

ZIMBABWE CHAMBER OF INFORMAL ECONOMY ASSOCIATIONS



“THE CHAMBER THAT DELIVERS”

STUDY CIRCLE BASIC EDUCATION MANUAL FOR INFORMAL ECONOMY WORKERS

BOOK 4

GOOD LEADERSHIP QUALITIES AND SKILLS

Supported by FES

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Foreword

ZCIEA is an umbrella organisation for informal workers and their associations formed fifteen years ago through the Zimbabwe Congress of Trade Unions' initiative. Its goal is to protect the rights and advance the interests of all small and unregulated businesses and workers in Zimbabwe as these are not covered under the existing labour laws. One of its key functions in advancing the interests of the members is developing capacity through education and training.

A research by Labour and Economic Development Research Institute of Zimbabwe on Decent Work in the Informal Economy confirmed the following.

1. It is now widely accepted that the informal economy involves income generating activities that fall outside the purview of state regulation. The International Labour Organisation defines the informal economy as "... all economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements" (ILO 2002). Most workers enter into this economy not by free choice but out of frustration of lack of job opportunities after being retrenched or graduating from high school or college.
2. Informal economy thrives in the context of high unemployment, underemployment, poverty, gender inequality and precarious work. In such circumstances, the informal economy also plays a significant role in income-generation due to the relative ease of entry and low requirements of education, skills, technology and capital. Most people enter the informal economy by necessity rather than by choice, as a means of survival.
3. This sector is characterised by:
 - ✓ easy entry, meaning anyone who wishes to join the sector can find some sort of work which will result in cash earnings;
 - ✓ lack of stable employer-employee relationships;
 - ✓ small scale of operations, and
 - ✓ Minimum skills gained outside of a formal education.

ZCIEA has therefore planned education for all its members in the informal economy to empower them with knowledge and skills that assist them to effectively address the challenges and gaps in this sector.

This basic informal economy workers education manual is designed in a simple manner for convenient learning. The method is in a study circle group which means members need to organise themselves into small groups of between 5 and 10 people. Each group should have a leader who will lead the discussion and this can be done in rotation where one can lead discussion of a topic. This is a popular approach just like in the shona tradition of "padare" where specific issue is discussed to find solution or way forward.

The organisation has trained Study Circle Leaders from the territories who will assist in coordination and organising of groups in Chapters and Zones. It is expected that this low cost and membership centred approach will open opportunities to all members of ZCIEA to acquire basic knowledge of their sector and be able to contribute to the improvement of the labour standards and conditions of work.

The manual is in eight chapters which cover information necessary for elementary knowledge that will enable participants to appreciate their important role in building the organisation, resources and contributing to national development.

These chapters include:

1. Informal Economy Organisation;
2. Occupational Health, Safety and HIV & AIDS;
3. Mobilising and building Capital Resource;
4. Good Leadership qualities and skills;
5. Economic Literacy and Decent Work Agenda;
6. Laws Affecting Informal Economy;
7. Gender Issues in the Informal Economy;
8. Climate Change and the Informal Economy Climate Change and the Informal Economy.

Participants who complete all the eight chapters will be awarded a certificate of completion and thus qualifies to be enrolled in further education and training courses such as Negotiators, Organisers, Educators, Researchers, etc.

Through this effort, our objective is to build a formidable and strong membership organisation that champions the workers agenda from grassroots to national level.

Wisborn Malaya

SECRETARY GENERAL

Acknowledgments

The ZCIEA Informal Economy Study Circle Education is a programme that was designed after consultation with the members on their needs in their organisation. Consultations done with membership indicated a number of needs and among these was the need for knowledge of the organisation, rights, work skills, legislation, policies and other information that assist the informal workers to efficiently operate.

