



# Institute for National Transformation

## Lecture 15

# Leadership Positioning: a Panacea for National Transformation

**Presented by Benson Obua-Ogwal**  
**11<sup>th</sup> September 2021**



# LEADERSHIP Defined:

**“Leadership is the capacity to influence others *through* inspiration *motivated* by a passion, *generated* by a vision, *produced* by a conviction, *ignited* by a purpose”.**

**– Dr. Myles Munroe.**



# LEADERSHIP Defined:

**“Leadership is  
influence; nothing  
more,  
nothing less”,**

**- John C. Maxwell.**



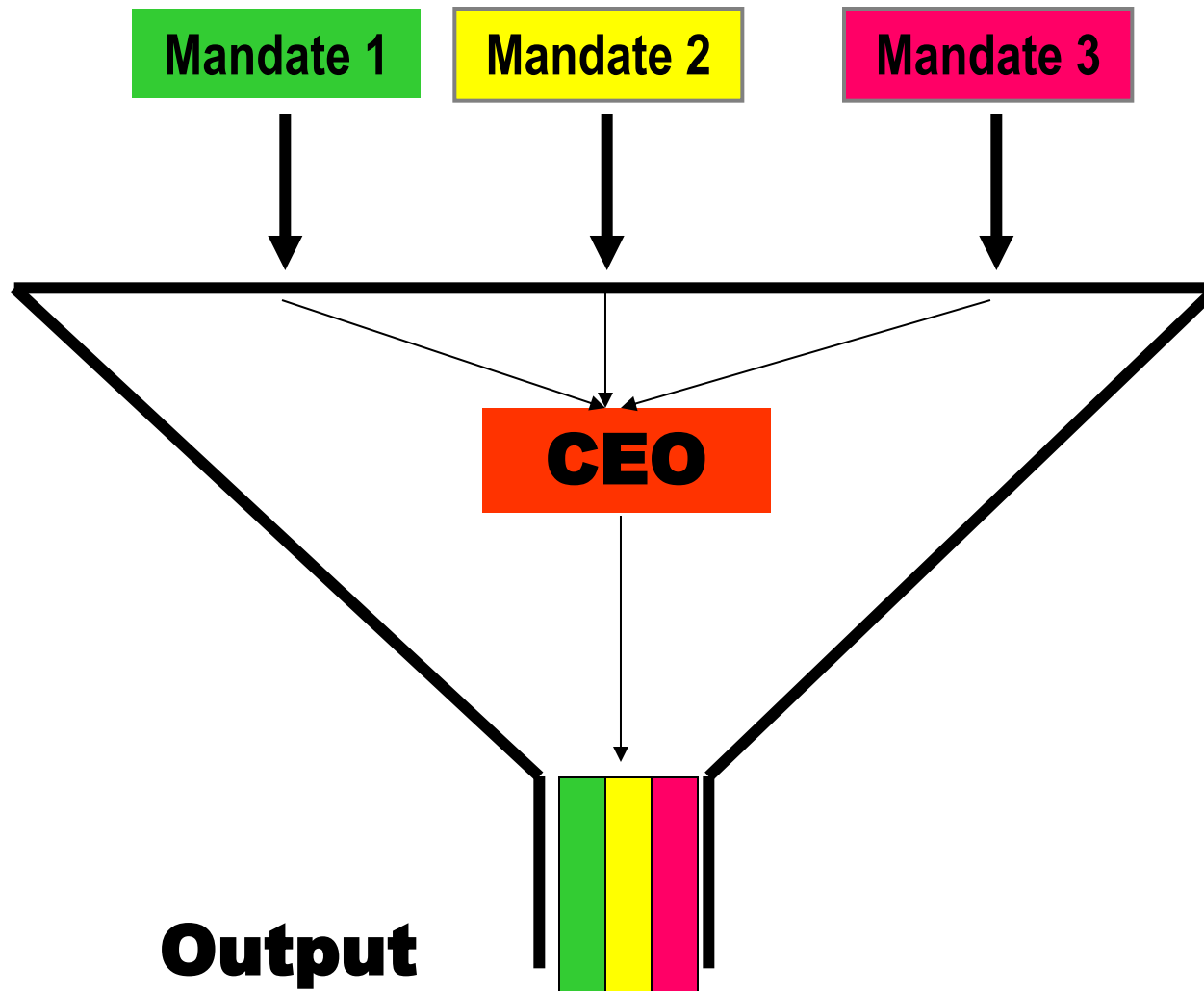
# Maxwell on Leadership:

***“He who thinketh he is leading and no one is following, is only taking a walk!” – John C. Maxwell***

**Always ask yourself:  
Am I just taking a walk or leading?**



# ORGANIZATIONAL LEADERSHIP



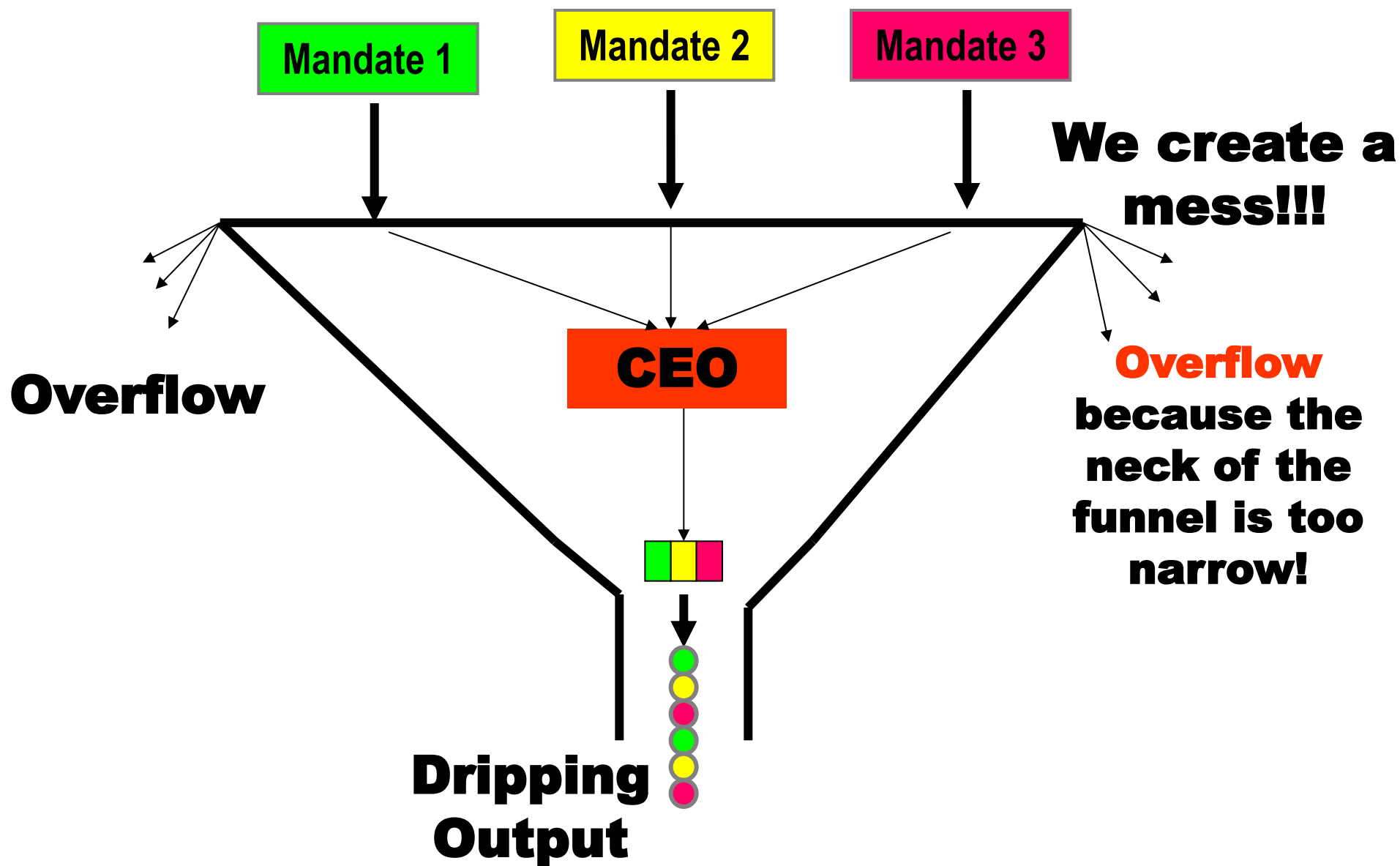


# OUTCOME-BASED PERFORMANCE

<b>Mandate</b>	<b>Expected Outcome</b>	<b>Who is Responsible</b>
<b>1</b>	<b>?</b>	<b>?</b>
<b>2</b>	<b>?</b>	<b>?</b>
<b>3</b>	<b>?</b>	<b>?</b>



