodramatic triggers. Being aware of these triggers gives you a way to monitor your behaviours in circumstances where you're vulnerable.

Make time to reflect and listen. Melodramatic leaders generally aren't very comfortable with extended periods of quiet and contemplation. Nor are they willing to consistently solicit other people's input and attempt to understand their needs. If you make a conscious effort to reflect and listen, you'll naturally tone down your melodramatic instincts. Reflection will help you realize that always wanting to be the center of attention has its downside. If you take a moment to think about it, you'll understand that your strength as a speaker and motivator is also a weakness if it doesn't allow other people to contribute.

Similarly, if you work hard at listening to what your people need from you and from the company (and this means more than perfunctory conversations where your mind is elsewhere or where you dominate the discussion), you'll find opportunities to let others take the spotlight.

Melodrama has become an especially powerful derailer as companies are now moving away from leaders who are wearing command-and-control personalities to be better listeners and observers. Years ago, before matrix structures and complex business interdependencies were commonplace, melodramatic behaviour was less risky. Today, however, it can deprive a leader of the capacity to develop other leaders and involve a wider range of people in decision making and innovation. The task of following a melodramatic CEO in the job is a difficult one, made more so by the fact that many of these successors have had to labour far outside the limelight before assuming it. The dramatic leader is still a valuable commodity in a media-driven business environment, but this value is diminished when the showmanship isn't used wisely and selectively.

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SYNOPSIS ABOUT

CILG

The Chartered Institute of Leadership and Governance (CILG) is a professional body established under the law of the State of New Mexico, United States of America, to build and implement Leadership and Governance skills in the administration of official duties. CILG is currently in 25 different countries of which PMRIG Graduate Institute is the representing institute for Ghana Chapter.

CILG is an institution that directs leadership-path and seeks to prepare and equip individuals with ideas and innovations that are geared towards the proper and effective handling of societal values and problems through the teaching of administrative skills and leadership cues..

Vision

To be the best reference, both nationally and internationally, in producing committed and sincere leaders in different sectors and spheres of life.

Mission

To train and certify members through education and instruction in disciplines relating to Leadership and Governance which will be locally and internationally recognized and trusted.

OBJECTIVES

- To provide training in the areas of social and political leadership, governance and public policies relevant for public life, government administration, social sector, non-profit organizations, corporate sector, common citizens, etc.
- To conduct individual or collaborative research relating to leadership, governance studies and other public policies.
- To organize academic programs (seminars, workshops, colloquia, etc.) and invite distinguished scholars and practitioners for sharing of ideas and perspectives.
- To serve as an institutional link for collaboration with other such institutions, centers and schools globally.
- To emerge as a think tank and help build bridges between academia and policymakers with a view to increasing their capability to understand and tackle socio-political national and international issues and processes in order to enhance awareness and critical understanding.

MEMBERSHIP GRADE

- Affiliate
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- Fellow-FCILG
- Honourary Fellow-HonFCILG

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PRESENTATION TO

CILG'S

PERSONALITY OF THE MONTH, OCTOBER

TARRAGON EDGE

At The Heart Of Your Success.

Tarragon Edge is a business advisory and implementation services company, focusing on developing capacity in people, and engineering growth for companies.
We serve as a catalyst for success. We provide strategy, resources, training and access, to help people and companies succeed. Our services and solutions help drive performance at all levels.
We provide a platform to share knowledge and expertise. Our training programs develop an orientation for achievement.

Our Training Services

Leadership Development
Effective leadership is the key to success in every organisation. To be effective, leaders must not only set goals, they must inspire.

Leaders in Small & Medium-size Enterprises often focus on getting their businesses going, without paying much attention to developing the skills that will make them effective leaders of their growing businesses.

The Tarragon Edge Leadership Development Programme offers a series of tailor-made leadership training modules that help SME leaders to plan strategically, gain staff commitment, develop communications skills and build a sustainable culture for their companies. Our Programme seeks to build confidence and create a cohesive, leader-inspired team for early and development-stage SMEs.

SME participants in the Tarragon Edge Leadership Development Program will be able to:
- Plan for success
- Develop personal and interpersonal skills and an attitude for achievement
- Lead with ideas and integrity
- Create and nurture a work culture through proactive communication

Student & Youth Employment Training
A successful working career requires the right attitude and a set of work-related personal skills to help young employees succeed. Entering the world or work can be daunting for one who is not prepared for the professional environment.

