

LEADERSHIP AND TEAM BUILDING

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Article 1: Role of Leadership and Management



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leader's decisions with loyal agreement.

The leader must influence the subordinates in such a way that it becomes viable and indeed possible to achieve the organisational goals and objectives while at the same time satisfying the needs of the workers or subordinates.

What Is The Difference Between Leadership and Management?

Leadership is different from management. A person can be a manager or a leader or both or neither. Successful organization therefore seeks out good managers with leadership potential to develop into leader-managers.

The difference between Management and Leadership is shown in the table below:

Management Versus Leadership

Management	Leadership
Focuses on the implementation of policies and procedures.	Focuses on people.
Focuses on deadlines and standards of performance.	Focuses on the future; visionary.
Seeks daily control.	Wants ongoing commitment to the cause.
Seeks adherence to set plans.	Seeks opportunities.
Process driven.	Cause driven.
Directs and controls followers	Serves the followers
Reactive	Proactive
Rigid	Flexible

Which Are The Competencies of A Good Leader?

The Behaviour theory of leadership indicates that leaders will exhibit the following behaviours.

Leadership Competencies:

Behaviour	Description
Personal power/charisma.	Positional power is legitimate power given to a person when one enters a certain job level, enabling a manager to give instructions and reward or punish others. Personal power however refers to power that an individual has through the dynamics of one's personality. One is also given power due to expert competencies.
Vision /provide direction.	A leader is never only focused on the here and now. A leader sees the present as a step in a process to achieve a desired goal. As such, a leader always demonstrates goal directed behavior and provides clear direction to the followers.
Influence and inspire through continual communication.	A Leader knows that he cannot achieve the vision of the organisation alone. In order to get followers as inspired, a leader communicates regularly in a passionate manner.
Leads by example.	A Leader is not scared of getting his or her hands dirty. A leader works as hard as the followers, if not harder, to realise the vision. Leads by example.
Develop the followers.	A Leader always focuses on the potential in the followers and inspire them by focusing them on what they can obtain or what they can become in contrast to their current situations.
Praises regularly	A Leader gives continual feedback and is liberal with the praise.

The Components of Leadership?

What Is Authority?

It refers to the ability of a leader to influence the behavior of others without necessary using this authority. Leaders can influence their followers and apply their authority effectively because a true leader has power

of one kind and or another. Without power it is believed, a leader would not be able to influence his or her subordinates well enough to perform the duties voluntarily in such a way that the organization's goals are attained.

Power, or the ability to influence the behavior of others, has

nothing to do with a manager's position in the hierarchy and is not acquired through a title or and entry in an organizational diagram. A leader has to earn it.

A manager who has both authority and power is far more effective than a manager who only has authority.



Students at the Polytechnic of Namibia staged a demonstration on Thursday, calling on the Minister of Education, Dr Abraham Iyambo, and the Anti-Corruption Commission, ACC to investigate allegations of fraud and nepotism at the Institution. Photo by Anna Nakambale.

OPEN LETTER TO THE POLYTECHNIC OF NAMIBIA COUNCIL

Dear Editor

Please publish my letter in your patriotic newspaper

WHO IS IN CHARGE OF POLYTECHNIC OF NAMIBIA'S AFFAIRS

Polytechnic of Namibia employees continue to suffer the dictatorial rules and ruthless approach to employees employers relations by Dr. Tjama Tjivikua, his Ms. Neavera Olivier and Dr. Gert Gunzel. Although Dr. Tjama Tjivikua is the Chief Executive Officer of Polytechnic of Namibia, he is not really the one that runs the affairs of the institution. It is run by his Ms. Neavera Olivier. If today Ms. Olivier decides employee X must go for disciplinary hearing, it is cut and dried, the employee will have to appear before the hearing like it or not the Rector will just nod, that employee will be guilty as charged.

