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# Grounded in Practice: Authentic Transformational Leadership A Case Study of Jennifer Semakula Musisi the First Executive Director of Kampala Capital city Authority (KCCA) in Uganda

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Grounded in Practice: Authentic Transformational Leadership

A Case Study of Jennifer Semakula Musisi the First Executive Director of Kampala Capital City

Authority (KCCA) in Uganda.

A DISSERTATION

SUBMITTED IN TO THE FACULTY OF THE COLLEGE OF EDUCATION LEADERSHIP

AND COUNSELING

OF

THE UNIVERSITY OF ST. THOMAS

IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF DOCTOR

OF EDUCATION

By: Noah M. Kafumbe

January, 2017

**UNIVERSITY OF ST. THOMAS**

We certify that we have read this dissertation and approved it as adequate in scope and quality. We have found that it is complete and satisfactory in all respects, and that any and all revisions required by the final examining committee have been made.

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Date

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## **Dedication**

This dissertation is dedicated to my late father Ismail Kalule Bbossa who did not live to see any of his children graduate. Dad it hurts to think that you are not here anymore but the values you modeled and instilled in us have propelled me this far. I also dedicate this to my children Leillah, Jamil and Nadia Kafumbe. I hope you are inspired to dream, believe and achieve your goals in life.

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The doctoral adventure is a daunting task. Without the support and encouragement of many individuals, I would not have been able to achieve the highest dream in education. Praise be to the Almighty, the most gracious and most merciful Allah who has given me the will, and patience to accomplish everything I set out to do.

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## **Abstract**

Addressing the development challenges in resource constrained countries like Uganda requires leaders in the public service sector with the resolve to challenge the status quo and ensure accountability and adequate service delivery to the citizens of these countries. However, the quality, capacity, abilities and, integrity of some leaders in Uganda's public sector who are entrusted to steer and implement the necessary transformation and changes have been questioned over the years. This intrinsic case study explored the unique leadership approach of Jennifer Semakula Musisi the first executive director of Kampala Capital City Authority (KCCA) who has challenged the status quo, created options and opportunities for Kampala city dweller, clarified problems and choices and, built moral capital based on values and has restored the image of some public institutions in Uganda. Ms Musisi has redefined public service delivery in Uganda and provided a vision of possibilities and a promise of a better community in Kampala. This study found Ms Musisi leadership approach to be authentic and transformative built on moral values, faith, honesty, integrity, trustworthiness, reliability and accountability.

## Table of Contents

Dedication .....	i
Acknowledgement.....	ii
Abstract .....	iii
Table of Contents .....	i
Chapter 1 .....	1
Background of the study .....	1
Leadership and public service delivery.....	2
Structural and Institutional Transformation in Uganda .....	5
Transformational Leadership and Public Service Delivery in Uganda .....	7
Scope of the Study .....	10
Statement of the problem .....	10
Purpose of the study.....	13
Specific Objective.....	14
Research Questions.....	14
Rational and Significance of the Study.....	14
Research Method .....	15
Definition of Key Terms.....	17
Leadership.....	17
Authentic Leadership .....	17
Transformational Leadership .....	17
Authentic Transformational Leadership (ATL).....	18
Result-Oriented Leadership .....	18
Public Services.....	18
Summary.....	18
Chapter Two.....	19
Literature Review.....	19



Literature Review Research .....	19
Table 1.0 .....	20
The Situation in Kampala City .....	22
Unfolding Jennifer Semakula Musisi.....	24
Defining Leadership.....	29
Authentic Leadership .....	31
Transformational Leadership .....	37
Authentic Transformational Leadership .....	45
Summary .....	50
Chapter Three.....	51
Research Methodology .....	51
Research Questions .....	51
Research Design.....	52
Participant Selection .....	53
Data Collection .....	55
1. Qualitative interviews .....	55
2. Qualitative documents.....	56
3. Qualitative Audio.....	56
4. Observation.....	56
Data Analysis .....	57
Role and interest of the Researcher .....	58
Ethical Considerations .....	60
Privacy and Confidentiality .....	60
Limitations .....	61
Delimitations.....	63
Summary .....	63
Chapter Four .....	65
Findings and Analysis.....	65
Background to the research.....	65
Restatement of research problem.....	67
Opening the Doors .....	68

Jennifer Musisi’s journey to public service and leadership .....	70
Jennifer Musisi’s Values as leader.....	75
Field Observation.....	76
The leader in Ms Musisi .....	79
The Social Aspects of Ms Musisi .....	79
Results, Mentoring, Empowering and Building Teams.....	80
Style and belief .....	82
Transformation becomes a passion for Ms Musisi .....	84
Integrity.....	84
Operating with caution.....	89
Summary of Jennifer Musisi’s leadership approach and values .....	90
Secondary Participants.....	91
Participant 1 .....	91
Participant 2 .....	93
Participant 3 .....	93
Participant 4 .....	94
Participant 5 .....	96
Participant 6 .....	97
Participant 7 .....	97
Participant 8 .....	98
Participant 9 .....	98
Participant 10 .....	98
Summary.....	99
Chapter Five.....	100
Thematic Analysis .....	100
Table 2.0 .....	111
Table 3.0 .....	112
Table 3.0 .....	112
Conclusion .....	113
Appendix A.....	126
Appendix B.....	128
Consent Form.....	132

## Chapter 1

### Background of the study

Leadership is one of the most comprehensively researched social influence processes in behavioral science. Most leadership studies are focused on characteristics of leadership; leadership styles, dimensions and leadership influence (Grimm, 2010). Over the years, behavioral scientists have attempted to discover which traits, abilities, behaviors, sources of power, or aspects of situations and the environment that enable leaders to influence their followers to accomplish organizational goals and objectives. In the past, the predominant focus of research in the field of leadership was on leadership effectiveness (Yukl, 1994).

The paradoxes of leadership are many. They are real and intense, making studying of this construct more relevant (Rosenbach and Taylor, 1993). Fortunately, leadership research completed over the last decade has helped scholars to gain better insight into the history of leadership styles and approaches as well as their impact on society (Jogulu, 2010).

The researcher is a native of Uganda who has seen the country go through turbulent political and economic times leading to wide spread poverty, poor health systems, corruption and poor service delivery. It is against this background that the principal investigator aims to explore and understand how leadership manifests and impacts public service delivery in the context of a developing country like Uganda.

Additionally, this research is also an attempt to document the unique leadership approach of Jennifer Semakula Musisi, the first executive director of Kampala Capital City Authority (KCCA), who was appointed in April 2011. Ms Musisi has been recognized in the international

development and donor community as a leader in a developing country who has instilled a culture of accountability, turned around public service delivery, and transformed Kampala the capital city of Uganda which is considered one of the least developed countries in the World.