Tarragon Edge Employment Training helps students and young people acquire the essential attitudes and skills that they will need to build successful careers. From personality profiling, attitude coaching and guidance; to special skills needed to develop professional capabilities, Tarragon Edge seeks to build the character for work in young graduates.

Our Employment Training Program helps students/entry-level workers:
- Understand who they are and what kind of career is best suited for them
- Learn beneficial work attitudes that build character
- Develop capabilities and competences that will help them access more work opportunities

Contact

Website: www.tarragonedge.com
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CILG's PERSONALITY
OF THE MONTH NOVEMBER, 2018

MR. SOALE BUAH, MCILG.

CILG's PERSONALITY OF THE MONTH is the most recognizable influential personality of the month under review, as far as the publication is concerned. Spheres of influence cut across governance, leadership, business, education and the candidate's ability to uphold the code of conduct of the institute. The Professional Conduct and Ethics committee nominated Mr. Soale Buah, MCILG due to his commitment in upholding the code of conduct of the institute and for exhibiting extraordinary leadership skills.

MR. SOALE BUAH, MCILG.

Mr. Soale Buah is a Chartered Professional Administrator and a Management Consultant. He has over 15 years working experience in the area of administration and management.

Mr. Soale holds Commonwealth Executive MBA in Business Administration from the Kwame Nkrumah University of Science and Technology (KNUST), a Bachelor's degree in Management Studies from University of Cape Coast (UCC) and postgraduate diploma in Human Resource Management and Organization Development from KNUST and UCC respectively.

Mr. Soale is a full member of the Chartered Institute of Leadership and Governance, a Member of Institute of Human Resource Management Practitioners Ghana, a Member of the Chartered Institute of Administrators and Management Consultants Ghana and a Fellow of Board Room Institute.

He is currently the General Manager of Universal Construction and Engineering Company Limited, in Accra, Ghana. Before taking up the General Managership job, Mr. Soale worked as an Administrator in a number of district hospitals including the Bole District Hospital, Kpandai District Hospital and Zabzugu District Hospital.

MEMBER'S CORNER

Emotional Intelligence

Mr. Kwame Omane Kwarteng, FCILG

Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to be made up of five components; self-awareness, self-regulation, motivation, empathy and social skill.

Every business person knows a story about a highly intelligent, highly skilled executive who was promoted into leadership position only to fail at the job. We all know someone with solid – but not extraordinary – intellectual abilities and technical skills who was promoted into a similar position and then soared. Such stories support the widespread belief that identifying individuals with the "right stuff" to be leaders is more of an art than a science. Definitely, we can conclude that most effective leaders are alike in one crucial way.

They all have a high degree of what has come to be known as emotional intelligence. It is not that IQ and technical skills are irrelevant. They do matter, but mainly as threshold capabilities; that is, they are the entry-level requirements for executive positions. But research clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best of training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

The importance of emotional intelligence cannot be overemphasized. The need to understand one's emotions and regulate them can have positive effect on the person's performance. Indeed, there is strong positive correlation between emotional intelligence and performance. It does not necessarily mean that people with high degree of emotional intelligence are always high performers. Individual and group emotional intelligence are very important here.

Thyroid Ghana Foundation

The Thyroid Ghana Foundation is a health oriented Non-Governmental Organization established in 2018.
The aim of the Organization is to promote thyroid health in Ghana by creating awareness of thyroid disorders, providing support for persons affected by thyroid diseases and encouraging thyroid research in the Country. The Foundation was founded (Mrs), MCILG, following her battle with hyperthyroidism.

The Foundation was officially launched on the 13th of July, 2018 at the Ghana Medical Association Conference Hall, Korle-Bu. To mark the event, the Foundation organized a stakeholders' seminar with presentations and panel discussions from key personalities involved in the diagnosis, management and treatment of thyroid disorders in the various departments within the Korle-Bu Teaching Hospital and the College of Health Sciences of the University of Ghana.

Mission

Creating awareness of thyroid diseases in Ghana, creating opportunities for early detection of thyroid problems, supporting thyroid research and institutions involved in thyroid disease management, providing access to affordable treatment and advocating for improved healthcare practices for thyroid disease patients in the Country.

Organizational Goal

To promote thyroid health and provide support to thyroid patients in Ghana

Major Activities

•Extensive media campaign and educational forums to raise awareness for the disease

•Partnering with relevant stakeholders to discuss the way forward.