# THE FUNNEL OF “UNSUCCESS”





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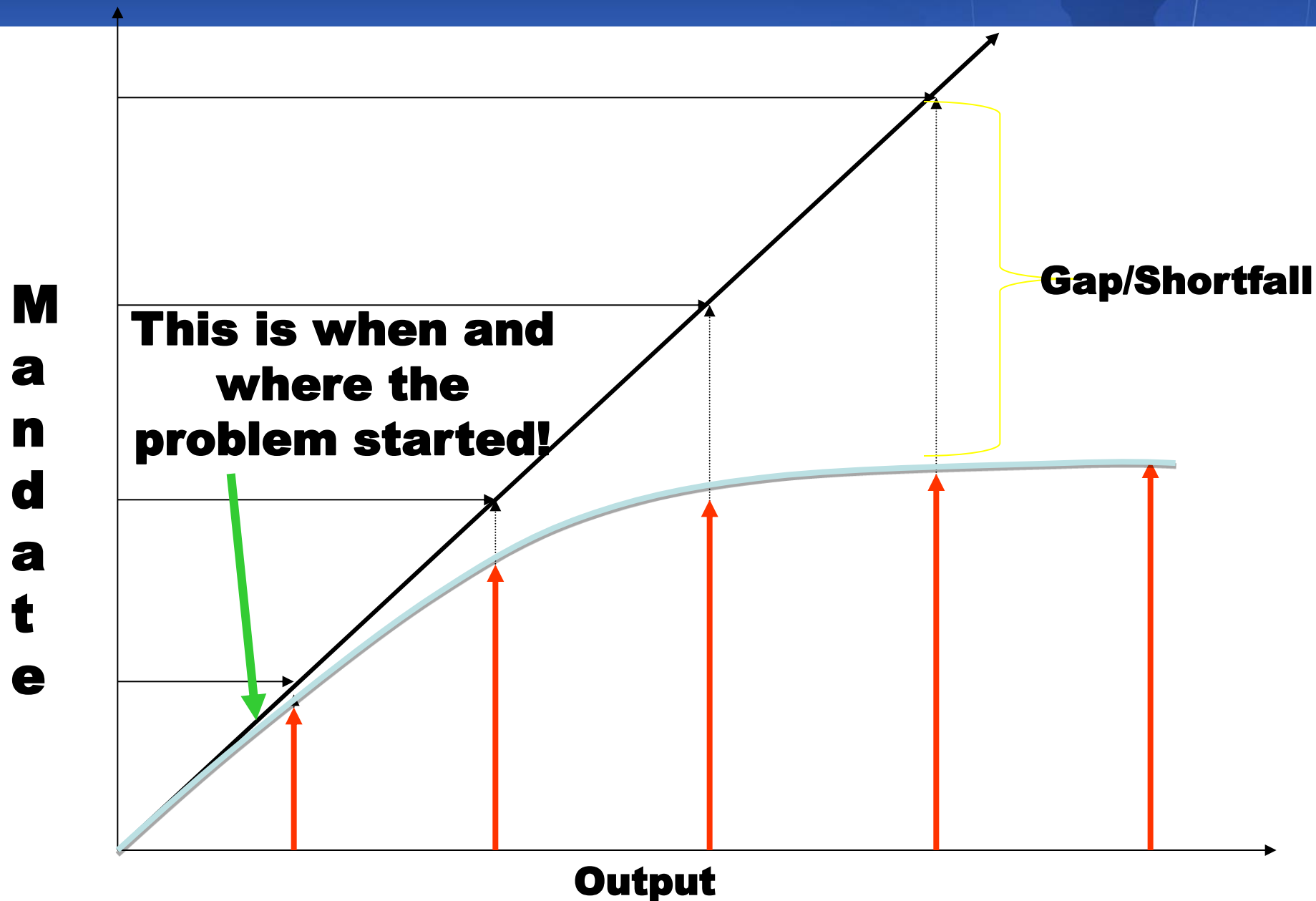
## When the Funnel is too narrow:

- ❧ **Output drips** – low productivity;
- ❧ **Funnel overflows-** creating a mess;
- ❧ **Crisis develops** in the organization;
- ❧ **Additional pouring of mandates stops** until “crisis” is managed;