Success of economic, political and organizational systems depends on effective and efficient guidance of leaders (Lussier & Achua, 2007). Effective leaders come in different forms and from different backgrounds. Some leaders take charge; others nurture subordinates to accept responsibility and drive success in the environment in which leadership is being applied. This research presents a paradigm shift in defining and understanding leadership. Furthermore, this study will demonstrate how leadership manifests itself in the context of a developing country such as Uganda, and its overall impact on public service delivery through the lens of an authentic form of transformative leadership, which for purposes of this study the researcher will refer to as Authentic Transformational Leadership (ATL). Many leadership theories today suggest that leadership styles are transforming at a rapid pace to keep up with the globalization. This is especially the case in government and public service institutions (Jogulu, 2010).

### **Leadership and public service delivery**

One of the core functions of government institutions is to deliver public services such as health service, water and sanitation, road maintenance and security. Public services have tangible elements such as quality, quantity, speed of delivery, and access provided or supported by government or its agencies (Boyne, 2003). Public institutions with different resources and capabilities deliver specific and general services such as education, health, and security which members of the public may not provide as individuals (Dorasamy, 2010).

Governments in different countries around the world are made up of multiple organizational structures and systems, all of which depend on some form of leadership to function. Leaders create a shared vision, inspire others, and provide direction during times of change. Leaders also drive growth, develop strategies, thwart change, and sometimes cause aggravation within the ranks of the organization (Martin, 2015). Leaders in the public service sector are expected to serve public needs and not promote personal interest (Dorasamy, 2010).

In the context of developing countries like Uganda, public service delivery hinges heavily on the will and quality of the leaders. Inefficient and ineffective public service delivery in developing countries has led to high rates of poverty, lack of safe and secure water supplies, the breakdown of basic infrastructure such as roads, drainage and waste management; which in turn has led to poor health conditions and a high burden of preventable diseases leading to increased mortality (Sheuya, 2008).

In both developed and developing countries, when public services are not provided or when the services provided fail to meet the expectations of the of the public and the tax payers, people lose confidence in the institutions responsible for delivering the services. The public tends to blame the people believed to be in charge of these institutions or organizations (Foster & Young, 2009) hence, putting leadership at the core of public service delivery.

While many studies on leadership styles, attributes, traits, and philosophies account for the extensive literature surrounding leadership, this intrinsic case study research was an attempt to explore and understand an Authentic Transformative form of leadership and the key attributes of this leadership approach. This research is an attempt to inform and provide evidence to the international development community, that transformative leaders who can improve public service delivery in developing countries can be nurtured.

Over the next 30 years, most of the growth in the world's population is expected to occur in cities and towns of developing countries (Montgomery, Stern, Cohen & Reed, 2003). Leaders in developing countries will have to deal with poverty, creating job opportunities, providing security and public services on a daily basis. Addressing these fundamental challenges requires scholars and the international development community to think about different leadership approaches in the context of developing countries taking into account the unique social, economic, political and cultural aspects of these countries.

Like in many developing countries, public service delivery in Uganda has experienced massive corruption. International donors have lost trust in public service leaders as a result of poor accountability. Efforts to address the accountability challenges over the years have been frustrated by the lack of transparent and strong willed leader. In most of the public institutions in Uganda, leaders have been ineffective at implementing policies or effect the necessary changes in the system to address the needs of the people living in poverty. For these reasons, there is a high need for research on leadership in the context of developing countries in order to understand how different forms of leadership can impact public service delivery in a developing country like Uganda.

This research focused on Jennifer Semakula Musisi thereafter Ms Musisi, the first executive director of the Kampala Capital City Authority (KCCA). In her short span as executive director, she has exhibited a unique form of leadership which delivers results and has transformed Kampala city, the capital of Uganda into a cosmopolitan city. The research herein has centered on Ms Musisi's unique leadership style which has made changes in the way KCCA operates and enabled her to transform Kampala city and redefine public service delivery in

Uganda. This research is a contribution towards understanding a paradigm shift of leadership in the context of developing countries.

According to the 2012 East African Bribery Index, more than half of the respondents of a survey conducted in Uganda perceived Uganda's public institutions as extremely corrupt. Of the citizens surveyed by Transparency International, 38.8% stated that paying a bribe was the only way to access public services in Uganda (Transparency International, 2012). The situation in Uganda seems to suggest that whether to grant public services, and or decide the pace at which public services are ultimately delivered is determined by the extortionist power of public officers (Transparency International, 2012). This however flies in the face of the widely held belief that public service leaders are expected to serve the public needs and not promote their own personal interests (Dorasamy, 2010). By exploring Ms Musisi's form of leadership that is centered on morals, and is ultimately true to self and others (Gardner, 1990), this research will pave the way towards understanding how nurturing and adapting different leadership approaches in developing countries can impact service delivery and cultivate a culture of accountability in the public service sector.

### **Structural and Institutional Transformation in Uganda**

Like in many other countries in sub-Saharan Africa, Uganda is trying to implement structural and institutional reforms in order to decentralize the political authority in local governments. The goal of this decentralization process is to bring services closer to the people, and simultaneously curb the mismanagement of public resources coupled with wide spread corruption in the public sector so as to improve public service delivery. To that effect, the decentralization policy in Uganda assigned responsibility to Local Government Authorities

(LGAs). LGAs in Uganda are now responsible for influencing public service delivery in critical policy areas such as education, water and sanitation, solid waste management, road maintenance, and public health care (Lambright, 2014).

Uganda like many other developing countries in Africa is faced with a challenge of rapid urbanization. Urbanization in Uganda is estimated at nearly 5% (Lambright, 2014). This has increased the demand for public services from LGAs like Kampala City. LGAs in Uganda are struggling to fulfil their obligations to the citizens due to a combination of social, economic, and political factors (Lambright, 2014).

There is a widely held view in Uganda that LGAs are corrupt and not doing enough to deliver services (Kasozi, 2011; Mukiibi, 2011). The poor delivery of public services in Uganda is partly attributed to weak leadership and political struggles within the Local Government structure (Lambright, 2014). LGAs in Uganda including Kampala City Council (KCC) face leadership challenges and have not been immune to this type of criticism.

In order to transform Kampala city and effect change, the government of Uganda embarked on institutional transformation and reforms of the city's governance structure in an attempt to improve service delivery and create a platform of accountability. This began in 2009 when the Parliament of Uganda passed the Kampala Capital City Act which effectively eliminated the KCC as the governing authority responsible for providing services to city dwellers, and created in its place a new corporate authority called Kampala Capital City Authority (KCCA). KCCA was charged with the duty of governing, improving service delivery and transforming Kampala city.



The KCCA Act sought to dilute the powers of the elected leaders in Kampala by stripping them of the administrative authority they had previously held. An example of this was the once powerful role of the Lord Mayor of Kampala, which was in the end reduced to a ceremonial position rather than the executive head of the city administration.