•Fund raising activities to support thyroid research and primary health care for thyroid patients.

•Meetings with relevant stakeholders to reassess policies and practices affecting thyroid health in the Country.

•Raising funds for the Construction of the Thyroid Unit at where?

•Construction and interim management of the Thyroid unit

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AFRICA AND LEADERSHIP

What Africa's Richest Man Thinks Would Make Africa Rich

By ARYN BAKER/LAGOS October 24, 2018

With hundreds of multi-hued cranes and stacked shipping containers, the construction site rises from the swamps east of Lagos like a Technicolor hallucination. It is Nigeria's latest hope for transforming its stagnant economy: a $10.5 billion oil refinery that will be Africa's biggest, able to produce 650,000 barrels a day. When the pumps roar to life in 2020, they could make Nigeria—a net importer of fuel, despite copious crude-oil reserves—self-sufficient in petroleum products.

That's only the beginning. Once the refinery is operational, industry analysts say Nigeria could become Africa's biggest producer of refined petroleum and gas products, ranging from plastics to fertilizer, as well as jet fuel, diesel and gasoline. That would create a variety of new industries, potentially lifting the economy of the entire region for decades to come.

Most of Africa's biggest infrastructure projects are financed by a combination of state monies, bonds and development loans. But this is no national undertaking: the Dangote Refinery is a privately funded project sprung wholesale from the fevered aspirations of Africa's richest man, Nigerian billionaire Aliko Dangote. If his gamble pays off, it could save Nigeria up to $12 billion on the importation of refined fuel, and grow his Dangote Group conglomerate to an energy giant with a projected revenue of $30 billion.

It could also make Dangote, who is now worth $14.1 billion, one of the wealthiest industrialists in the world.

Top of the 61-year-old's shopping list is his favorite soccer team, Arsenal—once his new investment starts generating the cash he needs to buy the North London club. But first Dangote wants to see other African businessmen follow his lead by investing in job-generating industries throughout the continent. Africa's population, he notes, will double to 2.5 billion by 2050, and more than a billion young people will be looking for jobs. That could present a risk to the continent's security.

But Dangote believes if more investors shared his view of Africa—as a source of future consumers as well as labor—it could also be a chance to bring lasting prosperity for all.
He's done his part, he says, by committing an additional $6 billion to $8 billion in Nigerian and African investments over the next two years.

But it pains him that when he goes to international events like the World Economic Forum at Davos, Africans are poorly represented, and Africa is still seen as a risky investment. After all, he points out, he made most of his money in Nigeria. "There are enormous amounts of opportunities here when you look at it," Dangote tells TIME in an interview in his ninth-floor office in downtown Lagos. "But unless we stay and contribute to our own countries, we're not going to get out of the woods."

Unassuming in stature, with slightly graying hair cut close to his scalp and a perennially bashful grin, Dangote seems less like a swaggering tycoon than a man who still can't quite believe his good luck. Though he comes from one of the most important trading families of Kano, in northern Nigeria, it was an early foray into manufacturing that launched him into the top tiers of global wealth.
He got his start in the 1970s as an importer of common necessities such as sugar, flour, pasta and packing materials. Having already built up distribution networks, he used a small loan from his maternal grandfather to invest in factories and began producing.

He quickly showed a ferocity when it came to spotting and seizing a business opportunity; from cement to tomato paste, Dangote approached every industry with a "build it and they will buy" idealism. It's a formula he has extended to building factories in four different countries while exporting locally produced goods to 30 others. The aggressiveness belies his solicitous demeanor; he serves visitors to his office and home himself, and makes a point of taking his landlines off the hook and putting his cell phones on silent before starting a conversation.

Aliko Dangote, chairman and CEO of the Dangote Group, photographed at his office in Lagos, Nigeria in July 2018. Tom Saater for TIME

In 2012, after the cost of oil skyrocketed, he started thinking about how he could apply his formula to the fuel that ran his factories. Though he knew nothing about the industry, turning Nigeria's approach to oil on its head was the obvious next step, says Dangote.

"Dangote is setting the pace," says Ayodele Odusola, the chief economist for the United Nations Development Programme in Africa. "He has already helped Nigeria break the shackles of imported petrol. We need to engage with more African entrepreneurs like that."

Nigeria, at this point, could certainly use a cheerleader of Dangote's caliber. The country may be known for its entrepreneurial hustle, but according to a June report from the Vienna-based NGO World Data Lab, Nigeria has the world's highest number of people living in extreme poverty. That's a stunning statistic for a country long touted as an African powerhouse.

