

CLOSING REMARKS BY MR. MICHAEL P. MWANDA,
PERMANENT SECRETARY, PRESIDENT'S OFFICE, STATE
HOUSE, AT THE CLOSING CEREMONY OF AN EXECUTIVE
SEMINAR ON ENHANCING PUBLIC SERVICE LEADERSHIP IN
GLOBALIZATION ERA: ZANZIBAR BEACH RESORT
ZANZIBAR 5TH JUNE, 2009

- ◇ *The Co-Chairman, CEO Scholarship Fund Trust;*
- ◇ *Heads of Ministries and Departments;*
- ◇ *Mr. Howard Zeiderman of the Touchstone Discussion Project (TDP);*
- ◇ *Members of the Press;*
- ◇ *Distinguished Seminar Participants;*
- ◇ *Ladies and Gentlemen;*

I am both humbled and privileged to be with you today to officiate at the closing ceremony of the second session of an Executive Programme on "Enhancing Public Service Leadership in the Globalization Era" (EPSL) for chief executive officers, here in Zanzibar. I thank the organisers very sincerely for inviting me to this ceremony.

Distinguished Participants;

Ladies and Gentlemen;

I understand that the philosophy behind EPSL lies in the need to address gaps and barriers that exist between the private and public sectors by building trust, co-operation and partnership between the two parties in order to promote sustainable business development in Tanzania, on the one hand, and economic and social development of the country on, the other. Building a “partnership leadership culture”, as it were, requires, inter alia, changing the mindset of our public leaders and enabling them to cooperate and work in partnership with the private sector. It is for this reason that the private sector has initiated this “learning exercise” through CEO Roundtable (CEOOrt), utilising the CEO Scholarship Fund Trust (CSF-T) contributed by the Government of Tanzania and the World Bank. The EPSL programme, therefore, aims at providing an innovative training curriculum for selected members of the civil service and the private sector within Tanzania, with the goal of developing flexible leaders who are better prepared to succeed in the changing global business environment. The intention of the EPSL programme is to prepare private and public sector leaders for the challenges of the 21st century.

Distinguished Participants;

Ladies and Gentlemen;

I also understand that this programme is a continuation of Phase 1 Core Training Seminars which started in 2008. Obviously, there has been an improvement in the programme because the current sessions have taken advantage of observations, pre-training interviews and post-training questionnaires which provided valuable information on how to improve the EPSL. It is also good to learn that the analysis, synthesis and documentation of information from the 2008 and 2009 sessions will form the foundation upon which Phase 2 (Supplementary Skills and Learning Support) will be derived.

Distinguished Participants;

Ladies and Gentlemen;

We need to point out that your selection into this training programme was not accidental but a deliberate effort to enhance your strategic management competencies so as to assist your organizations' efforts in building a strong base to perform its duties better, thus making a contribution to improving the well being of Tanzanians. It is, therefore,

my hope and wish that, through this programme and through “journeying”, you have discovered more about yourself; increased your understanding and appreciation of the Tanzania and global environment; and, increased your understanding about your roles and responsibilities in shaping that environment for the common good. It is our hope that these you will, therefore, become better champions of change and that you will be equipped to discharge your duties in a manner that influences and achieves improved private business sector and public sector relationships. Please use the tools of Power; Competition and Collaboration and Leadership. To improve your performance

Distinguished Participants

Ladies and Gentlemen;

Becoming a leader means not only acquiring the ‘hard’ skills or technical knowledge required for project management, including critical and analytical thinking, negotiation skills and team work. Leadership also involves a set of abilities referred to as ‘soft’ skills, which are usually acquired through introspection, reflection and ‘walking the talk’. Allow me to share with you six practices which I consider indispensable for exemplary leadership. **First**, leaders in

organizations **model the way**. You may have a very important title, but it is your behaviour and not the title that wins you respect. Good leaders never ask people to do things that they are unwilling to do first. Such leaders know that if they want to gain commitment and achieve the highest standard, they must be model of the behaviour they expect to others. In other words, leaders model the way. To effectively model the behaviour they expect of others, leaders must be clear about their guiding principles. Lindsey Levin says *“you have to open your heart and let people know that you really think and believe”*. This means, you must talk about your values. Eloquent speeches about common values are not enough. Leaders’ deeds are far more important than their words when determining how serious they really are about what they say. Exemplary leaders go first. They go first by setting the example through daily actions that demonstrate their commitment to their beliefs and values.