Since the KCCA Act was enacted in 2011, the executive power in Kampala city is now vested in an Executive Director (ED) directly appointed by and accountable to the president of the Republic of Uganda. The ED serves as the head of public service, head of administration, and the chief accounting officer of the authority (Government of Uganda, 2011). However, the transition of the administrative authority from the KCC to the KCCA was not smooth for the first ED or KCCA as a new entity within the country's decentralized administrative structure.

Most of the transformational and policy changes instituted by KCCA under its mandate to improve service delivery, structural planning, regulation and governance of Kampala City were met with resistance from certain communities and opposition politicians. Some of the community engagements between KCCA staff ended in violence due to adherence to the old order (Kasozi, 2011).

### **Transformational Leadership and Public Service Delivery in Uganda**

In spite of the challenging start to the transformational efforts in Uganda's public service sector at the hands of the old order coupled with political dynamics, some leaders within the public sector were determined to do the right thing. Their passion only grew to effect change with the objective of improving public service delivery, and propagating a culture of transparency and accountability in their respective organizations.

It is worth noting that, for any form of transformation to occur, the leader needs to have a clear and compelling vision (Orey, 2011). Much as every leader is a unique individual, and raised differently, some leaders have inborn or natural capacities, while others acquire new leadership skills in the course of their leadership journey, as they are influenced by the environment in which their leadership style is developed (Haden & Jenkins, 2015).

This research study set out to explore a leadership style that encompasses ethical and authentic leadership, that is true to one self and others, and built around idealized influence, inspirational motivation, intellectual stimulation and individual consideration. These elements encompass the four pillars of transformational leadership (Zhu, Avolio, Roggio & Sosik, 2011).

One of the documented exemplary public service leaders in Uganda who has effected fundamental changes in public service delivery and fits the bill of being transformative is, Ms Musisi. Despite the challenges Ms. Musisi faced, she along with her team at KCCA have gradually transformed Kampala City socially, economically and politically. Under Ms Musisi's leadership, Kampala city has undergone tremendous transformation in the last four years with visible improvements in infrastructure, sanitation, revenue collection, and service delivery (Kalyegira, 2012).

A lot has been written and said in Uganda's local media about the phenomenon of Ms Musisi and her leadership approach that is transforming Kampala City (Kalyegira, 2014; Mulera, 2014; Rugyendo, 2014; & *The Observer*, 2012). While officiating at the National Resistance Movement (NRM) anniversary celebrations in January 2012, the President of Uganda Yoweri Kaguta Museveni, praised the Executive Director of KCCA for the transformational work she is doing. The President stated that

“...you all can see what Jennifer Musisi has achieved in a short time. We need about 2,000 Musisis’ to lead the ministries, districts and sub-counties in the war against corruption.”

The president of Uganda believes the country needs a new breed of transformational leaders such as Ms Musisi who can be trusted to make the necessary changes to transform and restore sanity to the dysfunctional public service sector in the country (*The Observer*, 2012).

In 2014, the Minister for Kampala during the launch of KCCA’s 2014/15 – 2018/19 Strategic Plan stated that;

“the institutional reforms that followed the creation of KCCA as a central government agency had noticeable dividends in the three years since inception of KCCA...the years of neglect, apathy, mismanagement, and institutional inefficiency that had eroded Kampala city’s image are now behind us” (KCCA, 2014).

Reports published by KCCA indicate that Kampala city has been transformed over the last 4 years. The city is now cleaner, greener, and a number of roads have been reconstructed. All told, public trust and the corporate image of Kampala have been restored (KCCA, 2014). However, with the narrow roads in Kampala city aggravating the already terrible traffic jams, Ms Musisi embarked on an ambitious plan for construction of flyovers a major undertaking that only a selfless and transformational leader could deliver to Kampala.

It is in this context that this intrinsic case study about the phenomena of Ms. Musisi and her leadership approach was framed. This research is attempting to explore and understand Ms Musisi whose leadership and resolve are said to be “the key drivers of the changes,

transformation and improved service delivery in Kampala City” (New Vision, 2015; Ruyendo, 2014).

### **Scope of the Study**

This intrinsic case study was conducted in Kampala city, the capital of Uganda, to examine and understand the phenomenon of Ms. Musisi, a lady who has transformed Kampala city and redefined public service delivery in Uganda. This study did not seek to examine the role, work or performance of the KCCA as a public institution. The focus of this study was to explore the uniqueness of Ms. Musisi leadership as first executive director of the KCCA and to understand the basis of her form of leadership in the context of service delivery in a developing country.

The researcher attempted to understand how Kampala’s first executive director has been able to build and transform a public institution like the KCCA through the lens of ATL. Authentic transformational leaders are leaders with moral character who also embed moral values in their vision with concern for self and their followers (Zhu et al.2011).

### **Statement of the problem**

There is increasing pressure in the 21<sup>st</sup> Century for leadership reform and change in public service institutions in developing countries. The challenge for authorities in most developing countries is to expand service provision, reduce inequality, and leverage opportunities to create better livelihoods citizens. To realize this transformation, there is need for a paradigm shift in the way researchers and the international development community looks at the leadership construct, especially as it relates to the public service delivery in developing countries.

In many developing countries like Uganda, “at least one in four urban residents is estimated to be living in absolute poverty” (Montgomery et al., 2003). Kampala city like many other urbanizing cities in developing countries attracts a sizeable number of rural migrants in search of opportunity. These migrants, together with the growing native population in Kampala, have exceeded the city authority’s capacity to main the infrastructure, basic amenities, and the provision of basic public services. Manifestations of poverty are clearly visible in Kampala. These include but are not limited to overcrowded slums, environmental pollution, inadequate housing, basic sanitation, and access to clean water.

In Kampala city today, the biggest challenge for authorities is the provision of services such as public health, education, roads, security, reducing inequality, and leveraging opportunities in the global economy to create better livelihoods for the swelling urban population. Delivering services in a city that is urbanizing in a developing country like Uganda requires a change in the caliber of public service leaders.

Given this context, pressure is mounting on the leaders. There is call for reforms in the public sector and an overhaul in the leadership of public service institutions in Uganda. To realize this transformation, there is need for a paradigm shift in the way we view the construct of leadership in developing countries. This is absolutely critical especially in the public sector which is primarily tasked with providing services to the citizens. The quality of life of most city dwellers in developing countries hinges heavily on the leaders in charge of service delivery.

According to Transparency International (2012), public service institutions in Uganda are said to be corrupt and the worst when it comes to service delivery compared to the private sector. The leadership of most public service institutions in Uganda needs to be overhauled in order to

cultivate a culture of accountability and ensure efficient service delivery to the people of Uganda.

Uganda remains one of the least developed countries in the world with a gross national income per capita of 680 US dollars. A large proportion of Uganda's population is vulnerable to poverty due to low levels of productivity, and inappropriate urban development (World Bank, 2014). Furthermore, the slow development of basic infrastructure such as roads and hospitals has contributed largely to a lower life expectancy in Uganda.