"We were hearing about Nigeria's promise in primary school, and here I am, in old age, still hearing about it," says economist Akpan H. Ekpo, director general of the Lagos-based West African Institute for Financial and Economic Management. "Nigeria could be the economic engine of Africa. The size of the economy, the available manpower and resources, a hardworking population—she has all it takes." Instead, Nigeria is a country of perpetually unrealized potential—an anchor weighing down the rest of the region as it struggles to overcome the deep-seated conflicts, corruption and bad governance that keep success out of reach.

ow Dangote succeeded where others failed involves a President, protectionism and a piece of company apocrypha. When in 1999 Nigeria's recently elected pro-business President Olusegun Obasanjo asked him why Nigeria imported so much cement when it had all the raw ingredients to produce it at home, Dangote is said to have told him that it would stay that way as long as it was more profitable to import than to produce. So Obasanjo reversed the imbalance by giving preferential treatment to domestic producers. Dangote was one of the first to profit, and today, Dangote Cement is on the verge of being the largest exporter of the construction material in Africa.

That Dangote has built a fortune by securing virtual monopolies on the production of vital goods, like cement, with government assistance in the form of tax exemptions and protection from international competitors is not lost on his detractors.

But Dangote has long said that old-fashioned protectionism is the only way to build Africa's industries. "How many jobs can you create if you are now going to produce 5 million tons of wheat instead of importing it?" he asks. It is up to the government to protect local industries, he adds. "Incentives are what drive an entrepreneur to risk his capital.

Now that President Donald Trump has adopted a similar stance for American manufacturers, Dangote feels vindicated. He still winces at Trump's expletive-laced dismissal of African nations as "-sh-thole countries," but admires the President's stance on protecting domestic manufacturers. "When foreign competitors come into our market and dump their products, there is no incentive to build our own industry," Dangote says. "Are we to be captive to foreign companies? No. If America is now rising up to protect her industries, why shouldn't African countries rise up to protect their own?"

Protectionism has historically been considered a dirty word in Africa, where manufacturing exports protected by free-trade treaties have boosted foreign exchange. Now, governments and investors are beginning to see domestic manufacturing as vital for creating jobs.

To grow, however, African countries still need foreign direct investment. The problem is that Africa is still seen as a risky investment for most outsiders, despite the fact that, according to Odusola, it has the largest rate of return—11.4%—compared to other regions, like Europe or Asia. This is where the Dangote Group's expanding presence on the continent can generate a halo effect, says Odusola. The more Dangote's investments thrive, the more likely it is that foreign companies will want to emulate his success by taking similar risks on unknown markets. The question is how many Dangotes there are waiting to be discovered.

His companies cover a dizzying breath of industries—everything from agriculture to oil, constructional materials, real estate and food products. Dangote Group claims its investments contribute upwards of 10% of Nigeria's GDP, a figure supported by outside economists. Over decades, Dangote has built up a vast knowledge of arcane subjects ranging from tomato blight (his $13 million tomato-paste factory suffered last year when most of the crop was devastated by insects) to wheat varietals, packaging options and fertilizer production. There are few like his Group executive director Devakumar V.G. Edwin, who has worked for Dangote for nearly 27 years, says his best trait—an unflagging attention to detail—can also be a drawback.

"He's very hands-on. Whether it comes to sales, marketing, production, efficiency, energy saving—he is there, asking questions and demanding results." It's good for the company, but not always so good for the man.

Dangote acknowledges he is a perfectionist. "I wish I could clone myself," he says ruefully. If he did, he calculates, 10 of him would do the trick. In the meantime, he gets by on minimal sleep—three hours the night before we meet, interrupted at 5:30 a.m. by his morning prayers. For Dangote, being the richest man in Africa is not enough. "I want to be known as the biggest philanthropist in Africa," he says, citing Bill Gates—whom he considers a friend—as a role model. Dangote aims to have a foundation worth $10 billion within the next five to seven years.

He has already invested $1.2 billion toward initiatives that focus on education, health and youth empowerment. Eventually he wants it to serve as a beacon for other charitable foundations to also invest in African causes.

To do so, he needs to build his business even further. His next project, he says, will be oil and gas exploration so that he can secure his own feedstock of crude for the refinery. It's just a ramped-up version of what he did for his tomato-paste processing plant, when he decided to cultivate tomatoes instead of buying them on the market.