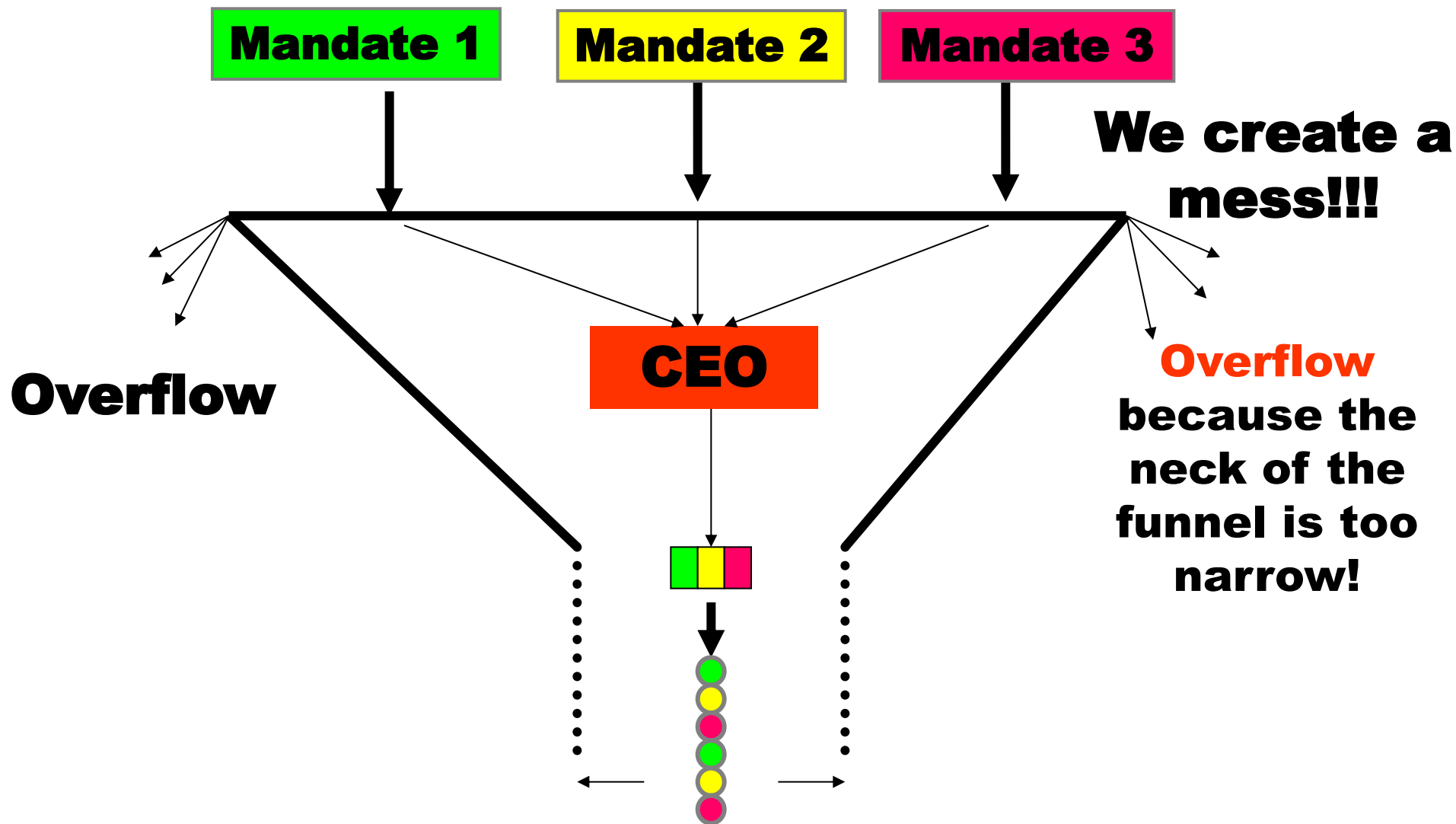


# Effects of Not Meeting Mandates





# THE NECK OF THE FUNNEL





# THE NECK OF THE FUNNEL

## Stage 1

**Coaching**  
**Teaching**  
**Training**  
**Mentoring**

**CTTM**



**DEE**

## Stage 2

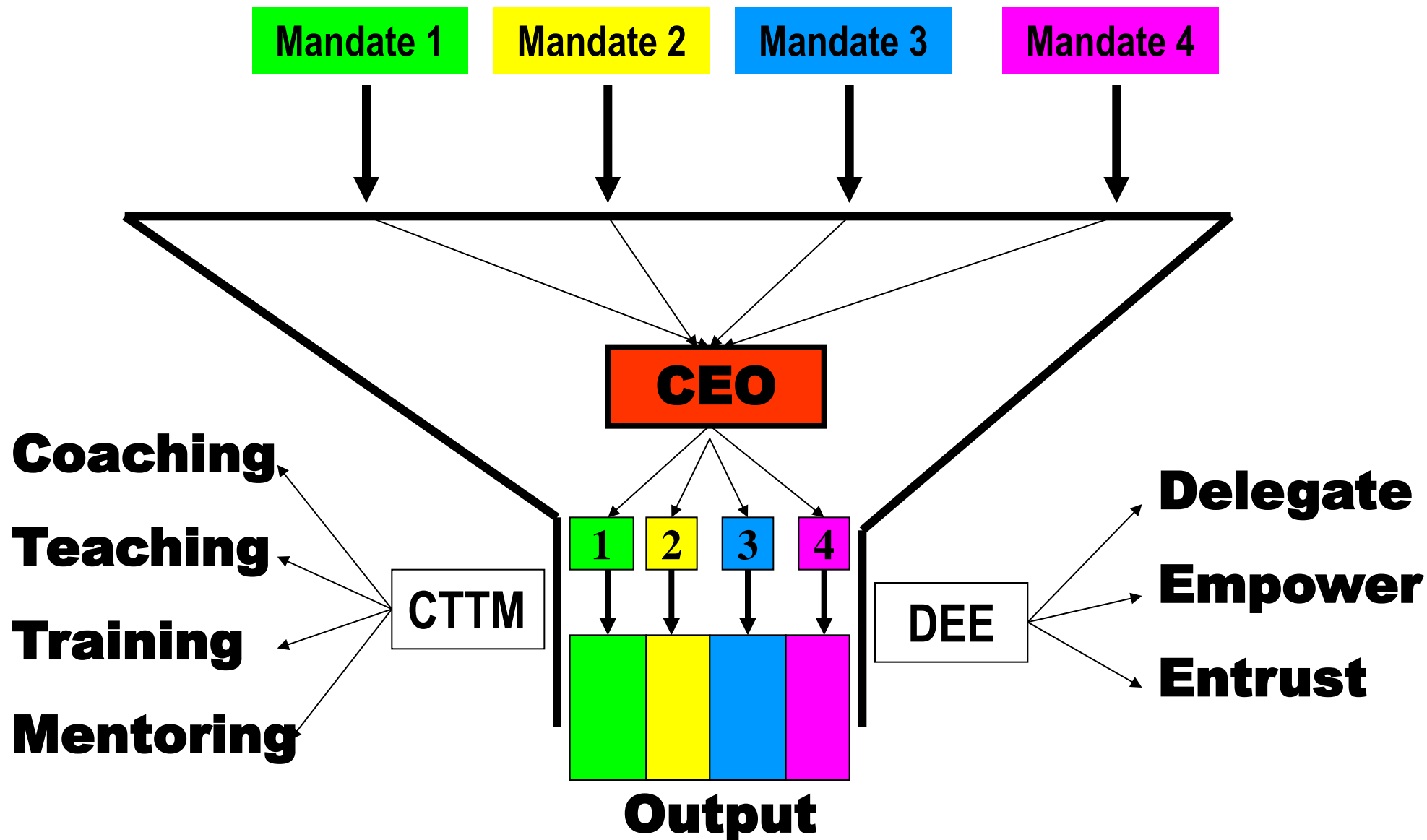
**Delegate**  
**Empower**  
**Entrust**

### CTTM-DEE Protocol:

- 1. Do it as it should be done and let them observe.**
- 2. Empower them to do it and you observe them.**
- 3. Entrust them to do it and report the results to you.**



# THE FUNNEL OF SUCCESS

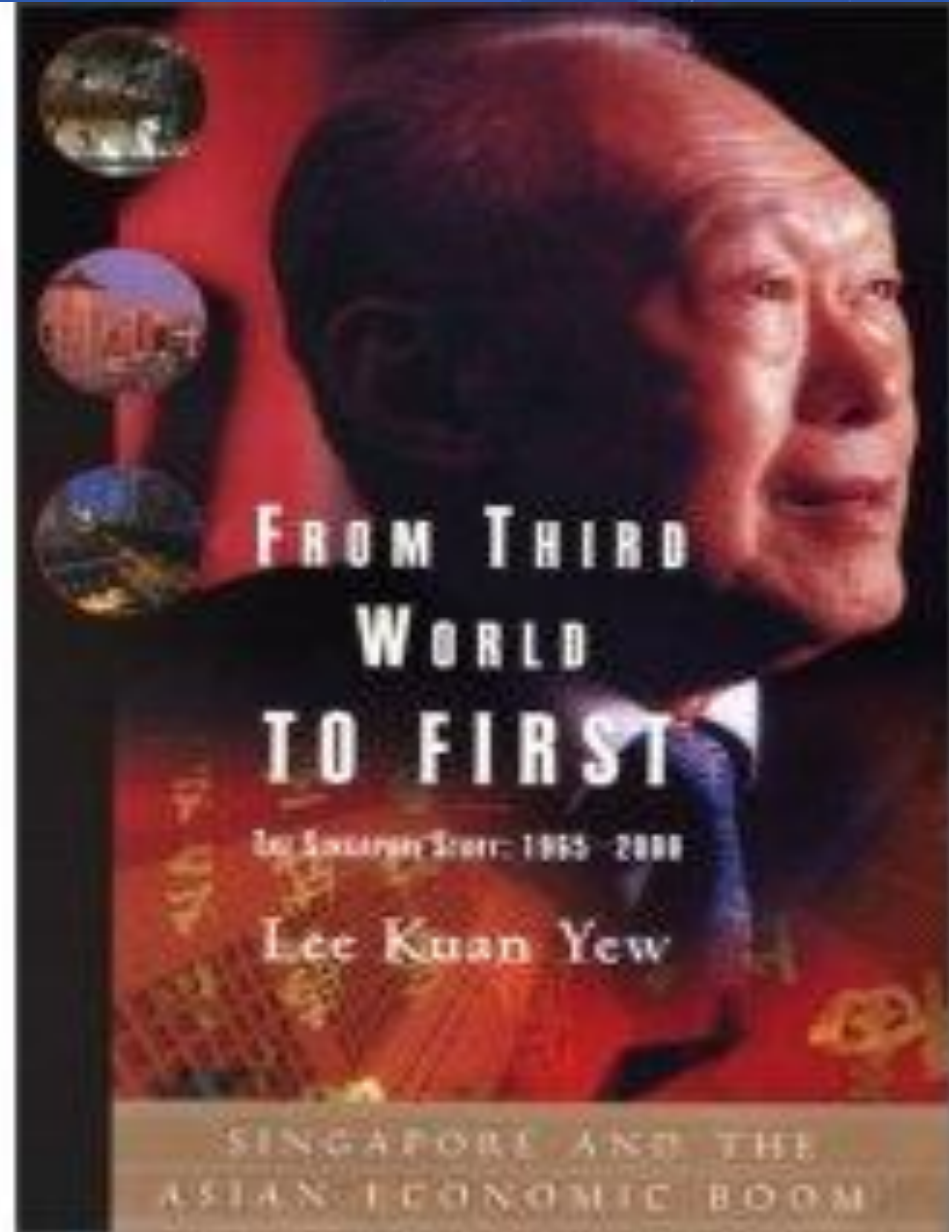




# The Singapore Story



**LEE KUAN  
YEW**





# SEARCH FOR SUCCESSORS

*Chapter 41, Page 664, 3<sup>rd</sup> Paragraph:*

“My colleagues and I had started to search for younger men as possible successors in the 1960s. We could not find them among the political activists who joined the PAP, so we scouted for able, dynamic, dependable, and hard-driving people wherever they were to be found”.



# SEARCH FOR SUCCESSORS

Chapter 41, Page 664, 3<sup>rd</sup> Paragraph:

“We needed people who were activists with good judgment and interpersonal skills. The search became more urgent at each subsequent election because I could see that my colleagues were visibly slowing down”.



# SEARCH FOR SUCCESSORS

## Chapter 41, Page 665, 2<sup>nd</sup> Paragraph:

“To do this, I had to find and get into office a group of men to provide Singapore with **effective** and **creative** leadership. *Had I left it to chance, depending on activists coming forward to join us, I would never have succeeded.* We set out to **recruit the best** into government”.