Life expectancy is an indicator of the overall health status of a country's population and their quality of life. According to the Uganda Health Systems Assessment Report (2012), the life expectancy at birth women/men is 55/53 with a high infant mortality rate of 76 per 1000 live birth. Despite the increased financing of the public sector from the government of Uganda with support from bilateral and multilateral donors, service delivery and infrastructure development remains poor in Uganda.

Dissatisfaction of the citizens of Uganda towards the poor quality of public services provided by the LGAs has been voiced in many forums such as radio talk shows, print media; with public rallies and social media all citing leadership challenges as the root cause of poor service delivery in the Public Sector (*The Observer*, 2012). There is a call for a complete overhaul of public service leadership in order to make public institutions work for the citizens of Uganda. There is a vernacular saying in a Ugandan dialect that, "fish begins rotting from the head when they go bad." What this literally implies is that the failed public service delivery system in Uganda is a result of poor leadership.

## **Purpose of the study**

The situation in Uganda puts studying and understanding leadership at the focal point of addressing the challenges at hand. The purpose of this intrinsic case study was to examine and understand the uniqueness of Ms. Musisi, the first executive director of the Kampala Capital City Authority (KCCA) and her leadership approach.

In the last couple of years, some public service institutions in Uganda such as the Uganda Revenue Authority (URA), the National Water and Sewerage Corporation (NW&SC), and the Kampala Capital City Authority (KCCA) have been applauded as transformed public institutions. URA, NW&SC, and more recently KCCA are now looked at as models for what Uganda's public institutions ought to look like in the 21<sup>st</sup> Century if the country is to have any chance to address its development challenges and improve public service delivery.

The successful transformation of URA, NW&SC, and now KCCA has been attributed to the able leadership of each respective organization's executive director. The leaders of URA, NW&SC, and KCCA respectively, have been described as being different; transparent, honest, authentic, and transformational (Bamwanga, 2014). However, developing and nurturing leaders of this caliber remains a challenge for many developing countries such as Uganda.

A critical exploration and examination of the phenomena of Ms. Musisi and her leadership approach helped the researcher to gain a better understanding of Ms. Musisi's leadership style, which is said to be authentic and transformative based on the work she has accomplished in Kampala city.

### **Specific Objective**

The objective of this research was to examine Ms. Musisi's leadership style to learn the uniqueness of her leadership approach, in the context of public service delivery in a developing country like Uganda.

### **Research Questions**

This research attempted to answer two research questions. The first question was "what is authentic about Ms. Musisi's leadership approach that has enabled her to transform Kampala city as the first executive director of the KCCA?" The second research question was "what is transformative about Ms. Musisi's leadership approach that has enabled her to transform Kampala city. Specifically what synergies exist within the Authentic and Transformational forms of leadership?"

### **Rational and Significance of the Study**

This intrinsic case study focused on the phenomena of Ms. Musisi and her leadership approach through the lens of ATL. This allowed the researcher to generate 'rich data' that stimulated theories for future research about leadership; especially as it relates to public service delivery in developing countries such as Uganda. There is not a lot of literature on the presence or impact of ATL in developing countries. Most studies and published literature about these developing countries inevitably focuses on military power and political leadership.

The findings from this case study research will help inform how institutions and systems can be transformed to ensure effective service delivery and also lay foundation for authentic and transformative forms of leadership in developing countries. This research added to the



researcher's growing interest in the different perspectives of leadership and also enhanced the researchers understanding of authentic- transformational leadership and service delivery in developing countries like Uganda.

In addition, this research will also contribute to the field of leadership development in emerging developing economies with a focus on Uganda. The majority of the studies conducted on leadership approaches and theories focus on developed countries. There is need for more studies that are crafted around the social, economic, political and cultural dynamics of developing countries in order to capture and learn the unique attributes and challenges these factors present to leaders and leadership development.

This study will also contribute to the literature on leadership development, change management, and organizational transformation. Leadership is not merely a quality that some people have and others do not have. Rather, it is an ability that can be developed in a similar fashion to one that acquires the necessary character traits or virtues (Haden & Jenkin, 2015).

“As the demographics shift, there is considerable debate on how to best prepare the next generation of leaders” (Stewart, 2006). This study explored some of the critical components of nurturing leaders who can help transform public service institutions in Uganda and other resources in constrained countries.

## **Research Method**

The researcher used a qualitative research methodology. Qualitative research is an inquiry that explores a social or human problem by building a complex, but holistic picture through the in-depth analysis of words, detailed reports of key selected informants interviews conducted in the natural setting of the phenomenon (Creswell, 2014; Denzin & Lincoln, 2011).

Qualitative research brings the researcher to the environment of the phenomena being studied allowing the researcher to explore and gain deep understanding of a complex issue or phenomena (Creswell, 2007).

This research was conducted using an interpretive research design based on a social constructivist epistemology to gather data on the phenomena in its natural setting in order to provide a rich description (McMillan & Schumacher, 2006; Sofaer, 1999). Interpretive research explores the relationship between theory and practice. However, with interpretive research, the researcher can never assume value-neutrality (Creswell, 2007; Denzin & Lincoln, 2011; Yin, 1994).

In interpretive research, knowledge is gained, or at least filtered through social constructionism such as language, consciousness, and shared meaning (Klein & Myer, 1999). Interpretive research does not predefine dependent or independent variables, and does not set out to test hypothesis, rather it aims to produce an understanding of the social context of the situation and how the phenomenon influences and is influenced by the social context (Rowlands, 2005; Walsham, 1995).

Epistemology is a set of imminent rules used in thought by researchers to define reality (Andrews, 2012). Epistemology asks questions such as: how do I know the World? What is the relationship between the inquirer and the known? Every epistemology implies an ethical and moral stance towards the world and the self of the researcher (Denzin & Lincoln, 2000, p. 157). Whereas social constructionism is the claim and viewpoint that the content of our consciousness and mode of reality we have towards others is taught by our culture and society (Denzin & Lincoln, 2000).

In this qualitative research, the researcher analyzed data for patterns and themes including attitudes and conditions that seem vague, atypical, praised, spirited, encouraging, or unfortunate (Frank & Polkinghorne, 2010). Throughout the entire research process, the researcher sought a broad range of perspectives, reflections, and opinions from the respondents with the aim of understanding and learning the respondents meaning associated with the phenomena, and not the meaning the researcher brought to the research (Creswell, 2014).

### **Definition of Key Terms**

The following terms are important to this research and their definition provides a clear understanding of their use within the context of this intrinsic case study.

**Leadership** – This study adapted Chemers (1997) definition of leadership. Chemers defined leadership as a process of social influence in which one person uses the support and aid of others to accomplish common tasks.

**Authentic Leadership** – For the purpose of this study, authentic leadership was defined as a form of leadership where the leader is deeply aware of how (leaders or the led) think and behave. Authentic leaders are confident, optimistic, resilient, and high on moral character. Authentic leaders are also perceived by others as being aware of their own and others' value and moral perspective, knowledge and strength (Avolio, Luthans, & Walumbwa, 2004).

