



Self leadership

Team Leadership

Business Start up/Scale up

Capacity Building

Level 2: Module 1

Presented by : **Felix Nzuki**

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Leadership
Intelligence

Group
Dynamics

Problem
Solving

Firm/Sales
Evolution

Customer
Journey

Business
Modelling

Business
Planning

Strategic
Planning

What is leadership?

Business Management

Leaders are made, not born.

"Leadership is not about being in charge.
It's about taking care of those in your charge."

~Simon Sinek

70%

of employee engagement is driven by the manager's leadership style

2.4X

higher performance in teams led by adaptive leaders

83%

of African businesses cite poor leadership as their top growth barrier

The 7 Core Leadership Styles

Transformational

Inspire & Innovate

Motivates through vision; drives deep organisational change.

Transactional

Reward & Results

Focuses on goals, KPIs, and structured performance systems.

Servant

Serve & Empower

Puts team needs first; builds loyalty and psychological safety.

Situational

Adapt & Respond

Flexes style based on team maturity and task complexity.

Democratic

Collaborate & Decide

Involves team in decisions; high engagement and buy-in.

Autocratic

Decide & Direct

Centralised authority; effective in crisis or high-stakes moments.

Laissez-Faire

Trust & Delegate

Minimal intervention; empowers autonomous expert teams.

Servant & Situational Leadership — Two Powerful Contrasts

SERVANT LEADERSHIP

"The first responsibility of a leader is to define reality. The last is to say thank you." — Max De Pree

- ✓ Prioritises team wellbeing over personal agenda
- ✓ Removes obstacles so team members can thrive
- ✓ Listens deeply and acts on what is heard
- ✓ Builds trust through consistent, ethical behaviour
- ✓ Develops future leaders intentionally

BEST FOR: People-first cultures · High-trust teams · Long-term retention

SITUATIONAL LEADERSHIP

Developed by Hersey & Blanchard: adjust your style based on the individual's competence and commitment level.

D1 – Enthusiastic Beginner

S1 · Directing

High task, low relationship. Clear instructions.

D2 – Disillusioned Learner

S2 · Coaching

High task + high relationship. Guide and encourage.

D3 – Capable but Cautious

S3 · Supporting

Low task, high relationship. Listen and facilitate.

D4 – Self-Reliant Expert

S4 · Delegating

Low task, low relationship. Give ownership.

BEST FOR: Mixed-skill teams · Growing organisations · Coaching environments

Democratic, Autocratic & Laissez-Faire — Know When to Use Each

DEMOCRATIC



✓ Inclusive decision-making

✓ High team ownership

✓ Strong morale and buy-in

✓ Ideas from all levels

Best When

Team is experienced. Decisions benefit from diverse perspectives. Time permits consultation.

⚠ Risks

Can be slow. Decision paralysis if consensus is hard to reach.

AUTOCRATIC



✓ Fast decisions

✓ Clear accountability

✓ Strong in crisis

✓ Consistent standards

Best When

Crisis or time-critical situation. New or unskilled team. Clear expertise gap between leader and team.

⚠ Risks

Breeds resentment. Stifles creativity. High staff turnover if overused.

LAISSEZ-FAIRE



✓ Maximum autonomy

✓ Creative freedom

✓ Expert team trust

✓ Minimal micromanagement

Best When

Highly skilled, self-motivated experts. Creative industries. R&D environments requiring autonomy.

⚠ Risks

Lack of direction. Can lead to disengagement or team drift without clear goals.

Leading Diverse Teams — Generations & Cultural Intelligence

Multi-Generational Leadership

Baby Boomers (1946–64)

Values: Loyalty, hierarchy, face-time

→ **Respect experience. Engage formally.**

Gen X (1965–80)

Values: Autonomy, results, work-life balance

→ **Give ownership. Avoid micromanaging.**

Millennials (1981–96)

Values: Purpose, feedback, collaboration

→ **Coach and develop. Connect to mission.**

Gen Z (1997+)

Values: Authenticity, flexibility, digital

→ **Be transparent. Use tech tools. Listen.**

Key: There is NO one-size-fits-all approach. Great leaders flex their style for each generation.

Cultural Intelligence (CQ) in Africa



Ubuntu Philosophy

"I am because we are." Collectivist cultures value group harmony, elder respect and community consensus in decision-making.



Hofstede Dimensions in Africa

High power distance in many markets. Uncertainty avoidance varies widely. Masculinity/femininity balance shapes workplace norms.



Code-Switching Leadership

Effective African leaders navigate between formal corporate cultures and local community values — often in the same day.



Cross-Cultural Negotiation

Relationship-first cultures require trust-building before business. Time orientation may differ from Western linear expectations.

CQ Tip: Ask, don't assume. Every team member's cultural background is an asset to leverage, not a barrier to manage.

EQ in Action — Applying Emotional Intelligence to Real Business Scenarios

Scenario 1: The Underperformer

Context

A top performer for 3 years is suddenly missing deadlines. Their quality has dropped. Other team members are grumbling.

✗ Low EQ Response

Public reprimand. Performance warning immediately issued. 'Either fix it or we find someone who will.'