In respect of its membership rights and to address the identified needs, the organisation established the education and training programme that targets the rank and file membership. As the ZCIEA slogans outline “the Chamber that Delivers – Nothing for Us without Us”, the chamber has the responsibility of empowering the membership with knowledge and skills to be able to actively participate in and contribute towards recognition and respect of the informal economy and the workers’ rights.

In the process of developing this basic education material whose objective is to enlighten all members of ZCIEA and workers at large, the organisation and programme received support in various ways. Therefore acknowledgement is attributed to the members who participated in the consultation activities that were done in the territories, those who participated in the research by LEDRIZ, participants to the collective negotiations workshops. All the information provided from these activities assisted ZCIEA in identifying the education and awareness needs as well as the specific areas that shaped focus of this material.

We also acknowledge the research done by LEDRIZ on Informal Economy whose report informed the writers on the status of the informal economy, working conditions and the decent work standards.

Special gratitude is given to the writers of the Study Circle Manual Lucia Chinyamakobvu – ZCIEA Harare Territory Secretary, Ropa Chikoore - Midlands State University Student Intern, Dyke Munetsi – Chitungwiza Territory Youth Forum Chairperson, Agatha Chabwinja – ZCIEA Administration Secretary and Wisborn Malaya – ZCIEA Secretary General who were skilfully guided by Miriam Assumpta Chikamba – Trade Union and Community Organisation Development Mentor to put together all the information required and produced this manual.

Our most sincere gratitude is extended to the Fredrich Ebert Stiftung (FES Zimbabwe Country Office) for their unwavering support and faith in ZCIEA’s capability by technically and financially supporting the production of this education manual that will go a long way in empowering and liberating the informal economy workers in Zimbabwe.

We also thank the ZCIEA National Assembly, all structures and other supporters whose encouragement, motivation and initiatives contributed to the success of this informal economy workers basic education programme and material.

We wish all the informal workers and those who encounter with this material the best in transitioning the informal economy towards formalisation, respect of workers' rights and implementation of better labour standards.

ZCIEA – THE CHAMBER THAT DELIVERS

Loraine Sibanda

PRESIDENT

ABBREVIATIONS

ZCIEA	Zimbabwe Chamber of Informal Economy Associations
ZCTU	Zimbabwe Congress of Trade Unions

Chapter Four: Good Leadership Qualities and Skills

1. Objectives of the Chapter

- ZCIEA members will be able to identify and choose good leaders.
- They will as well develop good organisational leadership qualities and skills.

2. Introduction

Many people take leadership role for granted that one may assume such a position without taking proper cognisance of its importance and requirements. Therefore this chapter will assist in informing both leaders and members what leadership is about and the requirements of a good leader. It is important that leaders know what they are expected of and the same with members who should know what they should expect from the leaders as well their role in accomplishing tasks.

3. Forms and principles of leadership

3.1 Definition of Terms

- ✓ Leadership is a process of accomplishing organisational goals and objectives through action of others which entails guidance and directing the organisation or structure.
- ✓ Quality is that which is within the person. It is the potential that lies in the person.
- ✓ A skill is the attribute that one can acquire and develop to use to accomplishing the task and producing the expected results.

3.2 Purpose of leadership

Why do we need leadership?

In all activities and processes, there is need for guidance and direction. This then cannot be done by everyone spontaneously. It requires someone to take the responsibility of such actions and outcomes. Therefore leadership is about guiding others' towards producing the intended actions to accomplish goals.

3.3 Types of leadership

3.3.1 AUTOCRATIC/DICTATORSHIP/AUTHORITARIAN:

This type of leadership is based on use of power and authority.

Attributes of this type of leadership

The leader commands and backs up with penalty, insists on obedience, have no consultations. The leader does not give information about future plans, remains aloof

from the group, is strict in treatment of sub-ordinates and relies on dividing members.

3.3.2. LAISSEZ-FAIRE Leadership:

The leadership relies on psychological support than power.

