

**LEADERSHIP CASE PROBLEM**

Peter Williams is an unmarried 34-year-old human resource manager working for Cell C Telephonic Services in London. He received his degree in Human Resource Management from the University of London and has worked for Cell C Telephonic Services for approximately 12 years. He has had excellent success in aligning the company's strategic business plan with the organisation's strategic human resources plan. He has shown excellent leadership and management skills in implementing a comprehensive human resource management plan, incorporating the correct methods of recruitment, selection, human resource planning, performance assessment, remuneration management and training for the company.

He has now received a new assignment in creating and implementing a strategic human resource plan for Cell C Telephonic Services in Kenya, as the strategic vision for the company is to become the major cellphone seller in Africa. He will be based there for five years.

**QUESTIONS**

1. What leadership skills/behaviour would you advise Peter Williams to follow with community leaders, clients and colleagues in achieving his goals?
2. Do you think you would have achieved a different outcome by utilising management skills to achieve your goals in the abovementioned? Explain.

**SUGGESTED READING**

- Blanchard, K. 2007. *Leading at a Higher Level*. Edinburgh: Pearson.
- Bush, T & Middlewood, D. 2013. *Leading and Managing People in Education*. London: Sage Publications.
- Griffin, D. 2002. *The Emergence of Leadership*. London: Routledge.
- Khoza, RJ. 2005. *Let Africa Lead*. Johannesburg: Vezebuntu Publishing.
- Kuada, J. 2010. Culture and leadership in Africa. *African Journal of Economic and Management Studies*, 1(1): 9–24.
- Lituchy, TR & Punnett BJ. 2014. Leadership effectiveness and motivation in Africa and the African Diaspora (LEAD): an introduction. *Canadian Journal of Administrative Sciences*, 31(4): 221–227.
- Mbigi, L. 2005. *The Spirit of African Leadership*. Randburg: Knowres Publishing.
- Mugumbate, J & Nyanguru, A. 2013. Exploring African philosophy: the value of Ubuntu in social work. *African Journal of Social Work*, 3(1): 82–100.
- Senaji, TJ, Metwally, E, Sejjaaka, S, Pupilampu, BB, Michaud, J & Adedoyin-Rasaq, H. 2014. LEAD-Leadership effectiveness, motivation and culture in Africa: Lessons from Egypt, Ghana, Kenya, Nigeria and Uganda. *Canadian Journal of Administrative Sciences*, 31(4): 228–244.
- Shokane, MS, Stanz, KJ & Slabbert, JA. 2004. Description of leadership in South Africa: organisational context perspective. *SA Journal of Human Resource Management*, 2(3): 1–6.

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