I would like to suggest that in our contexts, it is important that leadership values reflect the heritage of Tanzanian and African cultures. In my view it is essential that African values must imbue the principles of leadership that you adopt. I recommend that you

constantly ask yourselves during working sessions to what extent are African values being taken into account

Distinguished Participants

Ladies and Gentlemen

The second good leadership practice is that leaders inspire a shared vision: They gaze across the horizon of time, imagining attractive opportunities that are in store when they and their subordinates arrive at distant destinations. As leaders, you must have a desire to make something happen, to change the way things are and to create something that no one else has created before. You must see pictures in your mind's eye of what the result will look like even before you start the project, as much as an architect draws a blue print or an engineer builds a model, it is their clear image of the future which propels them forward. I should, however, caution that a vision that is seen only by the leader is insufficient to create significant change in any organization. Any person without constituents is not a leader, and people will not follow you simply because you have a title. They must embrace the vision as their own. As a leader therefore, you cannot command commitment, but can only inspire it.

Distinguished Participants;

Ladies and Gentlemen

Thirdly, as a leader you must challenge the process. You must venture out. You cannot sit idle and wait for fate to smile upon you. Luck or being in the right place at the right time may play a key role in the specific opportunities that leaders embrace but realistically individuals who lead others to greatness seek and accept challenges. Leaders are aware that innovation and change involve experimentation, risk and failure, but they proceed any way. Success in any endeavour is not a process of buying enough lottery tickets but of learning from successes and failures. The key to unlock the door to many existing opportunities is learning.

Distinguished Participants;

Ladies and Gentlemen

Hence the fourth practice I advocate is lifelong *learning*. You must recognize that to meet the evolving challenges of this fast-moving modern world you will have to be continually updating your skills and knowledge. Warren Bennis asserts that “leaders learn by leading, and they learn best by leading in the face of obstacles. As much as weather shapes mountains, problems shape leaders. Difficult bosses,

lack of vision and virtue in the executive suite or enclave, circumstances beyond their control, and their own mistakes have been the leaders' basic curriculum". Simply put, leaders are learners, they learn from their failures and successes. They also recognize the need to constantly improve themselves by studying and reading and attending workshops and seminars. This is why you are here today.

In this context, it is important to adopt the idea of the *learning organization* that I mentioned earlier. The idea of the learning organization developed by writers such as Peter Senge has two main dimensions. Firstly, the learning organization is one that encourages lifelong learning by all its members at whatever level. Secondly, the organization itself must learn so that it continually responds to changes in its environment.

Distinguished Participants;

Ladies and Gentlemen

Fifth, exemplary leaders enable others to act. The simplest test to see whether one is on the road to leadership is in the use of the words "We" and "I". Grand visions do not become significant due to the action of a single person. Leadership is a team effort. Leaders foster

collaboration and build trust. Exemplary leaders engage all those who must make the project work, and of course those who must live with the results. In today's world, where we talk of virtual organizations, cooperation can no longer be restricted to a small group of loyalists. It must include managers, peers, customers and clients, suppliers, citizens and all those who have a stake in the vision.

Distinguished Participants;

Ladies and Gentlemen

Finally (sixth) leaders must encourage the heart. The climb to the top is arduous and long. Many people become exhausted, frustrated and want to quit along the way. This is where as a leader you are expected to encourage the heart of your people to carry on genuine gestures of caring go a long way to uplift the spirits and draw people forward. Part of your job as the leader is to show appreciation for people's contributions and to create a culture of celebration. Small victories need to be celebrated. A small handwritten thank you note or an e-mail message makes the day. Encouragement is serious business and it is how leaders visibly and behaviorally link rewards with performance. Celebrations and rituals when done from the heart build a strong sense of collective identity which can carry a group through

difficult times. In the final analysis, leadership is a relationship between people.

Distinguished Participants;

Ladies and Gentlemen

Let me conclude my remarks by thanking the organisers of this programme, the CEOrt and Human Resource Development Division, President's Office Public Service Management for locating a conducive training environment and coordination of this Programme. I would also like to thank the resource persons from Touchstone Discussion Project (TDP) who accepted to share knowledge and experiences of leadership with us. I presume, the occasion will be a curtain raiser for other relevant public service programmes in future and professional networking with TDP. Last but not least I want to express my sincere thanks to all of you for the commitment shown during the training and congratulate course participants for the achievement they have attained.

Distinguished Participants;

Ladies and Gentlemen

In today's turbulent times, leaders must be leaders of change, both within their organisations and in themselves. As **Nelson Mandela**, once said with insight: *'You can never change society if you have not changed yourself'*. With these few remarks I have the pleasure to declare the EPSL Executive Seminar officially closed.

Thank You for Your Attention