**Transformational Leadership** – The researcher defined transformational leadership for this study as a leadership process through which leaders cause change in individuals and social systems by developing subordinates, who, in turn, develop their organizations by accomplishing the determined goals and objectives while advancing high levels of morality and motivation (Burns, 1979; Kendrick, 2011; Rao, 2014).

**Authentic Transformational Leadership (ATL)** – For the purpose of this study, the researcher adapted Bass and Steidlmeier’s (1999) definition of ATL. According to Bass and Steidlmeier (1999), ATL is a leadership approach that is grounded in “a moral foundation of legitimate values” characterized by behavior that is “true to self and others” (p.191). ATL is commitment beyond self on the part of the leader (Gardner, 1990).

**Result-Oriented Leadership** – This is a leadership approach that is built on trust, credibility and respect with the aim of accomplishing results based on clear measurable agreements made upfront.

**Public Services** – These are services provided or supported by government or its agencies. These services have tangible elements such as quantity, quality, speed of delivery and effectiveness. Public services impact a broad range of constituents who included but are not limited to consumers, taxpayer, staff, politicians, the electorate and donors especially in developing countries (Boyne, 2003).

## **Summary**

This chapter provides a brief introduction of the study, including the statement of the problem, the purpose, scope, significance of the study, and definitions of the key terms. Chapter Two is a review of literature on leadership, authentic leadership, transformational leadership, ATL and the phenomena of Ms Musisi, and her leadership approach. Chapter two also highlights the situation of Kampala City and the environment in which the subject being studied is naturally occurring.

## **Chapter Two**

### **Literature Review**

This chapter is a broad review of the literature on leadership approaches and the different views of scholars who have attempted to understand and describe the phenomena of Ms. Musisi. This review of literature on leadership also provides a conceptual background for this qualitative study. This review begins with an overview of Kampala City, the environment in which the phenomena studied was naturally occurring. This background is followed by a discussion of the Ms. Musisi's approach to leadership.

This section will progress through three forms of leadership interpreted by different scholars in the field of leadership and organizational development. The aim is to take an academic approach to help frame Authentic Transformational leadership in the context of a developing country, like Uganda.

### **Literature Review Research**

The researcher conducted a desk review of published literature on leadership and public service delivery. The researcher primarily used EBSCO host Research databases, Emerald Group Publishing, The Education Resource Information Center (ERIC), Google Scholar, JSTOR, SAGE Research methods online (SRMO), Summon, Open Access Journals Search Engine (OAJSE), ProQuest and UNLV search engines to access journals and publications from various scholars in the field of leadership and public service delivery. The table below highlights the search topics, search terms and journals accessed during the literature review:

**Table 1.0***Search Topics and Journals Accessed During the Literature Review*

<b>Topic</b>	<b>Search Terms</b>	<b>Journals</b>
Leadership	Leadership styles, Leadership approaches, Leadership effectiveness, Leadership values and ethics,	<i>Leadership and Organization Development Journal, Industrial and Commercial Training, Nonprofit Management and Leadership, Leadership Quarterly, Canadian Journal of Administrative Sciences, Leadership and Organizational Development Journal, Women in Management Review, Journal of Management, Journal of Management Studies, Employee Relations,</i>
Authentic Leadership		<i>Leadership Quarterly, Organizational Dynamics, Leadership and Organizational Development Journal, Women in Management Review, Management Decision, Leadership and Organizational Development Journal</i>
Transformational Leadership		<i>Leadership Quarterly, Journal of Business and Psychology, Journal of Intercollegiate Sports, The Authors Journal Compilation, Leadership and Organizational Development Journal, Journal of Leadership and Organizational</i>

		<i>Studies, Journal of Public Relations Research, Journal of Organizational Change Management, Journal of Business Ethics, Canadian Journal of Education Administration and Policy, Leadership and Organizational Development Journal</i>
Authentic Transformational Leadership		<i>Leadership Quarterly, Organizational Dynamics, Leadership and Organizational Development Journal, Women in Management Review, Journal of Leadership and Organizational Studies, Journal of Applied Psychology, Industrial and Commercial Training, Consulting Psychology Journal, Journal of Applied Psychology, Leadership and Organizational Development Journal</i>
Public Service Delivery in Uganda		<i>International Journal of Environmental Health Research, Procedia-Social and Behavioral Sciences, Journal of Occupational and Organizational Psychology, Public Administration Review, Uganda Women Magazine, International Journal of Business and Public Administration,</i>

## **The Situation in Kampala City**

Kampala is the capital and largest city of Uganda. Despite its status as both the administrative and commercial center of Uganda, the city has not been able to accommodate its rapidly urbanizing population of about 3 million people. As a result, slums have popped up throughout the city (Pietrus, 2014). Like most urban cities in Africa, Kampala is experiencing rapid growth in population and development of peri-urban settlements following this trend of rapid urbanization. More than 60% of the population in Kampala city resides in informal settlements characterized by low levels of sanitation, poor water supply, and a struggling solid waste collection and disposal system (Giddings, 2009; Kulabako, Nalubega, Wozzi & Thunvik, 2010; Mukiibi, 2011; UN-HABITAT, 2007).

Kampala city is governed by KCCA a newly formed technical and administrative entity headed by an executive director. Under the local government mandate, KCCA is tasked with managing critical infrastructure such as public roads, markets, parks, parking, street lighting, and solid waste management. KCCA is also expected to deliver critical services to the city including health, water, sanitation, and education (Matsiko & Were, 2014).

However, the magnitude of the problems confronting the administration and leadership of KCCA are overwhelming (Lambright, 2014). The municipal government of Kampala is faced with additional structural constraints, due to the high rates of rural-urban migration to the capital city (Lambright, 2014). Kampala city has cynically been branded as the city of “Garbage Mountains,” or the “dirty city” by residents critical of Kampala City Council (KCC) for its failure to remedy these problems (Lambright, 2014).



Prior to the formation of Kampala Capital City Authority, KCC was often portrayed as one of the most corrupt and inefficient LGA in Uganda, due to its inability to collect and account for taxes, effectively collect solid waste, fill potholes in the roads, or approve building plans without taking bribes (Gore & Muwanga, 2013).

The sorry state of Kampala city is largely attributed to poor leadership, partisan politics, corruption, and resistance to change (Lambright, 2014). These factors combined have undermined effective service delivery in Kampala City. The Executive Director of KCCA, Ms. Musisi, claims that political fights, greed, intrigue, and financial impropriety have led to the degeneration of Kampala city for the last 40 years (Kasozi, 2011).