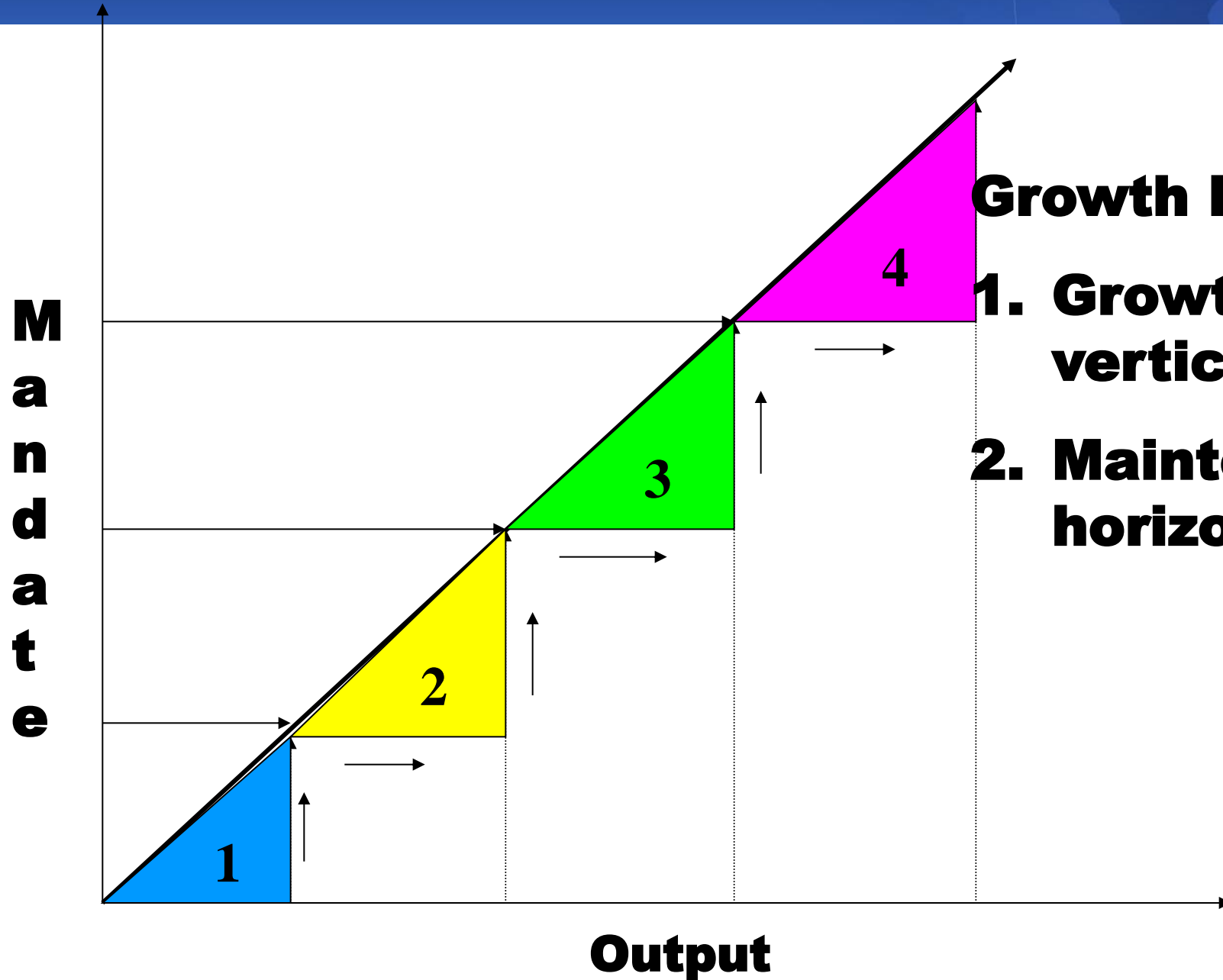
# SEARCH FOR SUCCESSORS

## Chapter 41, Page 665, 2<sup>nd</sup> Paragraph:

**“To see how wide the net must be cast for talents, I had only to remember that the best ministers in my early cabinets were not born in Singapore. **Three-quarters of them had come from outside Singapore”.****