Casually, he reveals he is also considering doing the same for dairy. Nigeria, he says, imports 98% of its milk products, even though cattle tending is deeply ingrained in Nigerian culture.

And so the entrepreneur starts sketching out plans to TIME as he sips his morning coffee. To supply the entire Nigerian population would take about 300,000 high-yield dairy cows, but if he started with a modest 50,000, he could still capture much of the existing market. His words tripping over themselves in excitement, Dangote is already visualizing a transformed sector. "Hundreds of jobs, yes, hundreds," he murmurs, distracted. Thousands, he adds, if you look at the whole value chain of animal feed, tending, packaging and transport.

Of course, that would mean making sure that the foreign companies importing products are prevented from dumping dairy to quash the nascent domestic market. Dangote brushes that concern aside. "With the right kind of support, we could feed the entire West African region. It's possible. Not today, but in the next 10 years." Arsenal, it seems, may just have to wait.

THE LEADERSHIP BOOK CLUB

Research has shown that reading has always been an essential component of leadership development (HBR, Feb. 2016). However, even with the best of intentions, it is often difficult to get to or finish all of the books competing for our attention. With a goal of creating widely-read leaders while imparting skills and building trusted-relationships among them, the Leadership Book Club offers a unique opportunity for members to study and develop their leadership skills in a communal setting.

Our mission, with respect to the "leadership book club", is to provide reciprocal learning opportunities which build, deepen and sustain personal and professional capabilities and relationships among leaders so that they are better able to lead, collaborate, and solve managerial problems.

Benefits of the Book Club

- Provides an opportunity to commit to, and develop a systematic reading habit to sharpen intelligence and increase knowledge.
- Helps the reader to read more deeply and better understand diverse perspectives.
- Allows the reader to build and deepen relationships through shared learning.
- Develops leaders who are more comfortable and confident in professional discussions.

Specific Benefits of the Leadership Book Club

- The program is designed purposely to allow the members to develop skill that can be used as a leadership tool within an organization for continuous learning.
- The experience will build cross-sectoral relationships as the members will be paired together to work jointly on the facilitation of a book club session and develop trusted-relationships with each other through discussions and shared insight.

- Technical assistance will be available to each participant in preparation for his/her monthly facilitation.
- Professional feedback will be provided to each pair from the facilitator, as well as from the peer group, to gain insight and further develop technique.
- Access to a professionally curated book list. All literature is selected for its ability to aid and inspire the personal leadership development of the non-profit leader-readers.

CILG Leadership Book Club venue will be communicated to members soon.

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THEME:

STRATEGIC LEADERSHIP FOR NATIONAL TRANSFORMATION AND GOOD GOVERNANCE

DATE	VENUE	VENUE
SATURDAY 17TH NOVEMBER, 2018	GOLDEN TULIP HOTEL, KUMASI GHANA, WEST AFRICA	4:00PM SHARP

DINNER TICKET	SINGLE	DOUBLE	FAMILY OF THREE
	GHC. 250	GHC. 450	GHC. 650

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PHOTO REPORT FROM NURSES' AND MIDWIVES' CORPORATE TRAINING IN TAMALE

CILG'S CONTINUING PROFESSIONAL DEVELOPMENT (CPD) EDUCATION FOR THE YEAR

CILG Continuing Professional Development Education Opens for All

You are warmly invited to join us this year for our CPD education on leadership. CPD education is the means by which you can maintain and enhance your knowledge and skills to complement both your current role and your future career progression in leadership and governance.

TOPIC: SMART LEADERSHIP: ACHIEVING STRATEGY THROUGH LEADERSHIP & INNOVATION

Professional Recognition and Accreditation

This Seminar is registered with the Chartered Institute of Leadership and Governance (CILG)

Why Choose this Seminar?

This highly popular leadership training seminar will expose delegates to the concept that innovation and outstanding leadership go hand in hand. Delegates will learn that new ideas can inspire new products, services and systems which can provide a distinct competitive advantage over competitors, and smart leadership brings those ideas to life.

Outstanding leadership does not occur by accident. Great leaders are smart leaders. They understand it is imperative to continuously develop and build upon many key skills. They know that it begins with their thinking and commitment to learning and secondly to foster the creative impulse throughout the organization.

This CILG training seminar will feature:

- Learning the foundations of Smart Leadership
- Creating a Culture of Innovation
- Using multiple intelligences to create Innovation
- Identifying and motivating creative people
- Leading a creative process for developing innovation

What are the Goals?