According to Mulera Munini (2014), nowhere in Uganda is the need for change and transformation stronger than in Kampala city. There has been a break down in public service delivery in Kampala and Uganda at large due to corruption and inefficiency on the part of both leaders and the civil servants they oversee. As a result, the public has lost confidence in public institutions (Bamwanga, 2014). There is wide spread concern from the citizens of Uganda about the impacts of corruption and poor public service delivery on the social, economic, and political wellbeing of the city dwellers according (Mulera,2014). It has been further argued that, there are greater health and safety implications due to the lack of sanitation in Kampala rather than the city's ugliness.

Kampala had been considered chaotic and ram shackled according to Deliso (2015). However, Deliso does credit the new laws that have been enforced by result-oriented civil service leaders such as Ms. Musisi. It is Deliso's stated belief that Kampala city is being transformed and moving in the right direction. Deliso believes Kampala city has become a safer,

more attractive, and all around more livable City under Ms. Musisi's transformative leadership (2015).

Deliso credits the changes and transformation of Kampala city to the determined and sustained work of KCCA. He argued that KCCA has been able to crack down on construction companies in violation of building safety standards, closed shops and markets selling unhygienic food stuffs, which has resulted in improved public health in Kampala. These changes and transformation, according to Deliso is attributed to the able leadership of Ms. Musisi who built KCCA as a public institution, and hired and nurtured capable staff (2015).

### **Unfolding Jennifer Semakula Musisi**

Ms. Musisi is arguably one of the most influential women in Uganda according to The Daily Nation (2015). She is a lawyer and administrator by profession and transformational leader according to Bamwanga (2014). Ms. Musisi has been described as "a rare Ugandan, one with values and who sticks to them," (Kabuye, 2012). She is also said to be one of the most feared, written, and talked about persons in Kampala today (Kabuye, 2012).

According to Matsiko and Were (2014) Ms. Musisi is "a devout Christian, she turns to a verse in the Bible Ezekiel 36: 33-36 which speaks of rebuilding cities and turning previously desolate places into a Garden of Eden," for motivation to plod on. Matsiko and Were (2014) further describe Ms. Musisi as being incorruptible, fearless, and puritanical in her drive to clean up the city, both literally and figuratively.

In April, 2011, Ms Musisi was appointed as the first executive director of KCCA with the full mandate to instill discipline, order, transparency, and improve service delivery in Kampala city. Ms. Musisi was appointed to KCCA while serving at the Uganda Revenue Authority (URA)

in the legal department where she had served as a commissioner of 13 years (Bamwanga, 2014; Kasozi, 2011). During her tenure at URA, Ms. Musisi, together with her colleagues helped transform URA from one of the most corrupt institutions in Uganda, to what is now referred to as the best performing government institution in terms of systems, output, professionalism, and service delivery (Bamwanga, 2014).

Ms Musisi's work as the executive director of KCCA involves instilling and reinforcing discipline and integrity in staff (Kasozi, 2011). She retired over 500 former workers of Kampala City Council (KCC), kicked vendors off city streets, and evicted a former mayor and a feared and decorated army general from government houses which they had illegally allocated to themselves. She also took on the city motorcycle taxis locally known as *boda bodas*; an unruly voting constituency that has previously proved untouchable in political circles. Along the way, she was sent hate mail, threatened with death, escaped poisoning, and criticized across all forms of media (Matsiko & Were, 2014).

However, despite the transformational work of KCCA in Kampala city, some of the city dwellers find the work ethic of Ms Musisi offensive and arrogant. During a consultative dialogue between KCCA, engineers, architects, lawyers, surveyors and real estate developers, Ms Musisi is reported to have said,

“Ugandans need brain transplant to transform their mindsets...Uganda should set-up a factory to manufacture brain transplants for people who vandalize government property, uproot security lights, road signage and flowers, vandalize garbage bins, steal manhole covers which make service delivery very expensive,” (Kwewsiga & Machocho, 2014, p.3).

KCCA under the leadership of Ms Musisi has been criticized for using a heavy handed approach in implementing the law in the city. More than 20 drivers were detained and at least 20 commuter taxis were impounded with the help of an operation code-named “off illegal parks” (Mukisa & Watsemwa, 2015). The heavy handed approach by KCCA enforcement officers has resulted into tension between the Authority and Kampala city dwellers. According to Nsubuga (2015), taxi drivers voiced their displeasure to the President of Uganda and the appointing authority during one of the president’s political rallies about the manner in which KCCA under Ms Musisi’s leadership was chasing the drivers away from the city where they earn a living. The president noted that, while Ms Musisi was executing her duties, she had left some parties unhappy.

In 2014, KCCA suspended 59 law enforcement officers over allegations of torturing and manhandling suspects. These developments followed a series of public outcries over the manner in which KCCA law enforcement officers dealt with suspects while conducting operations on the streets of Kampala. According to Mukisa (2014), the suspended officers were accused of failing to adhere to KCCA workers code of conduct.

Following the demolition of the Kisekka market in an operation that some people in Kampala felt was not transparent; KCCA eventually distanced itself from the operation. Ms. Musisi is reported to have said “the Authority only issued a demolition permit and nothing more” (Mukisa, 2014). This time period also featured endless power struggles between Ms. Musisi and the elected Lord Mayor of Kampala, Erias Lukwago. The friction between the technical arm and political arm of Kampala city offers and reveals another dimension of Ms. Musisi’s leadership style. The Lord Mayor accused the executive director of usurping his power but Ms. Musisi insisted she was working within the limits of the KCCA Act (Semakula, 2013).

Ms. Musisi was said to be the chief architect of the KCCA tribunal that implicated the Lord Mayor in an abuse of office and misconduct scandal. While submitting a defense against these allegations Mr. Lukwago counter charged that Ms. Musisi had usurped the mayor's power and used all means necessary to eliminate mayoral participation in KCCA business like standing committees, and policy development work (Bwambale & Okanya, 2013).

On her part, Ms. Musisi believed such actions were part of her mission to change and transform Kampala city for the better. According to Bamwanga (2014), from the time Ms. Musisi took charge of the city, she focused on restoring basic public services such as infrastructure, street lights, and improved public health and household income.

According to Kalyegira (2014), just as Kampala had started to lose the hope of ever being a true city, the phenomenon of Ms. Musisi came out of the blue and transformed the landscape of the city and redefined public service delivery. Kalyegira (2014) wondered how a woman without a political background or political base, was able to step on so many toes from the beginning, yet still largely succeed in transforming Kampala.

In 2015, KCCA finally took over the management of Usafi Market and the Taxi Park, settling the ownership controversy that has shrouded the market since 2011. The deal had faced resistance from some politicians who argued that it was not a feasible purchase since KCCA had sold the same piece of land at a much less price. KCCA's Ms Musisi, while receiving documents for the market said,

“The Usafi deal had become a “monster” to the authority...I always wake up every day and pray to God, but today, I instead thank God for having enabled us to complete the

Usafi market deal. I have been relieved of the burden of explaining to everyone everywhere I go about Usafi market”, (Mukisa, 2015, p.8).