Attributes of this leadership

The leader does not dictate procedures, believes that members will take responsibility and work towards accomplishing organisational goals on their own without guidance and supervision. Does not lead or issue orders nor participate as a group member.

3.3.3. DEMOCRATIC Leadership: This type is based on participatory and team work.

Attributes of democratic leadership

The leadership searches for appropriate roles where members are educated or skilled, gives direct guidance. Depends on mutual contribution and the leader is a joint contributor than boss. The leader integrates than commands, disciplines oneself voluntarily and has self-actualisation

The good leader delegates and gives orders after consultation with the members and develops policies in group discussions. Before giving orders, the leader plans and in achievements or failure, leaves praise and blame to the group than to self. Applies the principle of SMART = Specific, Measurable, Attainable, Realistic and Timeous.

The leader uses:

- Free communication regardless of rank and power,
- Consensus or mutual agreement than coercion or force
- Influence based on knowledge and skill than personal power
- Allows and encourages emotional expressions
- Basically uses human bias and applies rationale

4. Qualities and Skills of good leaders

Good qualities of leadership

The explanation given above defines quality as the potential within the leader. These are behavioural attributes that the leader portrays such as:

- **Honesty, Trustworthy, Responsible, Accountable, Transparent, Patient, Confident, Humility And Approachable, has common sense, Good sense of judgement; Tireless enthusiasm;** Well-placed sense of humour; Tolerant, Courageous, Tactful, Sensitive, Is down to earth.

5. Good Leadership skills

These are learnable and assist in implementing the tasks and include

INNOVATION, CREATIVITY, COMMUNICATION, LISTERNING, NEGOTIATING, PROBLEM SOLVING, ORAL and PRESENTATION

6. GOOD LEADERSHIP RESPONSIBILITIES

- Clear demarcation of responsibilities: This means one is clear terms of reference
- Systematic implementation of decisions thus one implements decisions according to defined systems and controls.
- Transparent and Accountable to members through periodical consultations and feed back
- Applies strict binding nature of decision by sticking to conclusions taken.
- Allows broad participation of members promoting democracy.

7. Role of subordinates / Members

1. Members of the organisation as well as subordinates need to check and continuously the process and operations of the organisation towards the set goals. This is possible when members know the organisation resolutions and strategic directions.

2. Association members must be clear of their role and the roles of their leaders. Members must know their rights, be educated and skilled to be able to analyse issues around their organisation.

3. It is important that members participate fully in structures activities and be keen to contribute ideas and opinions towards decisions on organisational issues.

4. Have an interest to play in the team and maintain team spirit at whatever level one is involved and demand leadership accountability. Most membership organisations fail to fulfil their congress mandate because there exist divisions and negative personalities which compromise the good relations and trust.

8. Barriers to good leadership

Usually the opposite of the given good skills and behaviour are the barriers to good leadership. Major of these are DISHONESTY, UNAVAILABILITY, NON-ACCOMMODAATIVE AND INCONSIDERATE, DISRESPECTIFUL, LACK OF HUMILITY

9. CONCLUSION

Good leadership is not about appearances nor is it based on wealth or education. It requires commitment to work for the organisation and serve membership. It also demands sacrifices of self interest in consideration of the organisational interests. Good leadership also not about charisma only it is about following the set regulations without manipulating them for self-gratification.

A good leader will always view oneself to be in need of further development in order to take the organisation to the a higher level by creating other leaders within.

All renowned leaders had their strengths and weaknesses and a good leader always considers working to strengthen ones weaknesses while improving the strengths. Leadership evaluation and analysis is the good antidote to successful leadership. Thus one always gives room and opportunity to learn and develop strategic skills for specific goals.

Therefore a good leader will work to balance organisational work and own life at the same time creating opportunities for others to lead.

10. Exercise

1. Assess and list the leadership responsibilities for a worker organisation
2. List democratic leadership attributes.
3. Which leadership style do you think can work best and why in:
 - A workers organisation?
 - Your business?