# Restoration of Growth



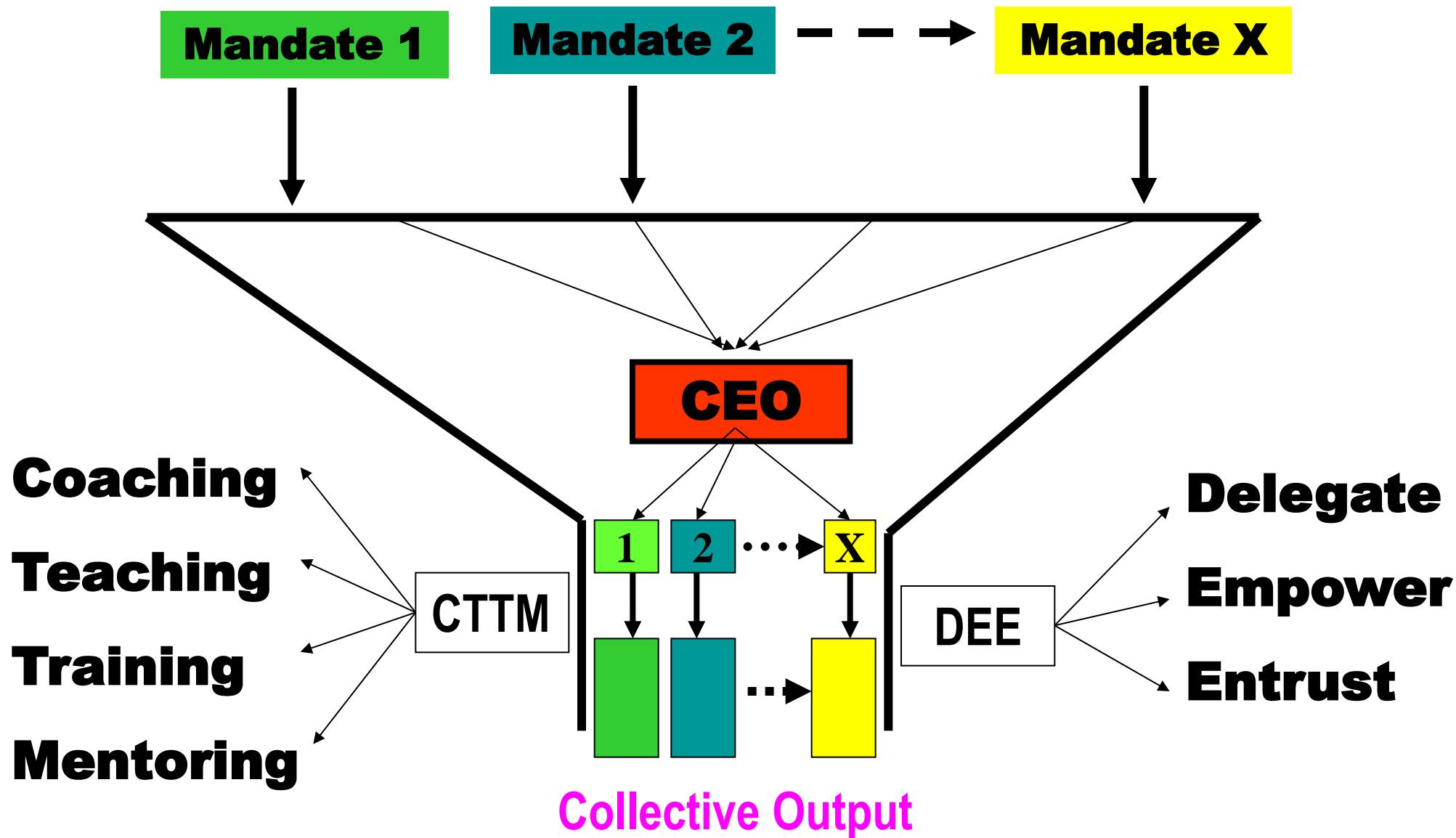
**Growth Process:**

**1. Growth-vertical**

**2. Maintenance-horizontal**

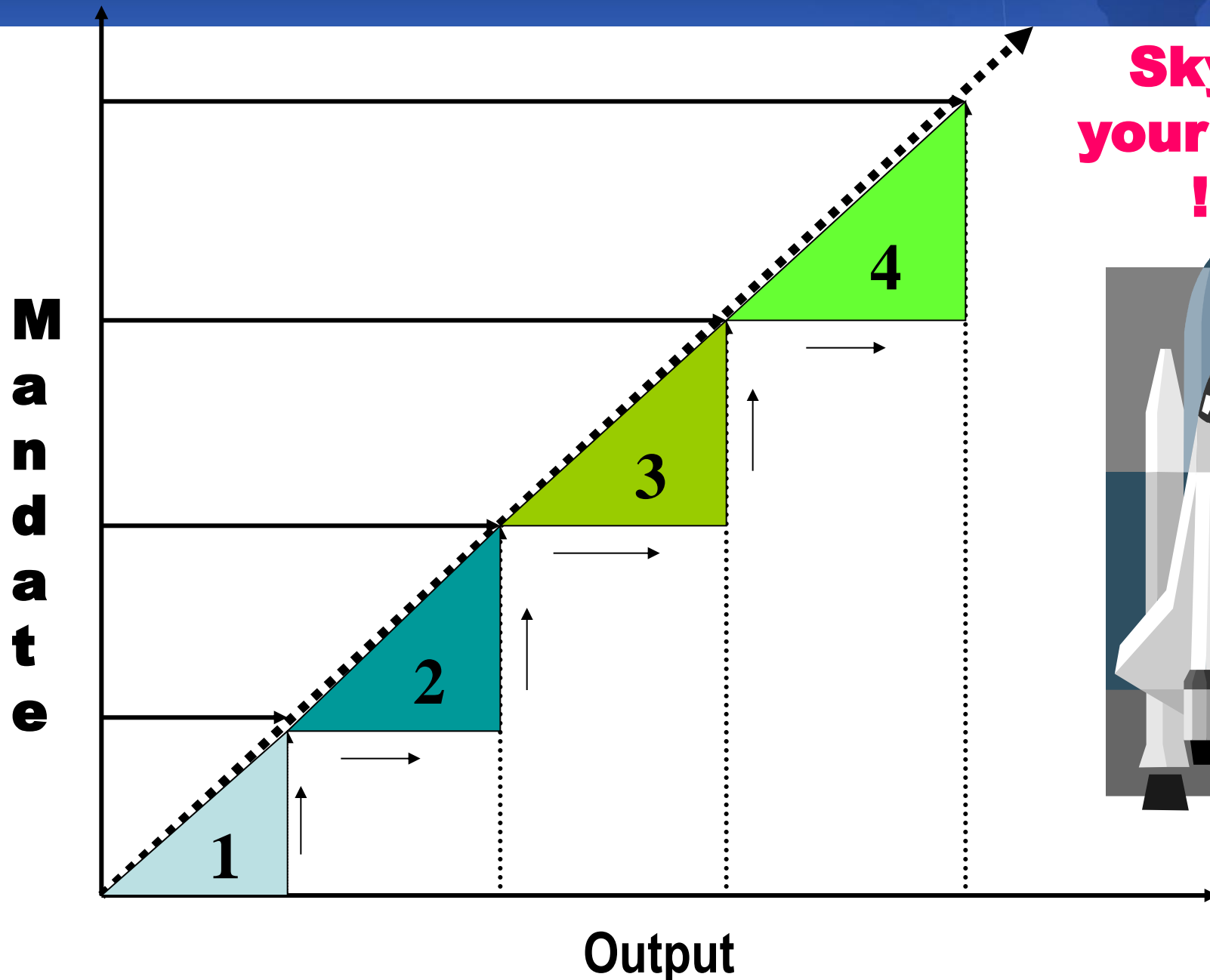


# THE FUNNEL OF SUCCESS

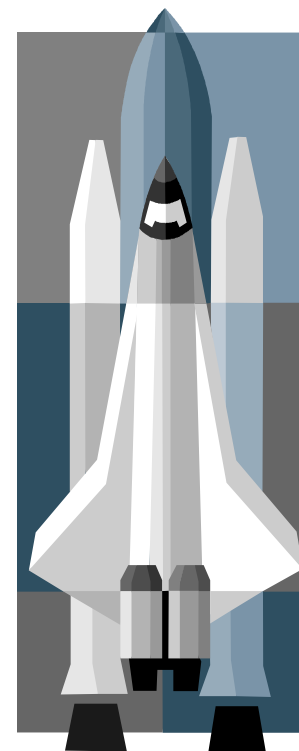




# Organizational Growth



**Sky is  
your limit  
!!!**



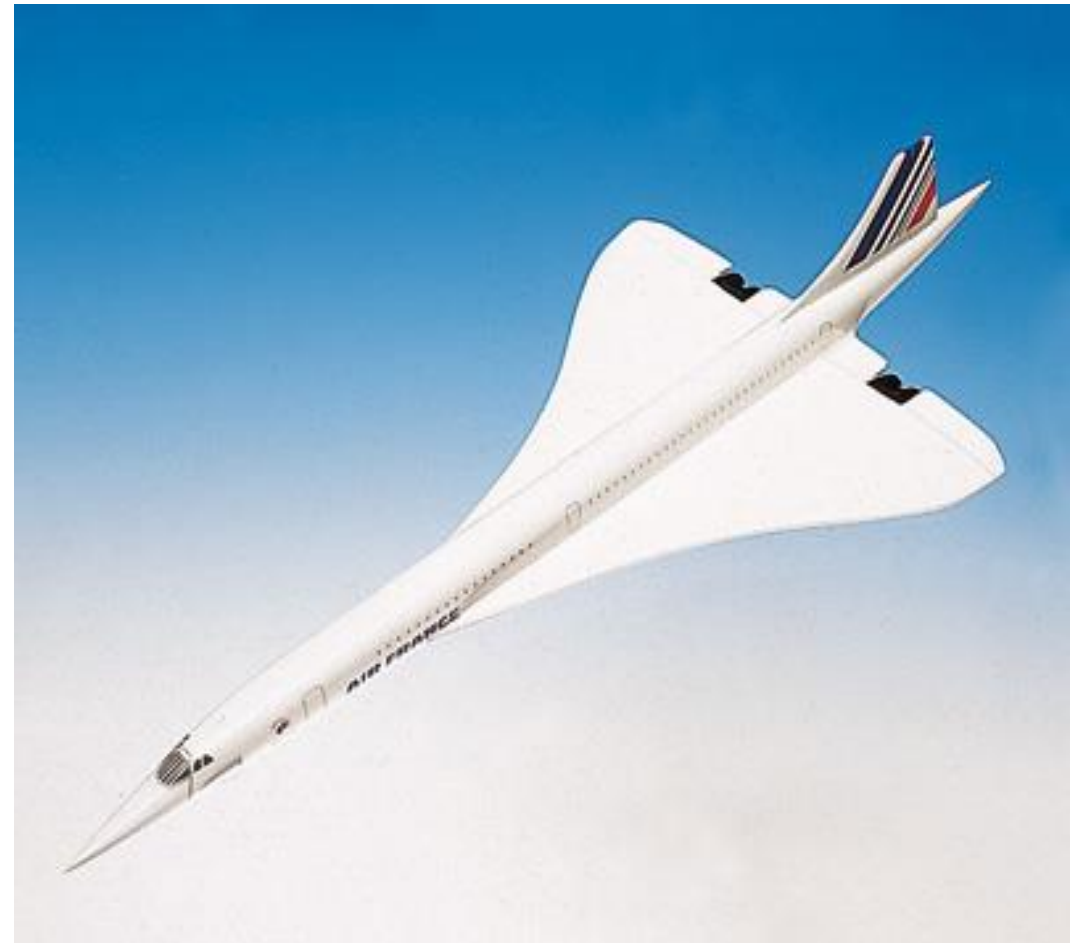


# Leadership Positioning



# Which Aircraft Flies Faster:

## B747 or CONCORD?



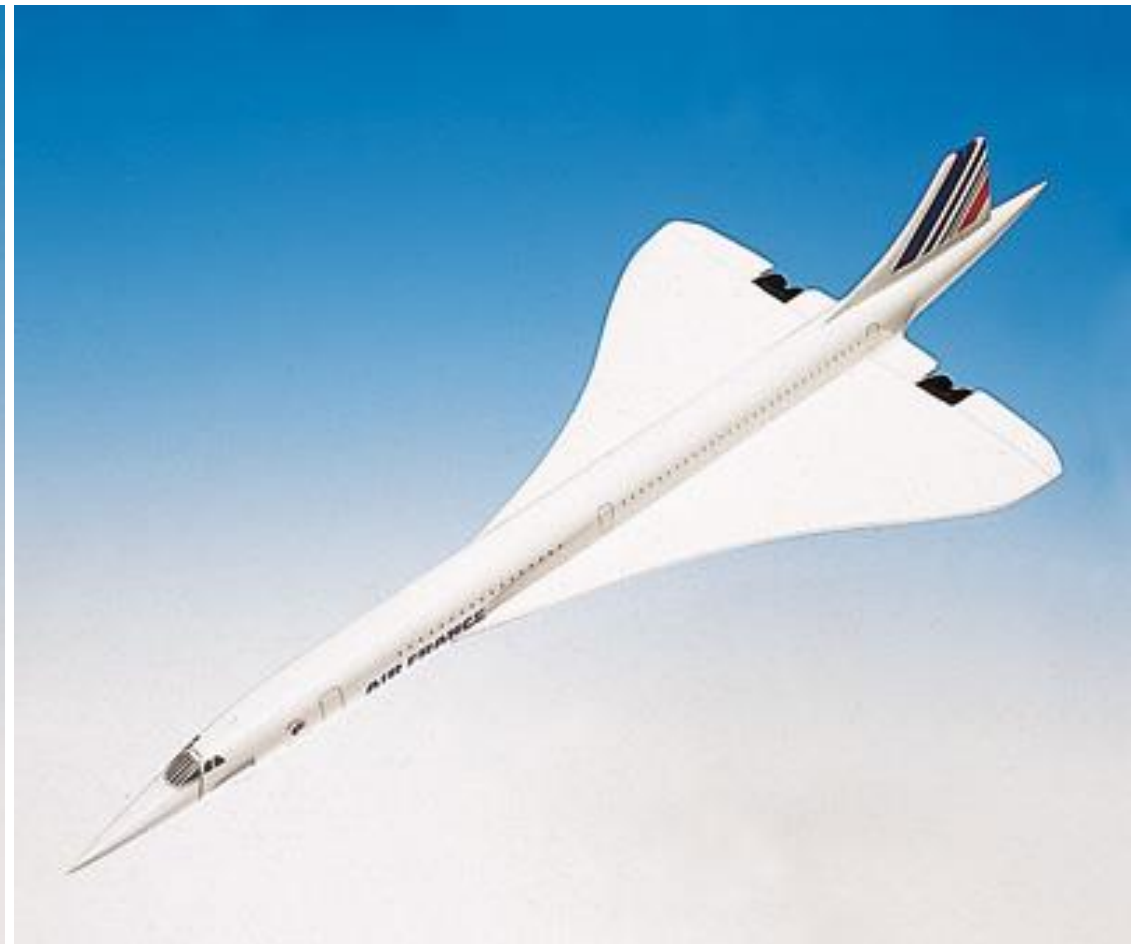


# Which Aircraft Flies Faster:

## B747 or CONCORD?



**Ground Speed upto  
885 KPH**

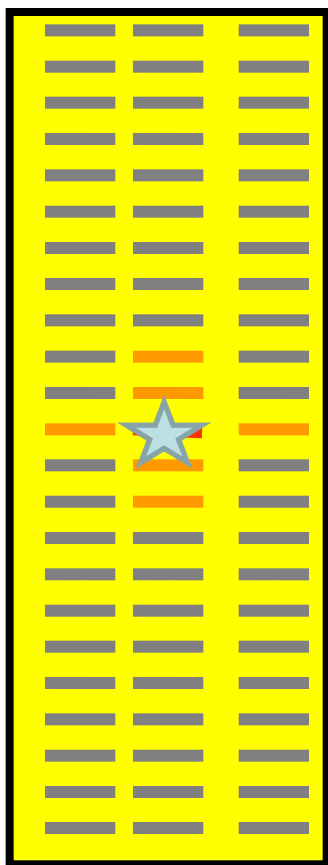


**Ground Speed 2,172  
KPH**

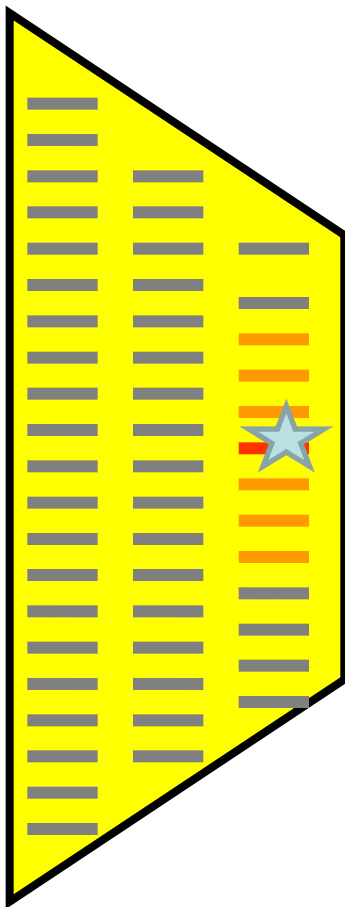