For her part, according to Kasozi (2011), Ms. Musisi believed she was just executing her duties as an accounting officer for the KCCA. The accusations, suspicions, threats, and personal attacks on Ms. Musisi come with the job, especially because she was dealing with many people who were part of the cause of Kampala’s looting of public property and degeneration of service delivery in the first place (Kasozi, 2011).

Ms. Musisi was quoted by one scholar as having said, “It took 40 years for Kampala city to degenerate to the level where it is... It is going to take some pain on the part of the dwellers to transform the city (Kasozi, 2011)”. At the helm of the Authority for over four years now, Ms. Musisi may not have turned Kampala city completely away from the mess she found it in, nevertheless she has brought hope. Many residents now believe her leadership has transformed the city. “The city streets are cleaned daily and the lighting works (Matsiko & Were, 2014)”.

Throughout the implementation of these changes within the city, Ms. Musisi has faced considerable resistance particularly from the political sector (Bamwanga, 2014). According to Bamwanga (2014), the old KCC system was heavily patronized for economic and political reasons. “Deal makers who benefited from the rotten system at KCC were determined to maintain the status quo by frustrating every effort to return the city to a transparent administration (Rugyendo, 2014)”.

Mulera (2014) believes Kampala city is being transformed under the strong leadership of Ms. Musisi. He describes Ms Musisi as a lady driven by values, focused, and so far achieving good results in spite of the many challenges she has faced in her four years in office.

In recognition of the transformational work Ms. Musisi has done around Kampala city, she has received numerous national and international leadership awards (Mulera, 2014). She won the best Quality Leadership Award in December 2014 run by the European Society for Quality Research (ESQR). ESQR recognizes organizations, companies, public administrations, and individuals that have demonstrated outstanding leadership by taking innovative and initiative-driven steps to improve and advance the development of quality (New Vision, 2015). Ms Musisi also received the Golden European Award in public administration. This award was presented at the World Business Conference (WBC) of Leaders and Socrates at a ceremony held in Rome, Italy. The European Prize for Innovation in Public Administration celebrates the most innovative, forward looking public initiatives which benefit citizens, firms, or the education and research sector (New Vision, 2015).

The latest leadership award Ms. Musisi has received is the Grand Award for Integrity and Excellence in Leadership from the Global Leadership Institute. This in recognition for demonstrating high integrity and excellence in public service for previously serving the Uganda Revenue Authority (URA), and currently as the executive director of Kampala Capital City Authority. The award acknowledges the significant impact of Ms. Musisi's leadership that has helped transform Kampala city into a model of efficient governance and infrastructure development.

### **Defining Leadership**

Leadership is complex comprising many definitions and qualities and is a vastly consequential phenomenon that is said to be the single most important issue in the human sciences (Grimm, 2010; Hogan & Kaiser, 2005). Leadership is mainly centered on the

performance of teams, groups, and organizations. However, leadership remains one of the most poorly understood universal phenomenon today (Hogan & Kaiser, 2005; Leithwood, Jantzi & Steinbach, 1999; Stewart, 2006).

Leadership is a universal phenomenon with the role of both leaders and followers intermeshed. Leadership is becoming increasingly more complex with the recognition of multiple perspectives of how the construct of leadership functions (Stewart, 2006). Despite the copious amounts of literature on leadership, there is no universally agreed upon definition of leadership. Rather, the definition of the construct of leadership depends on the researchers' methodological preference (Chen, 2002; Stewart, 2006).

Avolio and Gardner (2005) contend that, because all leadership is relational at its core, it has become increasingly difficult to define and understand leadership especially during challenging times. Chemers (1997) described leadership as a process of social influence in which one person uses the support and aid of others to accomplish common tasks. Hogan & Kaiser (2005) argue that leadership matters are hugely consequential to the success of organizations, and towards the well-being of employees and citizens.

Hogan and Kaiser (2005) also made the argument that the core purpose of leadership is to solve problems of how to organize collective effort while steering organizational effectiveness. These scholars believe that organizations ranging from governments, corporations, universities, hospitals, and armies, ultimately thrive and prosper as the result of good leadership.

Much as Burn (1979) looked at leadership as the interplay of conflict and power, scholars such as Avolio and Gardner, (2005), May, Hodges, Chan and Avolio (2003), looked at leadership as a social influence process which sometimes occurs in a dynamic context between



one leader and one employee. Furthermore, these scholars contend that in many cases leadership involves multiple employees and leaders sharing leadership responsibilities.

Hogan and Kaiser (2005) acknowledge that there are different forms of leadership much as Burn (1979) identified only two basic types of leadership which he described as transactional and transformational leadership. According to Burn (1979), transactional leaders approach followers with the intent of exchanging one thing for another; such as the rewarding of hard-working individuals with pay rises. On the other hand, transformational leaders look for potential motives in followers who are seeking to satisfy higher needs and engage the full person of the follower.

Transactional leadership is more concerned with the routine of allocating resources, and the monitoring and directing of followers to achieve organizational goals and tasks, whereas transformational leaders are more concerned with developing a vision that informs and expresses the organization's mission, strategies, policies and procedures (Bass & Steidlmeier, 1999; Kanungo & Mendonca, 1996).

### **Authentic Leadership**

Authentic leadership is not any type of leadership according to Shirey (2006). Shirey believed authentic leadership is that positive construct that holds together a healthy working environment (2006). Luthans and Avolio (2003) use the words genuine, reliable, trustworthy, real, and veritable to describe authentic leadership. However, many scholars agree that there is no single accepted definition of authentic leadership (Luthans & Avolio, 2003; Shamir & Eilam, 2005).

The genesis of authentic leadership was influenced by Kernis (2003) who looked at authentic leadership as a reflective process of one's true core self in one's daily enterprise. Kernis (2003) argues that authenticity can only be defined and sharpened at the individual level. However, Kernis (2003) also cautions that much as individuals frame their reality of authenticity, the individuals should also recognize that their reality is not the only reality in any given social setting.

Avolio and Gardner (2005) on their part defined authentic leaders as those leaders who are deeply grounded in values and are perceived by others as being aware of their own and others' values and morals, perspectives, knowledge, and strength. According to Avolio and Gardner (2005), authentic leaders are aware of the context in which they operate. These two scholars also make the argument that, authentic leaders are confident, hopeful, optimistic, resilient, and of high moral character.

Luthans and Avolio (2003) defined the construct of authentic leadership as “ a process that draws from both positive psychological capabilities and highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of both the leader and the associates while fostering positive self-development” (p.243). According to Luthans and Avolio (2003), authentic leaders tend to exhibit confidence, hope, optimism, resiliency, and a dedication to developing leadership capabilities in others while taking a future-oriented stand when setting high moral and ethical standards for themselves and their followers.