MS. Oliviers owns Nautilus Fishing Industry, based in Luderitz. Last week the two left for Spain for private business using Polytechnic resources. Ms. Olivier organized for her best friend Ms. Anna Uumati from Luderitz to get the tender to operate Polytechnic of Namibia's two kiosks although there were better competitors. However it came out that Ms. Uumati is finding it hard to pay the rent and is in arrears, nothing is being done to her because the Rector approved her tender himself.

Dr. Gert Gunzel the Vice Rector Administration and finance is responsible for the Human Resources, Administration and Finance. Although he has worked for Polytechnic of Namibia for about 15 years as Vice Rector Administration and Finance the man cannot remember when last he has travelled abroad or in the inland for business as the second in command at the institution of higher learning. His role is to watch over their money (especially the overtime) and people and report to his master (Tjama Tjivikua). He earns N\$ 85,000.00 plus benefits per

month, while Tjama Tjivikua himself collects more than N\$ 100, 000, 00 per month plus benefits. Gert Gunzel gets very angry when employees complain about low salaries; he always says if you are not happy you can look for another job. He wants to keep the money for himself and those around him. He is paid for his role as Human Resources Manager, and Vice Rector. Gert Gunzel must consider himself very lucky to have benefited three times in his life. After graduating from the former whites only University, the University of Stellenbosch in South Africa, he enjoyed good working environment under the apartheid former South African government. After independence he worked as director auxiliary Services at Polytechnic of Namibia and soon afterwards as Vice Rector and even when he is supposed to be on retirement, the man is fighting until he collects the last penny. Are the Namibian citizens aware that Tjama Tjivikua is not on Polytechnic payroll? he gets a payment note every month sent to the bank to transfer his salary, is this morally correct. What is that he is hiding?

Gert Gunzel has experience in discriminating employees. He give some good salaries or treatment and others harsh treatment, they recruit people without interviews. He also like Ms. Olivier organizes tenders/contracts for his German speaking, coloureds and other whites at Polytechnic of Namibia. These are such as Mr. Duvenhage, the husband of Mrs. Riette Duvenhage Assistant Human Resources Manager who got contract for renovations and paid good money. Another example is Mr. Koopman (trading as Agape Construction) the husband of Mrs. Cathy Koopman the new Accountant Procurement at Polytechnic who has just joined Polytechnic in March 2009 has already got three contract/tender from Polytechnic. Two of the tenders with a combined amount of about N\$ 65, 000.00. This practice is against

the procurement policy of the institution which Mrs. Koopman herself was supposed to protect. Mr. Koopman also secured a tender /contract to provide petrol and diesel to all Polytechnic of Namibia's vehicles in Windhoek. This is mandatory that all Polytechnic of Namibia vehicles in Windhoek must be re-fuelled at the BP City Centre Service Station situated at the corner of Mandume Ndemufayo and John Meinert Street. No other service stations in Windhoek may be used except BP City Centre read the email from Mr. Calicious Nawa, Assistant Bursar Auxiliary Services. This is corruptions and conflict of interest by way of kick back. Gert Gunzel is also housing his best friend Mr. Henk Mudge former Republican Party President and now Rally for Democracy and Progress Member at Kleines Heim. Although Tjama Tjivikua and Gert Gunzel has for many years claimed that they do not allow political party on campus we have proven them otherwise. They bought this Kleines Heim from the Mudge family and beginning of 2008 through dubious means and kept the deal the highest secrete. How do we know that it was not a bail out for RP as a Political Party with public money? Mr. Henk Mudge and his wife are still residing in Polytechnic premises.

Ms. Corrie Janga secretary to Dr. Gunzel is also one of the few employees who saw grace from Tjama Tjivikua and Gert Gunzel. She earns more than some managers at Polytechnic although she does not possess a relevant secretary qualification. She is also in charge of placing staff member at Poly Heights for accommodation. Although she has a long list of names for staff members on her waiting list, the majority of who are Namibians. Ms. Janga managed to secure a two bedroom flat for her new found friend (+10 years younger the herself) Mr. Pop Carva who joined Polytechnic of Namibia three months ago. Mr. Carva is a Di-

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