# Different Leadership Positions

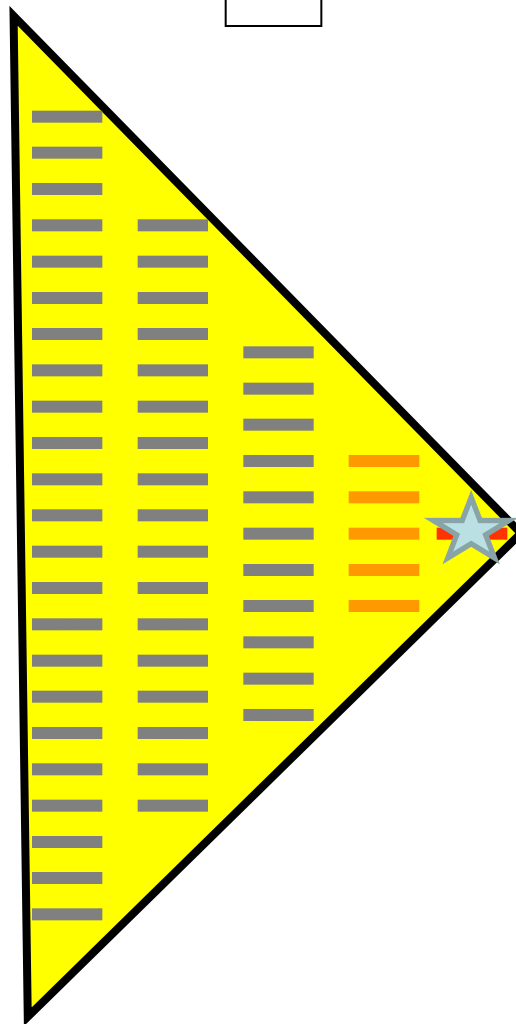
A



B



C

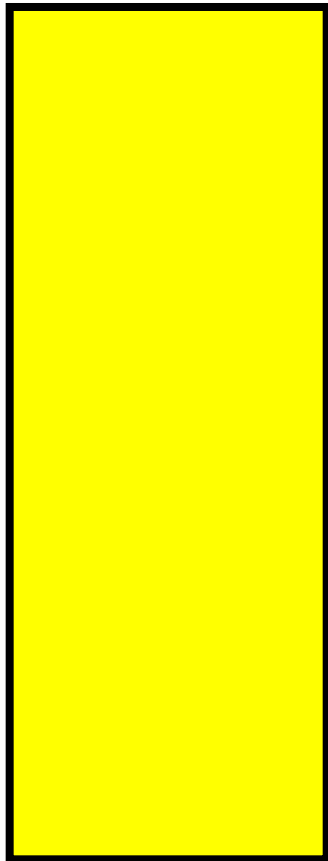




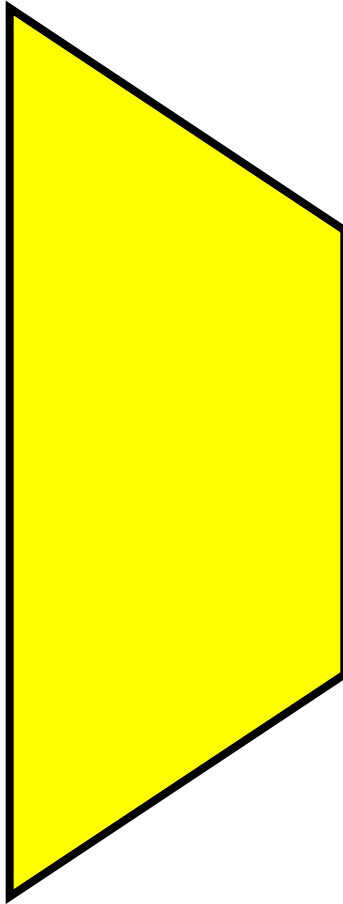


# Which Kite will Fly?

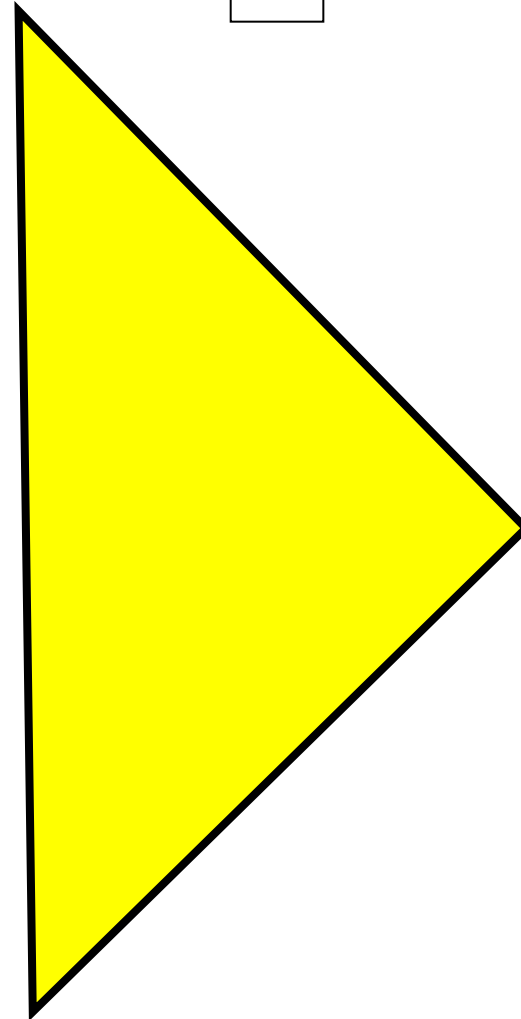
A



B



C



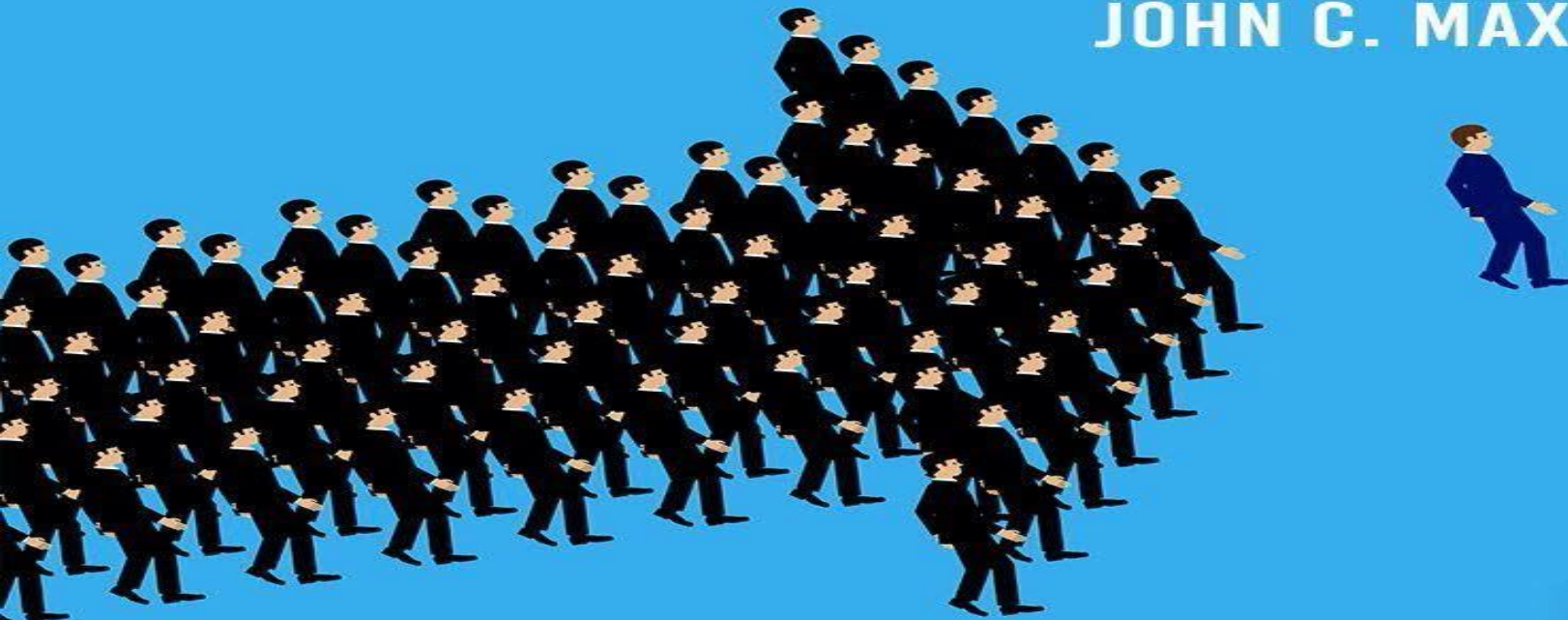


# MAXWELL ON LEADERSHIP

## POSITIONING

A LEADER IS ONE WHO  
KNOWS THE WAY,  
GOES THE WAY,  
AND SHOWS THE WAY.

JOHN C. MAXWELL







# Machakos Example



**Dr. Alfred Mutua**

Tuesday at 4:52 PM 🌐

Aerial view of the 70 Ambulances that I launched this afternoon at the Machakos Stadium. The brand new ambulances have cost Kshs. 125 Million which is less than the Kshs. 140 million that was budgeted for in our estimates.