✓ High EQ Response

Private conversation. Curious, not accusatory. 'I've noticed a change — is everything okay?' Discovers a family crisis. Adjusts workload temporarily.

Outcome: Employee returns to full performance in 6 weeks. Team loyalty increases because others see a leader who cares.

Scenario 2: The Board Conflict

Context

A board member publicly challenges your strategy during a client presentation, undermining your authority in front of the client.

✗ Low EQ Response

Snap back defensively. Prove them wrong with data — in the meeting. Strained board relationship follows.

✓ High EQ Response

Acknowledge the input gracefully. 'That's an important perspective — let's explore it in detail in our debrief.' Addresses privately with firmness.

Outcome: Client confidence maintained. Board issue resolved privately. Your leadership credibility strengthened, not weakened.

Scenario 3: Leading Change Resistance

Context

You announce a major restructuring. Three senior managers are visibly resistant. Hallway talk is spreading. Morale is dropping.

✗ Low EQ Response

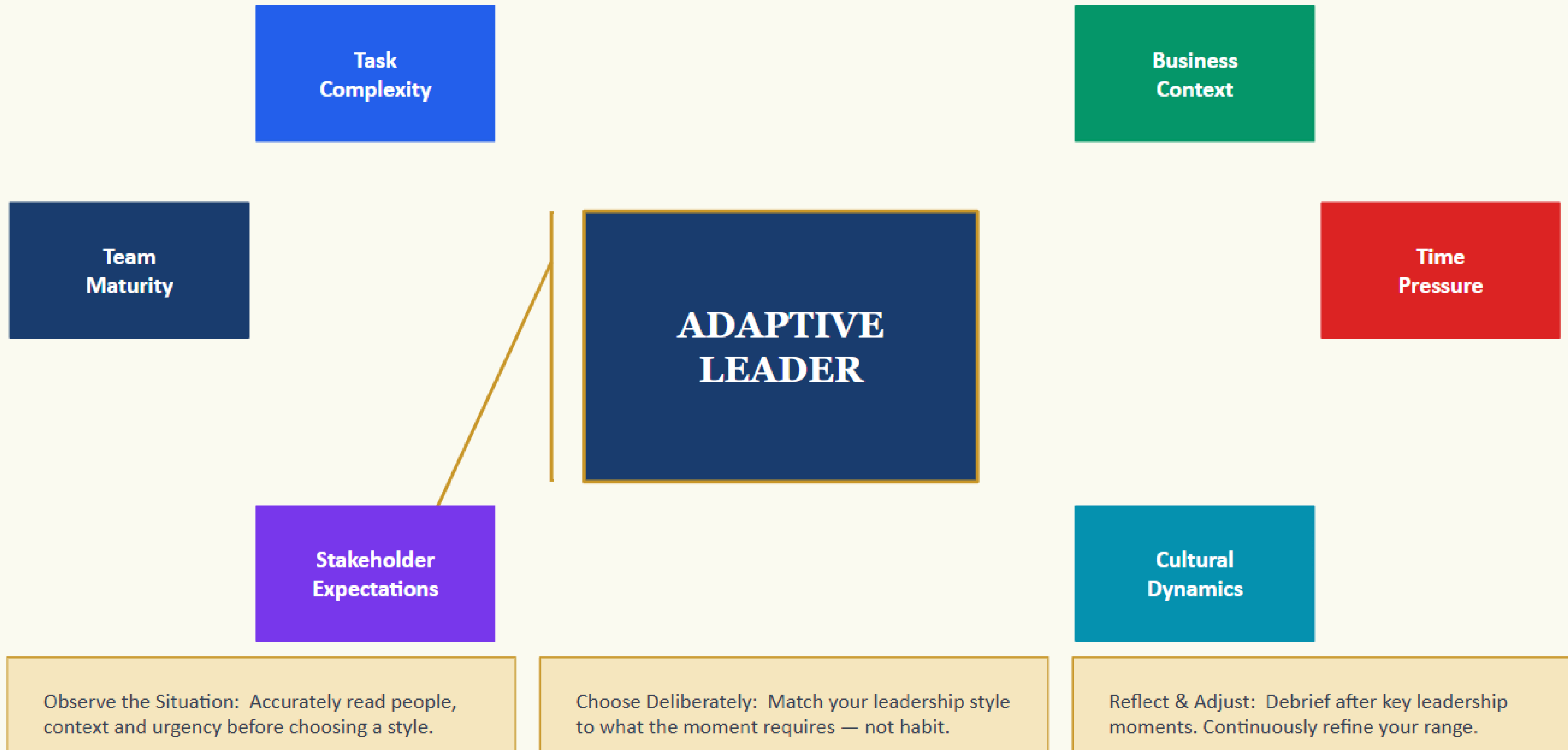
Push harder. 'This is happening — get on board or step aside.' Resistance goes underground and becomes more dangerous.

✓ High EQ Response

Host a dialogue session. Name the elephant: 'I know this feels uncertain.' Co-create the implementation plan with resisters.

Outcome: Resisters become champions. Implementation speed improves by 40%. Change sticks because people feel heard, not bulldozed.

Adaptive Leadership — The Art of Shifting Styles



Assignment?

Business Management

What is your
dominant
leadership style?