By the end of this CILG training seminar, participants will be able to:

- Identify the principles of innovative leadership
- Analyze the common myths and misconceptions about innovation
- Solve any problem or issue with creative methodologies
- Apply multiple intelligences to generate ideas
- Practice a four-step process for team innovation

Who is this Training Seminar for?

This training seminar is intended for those who want to learn how to transform or improve their operations and organizations through the successful application of strategies and business process improvements using higher levels of creativity for innovation.

This CILG training Seminar is suitable to a wide range of professionals but will greatly benefit:

- Supervisors/Line Leaders
- Team Leaders/Unit Heads
- Managers of all Levels
- Faculty/Departmental Heads
- Leaders at any level of the organization who wishes to improve their knowledge and skills in leadership styles

Target group(s): Senior Managers in the Telcos, Banks and other Financial Institutions, Construction Managers, Project Managers, University Administrators, District Chief Executives (DCEs), Metropolitan Chief Executives (MCEs), Heads of Departments, Members of Parliament (MPs), Religious Leaders, Engineers, Quantity Surveyors, Architects, Facilities Managers, Officials of NGOs, Project Coordinators etc.

How will this training Seminar be Presented?

This training seminar will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes experiential exercises, targeted self-assessments, video dramatizations, skill practices, case studies, team activities, and group discussions.

THE SEMINAR CONTENT

Session 1

8:30-10:30: Encouraging a Creative Climate at Work

- Innovative leadership for excellent performance
- The Critical mass for change and innovation
- Innovation VS Constant Improvement
- How a Leader Creates a Culture of Innovation
- Innovation and current business breakthroughs

Session 2

11:00-1:00pm: Leading with the Creative Edge

- Developing Creative Potential in People and Teams
- Managing Creative People
- Learning new Thinking Skills
- Learn New Brainstorming Techniques
- How to Incubate New Ideas
- Gaining Collaboration in the Workforce
- Creative Group Exercise: Identifying new business processes

Session 3

2:00pm-4:00pm: Driving Strategic Change

- Managing the Change Process
- Kotter's Change Management Techniques
- Successful techniques for Changing People
- How a Leader Communicates a Sense of Urgency
- How to Overcome the Pitfalls of Change
- Creating an Attitude of Constant Change

The Certificate

- CILG Certificate of Participation for delegates who attend and complete the Seminar

CILG'S PROGRAMME OF ACTIVITIES FOR NOVEMBER

CILG PERSONALITY OF THE MONTH PUBLICATION	1ST
MEMBERSHIP DRIVE	5TH-9TH
ANNUAL CONFERENCE INDUCTION CEREMONY	17TH
INNOVATIVE EDUCATIONAL MANAGEMENT & LEADERSHIP TRAINING	23RD

LEADERSHIP & GOVERNANCE MAGAZINE

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CHARTERED INSTITUTE OF LEADERSHIP & GOVERNANCE

INNOVATIVE EDUCATIONAL MANAGEMENT & LEADERSHIP TRAINING 2018

KEY FACILITATOR:
PROF. NANA AFIA A. OPOKU-ASARE, FCILG

THEME:

STRATEGIES FOR INCREASING ENROLLMENT, REFERRALS AND IMPROVING RETENTION IN PRIVATE SCHOOLS IN GHANA

THIS SEMINAR WILL FEATURE:

**How to plan student recruitment, enrollment and retention*

**Branding and Marketing your eudcational Insitutution for Success*

**Essential technologies for the advancement of educational services*

OTHER FACILITATORS:
DR. KWASI ADU BOAHEN OPARE, FCILG
DR. ASARE BEDIAKO ADAMS, FCILG

NOV-23 2018 FRI.

VENUE: HOTEL DE SEMENHYIA-KSI

8:30 AM - 4:30 PM

Rate GHC. 350

How will this seminar be Presented?
This seminar is a blend of presentation, small group work on real institute cases and practical exercises to apply knowledge. Particpant are encouraged to bring thier own Institution specific issues to work with.

TARGET GROUP(S): The Participants to this Seminar are Elementary, Secondary & Tertiary Teachers, School Administrators, Head Teachers, Principals, Directors and Owners of Private Schools

5% Discount On Registration Fees before 22nd November

INTERNATIONAL C.P.D CERTIFICATE WILL BE AWARDED TO ALL PARTICIPANT

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