# Drip Irrigation



[Uganda: President Calls for Drip Irrigation As a Solution to Drought](#)

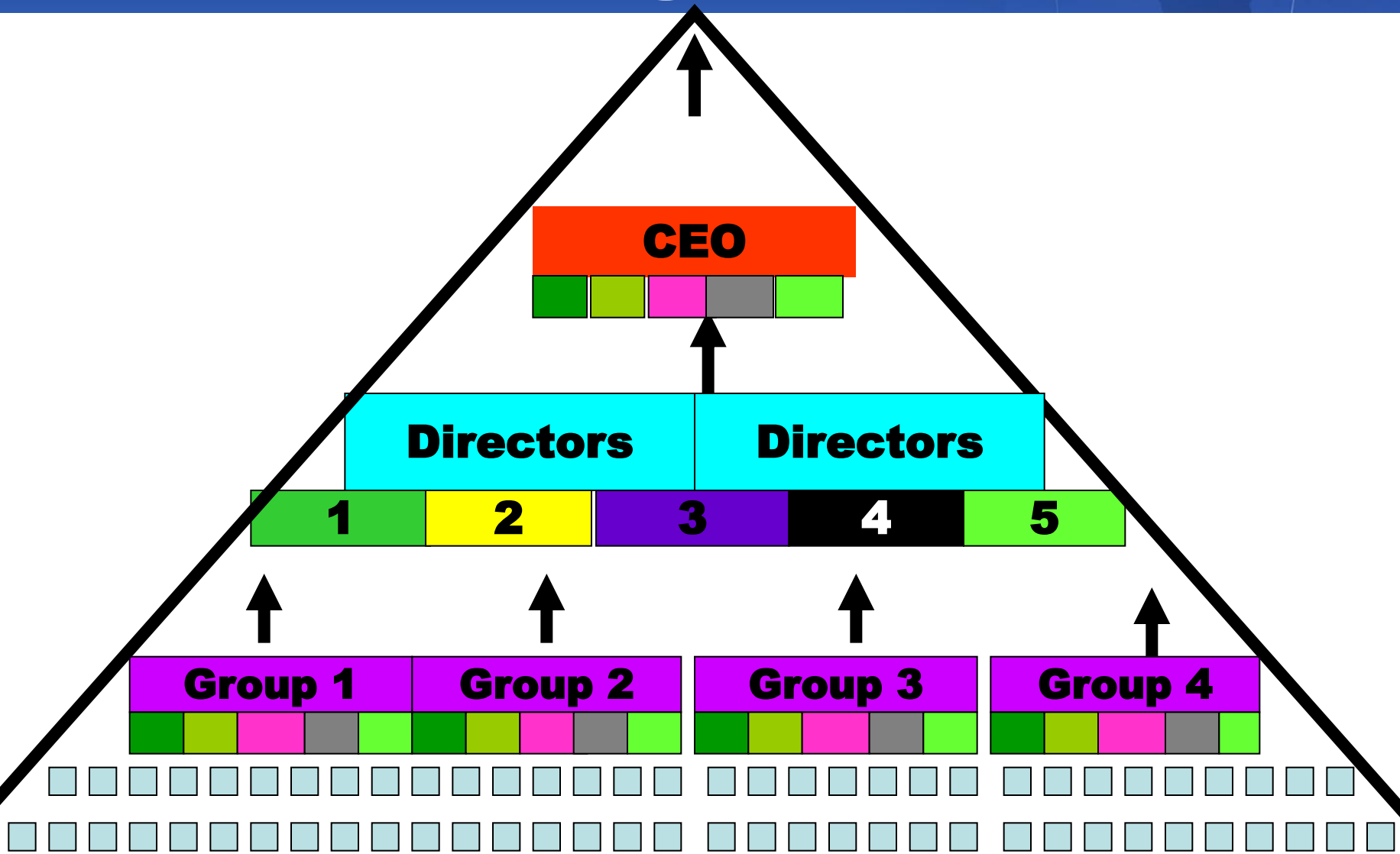
...

[allafrica.com/stories/201704140006.html](http://allafrica.com/stories/201704140006.html)

Apr 14, 2017 - Demonstration. President **Museveni** sets a plastic **bottle** for drip **irrigation** at the Presidential Demonstration Farm in Kityerera Sub-county, ...

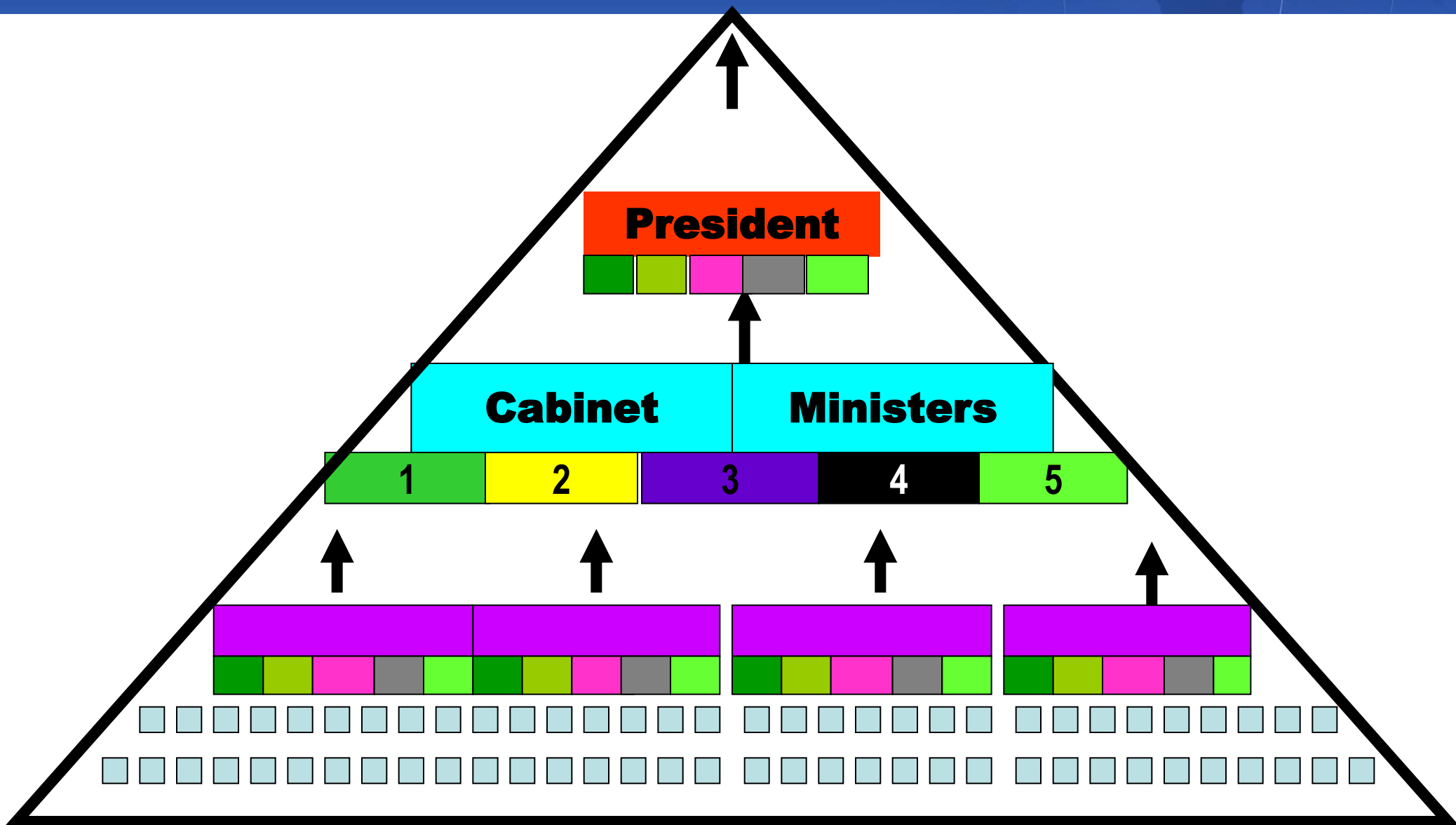


# Leadership Structure In An Organization



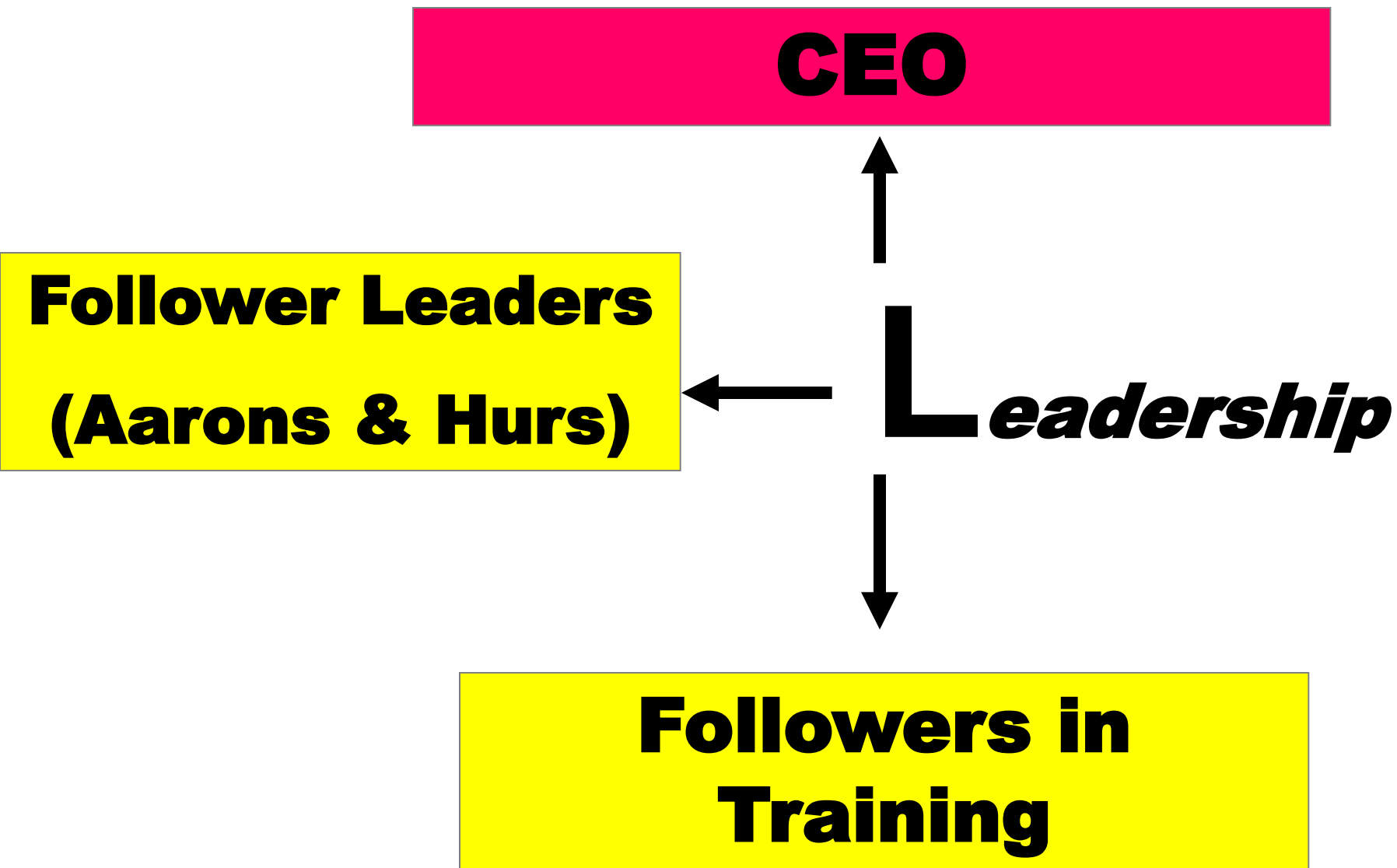


# Leadership Structure in a Government





# Three Dimensions of an Effective Leadership Structure





# Job Description for CEO's



## 10 Provide Direction

- **Provide (Eagle's) long term vision**
- **Envision** what God wants done and paint the picture clearly in the minds of your leaders;

**Michael Angelo said:** “I imagine an angel on the marble, I chisel it out of the abstract until I set it free”;

- **Sort out the 5Ws&H:** What?, Why?, Who?, When?, Where?, How?







# Summary of Job Description for CEO's

- ❖ **Provide Direction**
- ❖ **Obtain Plans, Ideas, & Recommendations**
- ❖ **Commissions the Work**
- ❖ **Provides Success**
- ❖ **Obtains Evaluation**

**Nothing here says the CEO should do the work!**



# Day 6: Be Fruitful, Multiply....

## CTTM-DEE Culture

### Chapter 41, Page 664, 1<sup>st</sup> Paragraph:

“When I had the **right man** in charge, a burden was off my shoulders. I needed only to make clear the **objectives** to be achieved, the **time frame** within which he must try and do it, and *he would find a way to get it done*”.



# Job Description

## for Supporting Leaders

To do **ALL IT WILL TAKE TO:**

- ❖ **Protect the CEO's authority;**
- ❖ **Assist the CEO to achieve the vision/mandate;**
- ❖ **Do everything it takes so that at any time he could take the **PULSE** of the ministry/ organization/country and know that all is well.**



# US Air Force 1 Take off





# Touch-Down of an Airplane





# Attitudes of Follower Leaders, “Aarons & Hurs”

**(Joshua 1:16-18)**

**And they answered Joshua, saying:  
“All that you command us **we will do,**  
and wherever you **send us, we will**  
**go.** Just as we **heeded Moses** in all  
things, so will we heed you. Only the  
**LORD your God be with you,** as he  
was with Moses. Whoever **rebels**  
**against your command and does not**  
**heed your words,** in all that you  
command him, **shall be put to death.**  
**Only be strong and of good courage”.****



# Attitudes of Followers that Lead (Joshua 1:16-18)

## Characteristics of the Joshua Generation

1. **Total Obedience** - attitude and conduct;
2. **Swore allegiance** to Joshua as unto Moses;
3. **Prayed for Joshua** - “Only thy God be with you.....”
4. **Promised to deal with rebellious persons** within the group;
5. **Encouraged Joshua** - “Be strong and ....”





# Job Description

## for Supporting Leaders

- a) They desire to **protect their CEO's authority;**
- b) **They operate out of commitment and not out of compliance;**
- c) They take **directions and run with it;**
- d) They think of **ways to lighten the load of their leader;**
- e) They **agonize over the vision of the organization or nation;**
- f) **They anticipate problems and diligently seek and design solutions to them;**
- g) **They are honest and transparent with their leaders about their feelings on issues, opinions, concerns, etc.**





# Leaders in Training

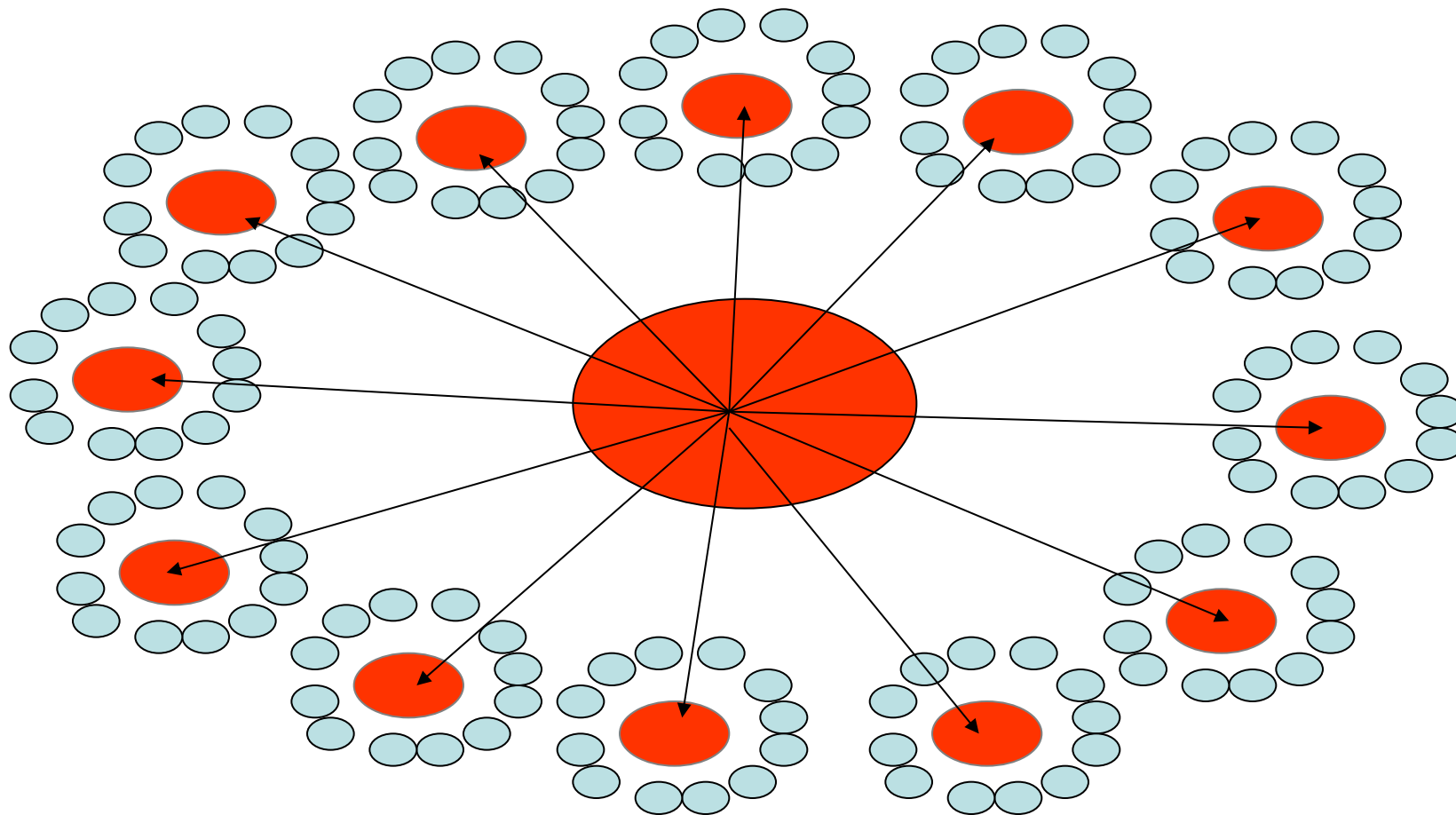
## **3. Leaders in Training should be those**

**who:**

- a) Desires intimacy with God;**
- b) Desires to serve the purpose of God in their nations/organizations;**
- c) Willing, able and available to be taught-teachable, malleable;**
- d) Will operate out of commitment and not compliance.**



# Plug Everyone into the G-12 System





THANK  
YOU



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