George and Sims (2007) defined authentic leaders as genuine people who are true to themselves and to what they believe in. These scholars assert that authentic leaders engender trust and develop genuine connections with others because people trust them. Authentic leaders

are able to motivate their followers to high levels of performance. George and Sims (2007) also argued that, rather than letting the expectations of other people guide them, authentic leaders are prepared to be their own person and go their own way. George and Sin (2007) believed that authentic leaders are more concerned about serving others than they are about their own success or recognition.

Shamir and Eilam (2005) differ slightly from the other scholars on how they perceive and define authentic leadership. They base their definition of authentic leadership on a life stories approach carved out of the dictionary description of the word authentic, meaning, original, genuine, and not fake. According to these scholars, life stories provide insight into the meaning authentic leaders attach to life events which they use to guide followers, and in turn to develop themselves over time through reflection (Shamir & Eilam, 2005). Shamir and Eilam (2005) believed that a leader's life story reflects the degree of self-knowledge, self-concept clarity, and a person- role merger leader experience, which provides followers with cues for assessing leader authenticity.

Harter (2002) defined the term authentic as "owning one's personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs, and processes captured by the injunction to 'know oneself'" (p.382). Harter (2002) also stated that, being authentic implies that one behaves in accordance with their true self and also expresses themselves in ways that are consistent with one's inner thoughts and feelings.

According to Shamir and Eilam (2005), authentic leaders do not fake their leadership but instead lead by expressing their true and real self. These scholars also argue that authentic leaders lead from conviction in pursuit of a value based mission and consider the people they serve and their followers when making decisions. Shamir and Eilam (2005) also believe that

authentic leaders are driven by deeply rooted values that they experience to be true and not values imposed by others. They argue that, authentic leaders are consistent between what they say and do.

May, Hodges, Chan and Avolio (2003), believe authentic leadership is the root concept underlying all positive approaches to leadership and its development. They make the argument that authentic leaders ought to be transparent in linking their inner desires, expectations, and values to the way the leaders behave every day in each and every interaction.

Avolio, Luthans, and Walumbwa (2004) on their part defined authentic leaders as “leaders who are deeply aware of how they think and behave” (p.4). According to Avolio et al. (2004), authentic leaders are perceived by others as being aware of their own and others’ values/moral perspectives, knowledge, and strengths. They claim authentic leaders are aware of the context in which they operate. These scholars further describe authentic leaders as being confident, hopeful, optimistic, resilient, and of high moral character.

Other scholars like Walumbwa, Wang, Schaubroeck, & Avolio (2010) identified four central attributes to authentic leaders. These attributes include self- awareness, balanced processing, internalized moral perspective, and relational transparency. According to Avolio et al. (2009), self-awareness is demonstrated by the understanding of one’s strengths, weaknesses, and the way one makes sense of the environment in which they dwell. These scholars define balanced processing as “the ability to objectively analyze relevant data before making a decision”, (Avolio et al., 2009, p.6). Internalized moral perspective is defined by these scholars as the ability of the leader to guide themselves by internal moral standards and self-regulation. They defined relational transparency as the leader’s ability to openly share information and feelings (Avolio et al. 2009).

According to Avolio, Gardner, Walumbwa, Luthans and May (2004), authentic leaders know who they are, their values, what they believe in; hence, act based on their values and beliefs in an open manner that is visible to their followers.

There is a widely held view by many leadership scholars that authentic leaders have four main characteristics. These characteristics are:

1. Rather than faking leadership, authentic leaders are true to themselves rather than conforming to the expectations of others;
2. Authentic leaders are motivated by personal conviction, rather than to attain status, honors, or other personal benefits;
3. Authentic leaders lead from their own personal point of view;
4. The actions of authentic leaders are based on their personal values and convictions (Avolio et al. 2004; Shamir & Eilam, 2005; Zhu et al. 2011).

According to Avolio and Gardner (2005), authentic leaders consider multiple sides of a given issue and act in a relatively balanced manner when assessing information. Not only do authentic leaders influence their followers, they also focus on the well-being of the followers which they believe is an outcome of authenticity (Avolio & Gardner, 2005).

Authentic leaders are also said to self-regulate according to Avolio and Gardner (2005). Self-regulation is the process where one exerts self-control by setting internal standards either existing or newly formulated standards while assessing discrepancies between the standards they set and the actual outcomes of their actions. In doing so, leaders make their values, motives, and goals transparent to their followers (Avolio & Gardner, 2005).

Authentic leaders are said to exhibit higher moral capacity to judge dilemmas from different angles and are able to take into consideration the needs of different stakeholders. To develop authentic leadership, organizational leaders must consistently support the decisions they make by creating a caring ethical climate within their organizations that encourages, recognizes and celebrates the intrinsic worth of the employees and the other stakeholders (May et al., 2003).

May et al. (2003) believe authentic leaders pose the cognitive capacity that recognizes particular moral dilemmas as they arise. These scholars make the argument that authentic leaders have the ability to draw and learn from their previous experiences when grappling with moral issues. Authentic leaders develop an open system which they constantly update and draw from when dealing with complex moral problems.

Luthans and Avolio (2003) are of the view that knowing oneself and being true to oneself are essential qualities of authentic leadership. This view is echoed by Avolio and Gardner (2005), who believe that the key distinction between authentic leaders and other types of leaders is one's own deep sense of self. Avolio and Gardner (2005) claim authentic leaders know where they stand on important issues, values, and beliefs which in turn, enable authentic leaders to stay their course and convey to others their vision through action and not just words, spelling out what they represent in terms of principles, values, and ethics.

Authentic leaders are said to be transparent as they do not hide their reasoning from their stakeholders. They also do not base their decisions on what action is most self-serving or most popular. Authentic leaders are instead guided by a systematic evaluation of the alternatives available of what they feel is fair or just and would do the least harm (May et al., 2003).

Authentic Leadership is the display of behaviors of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in a way that is true to self and others (Sosik & Cameron, 2010).

However, Bass and Steidlmeier (1999) caution that much as authentic leaders display idealized influence, inspirational motivation, and intellectual stimulation and individualized consideration, the power and authority authentic leaders possess can potentially become a danger, especially if the leaders have their focus on themselves or on building resources alone rather than building their followers.

Avolio and Gardner (2005) also caution that, being an authentic leader does not imply that the leader is transformational. Authentic leaders are not necessarily transformational, visionary, or charismatic leaders. Authentic leaders do not stand out every day, but they are leaders who when called upon by the hand of fate will take a stand that changes course of history for others, be they organizations, departments, or for other individuals while shaping the climate and work process that propagate and model ethical behavior and responsibility across the organization (May et al., 2003).

### **Transformational Leadership**

Despite the existence of numerous leadership theories, transformational leadership theory has captured much more research attention and happens to be one of the most dominant paradigms in contemporary leadership literature (Ghadi, Fernando & Caputi, 2013).

Transformational leadership has been linked with several employee outcomes, such as well-being, creativity and task performance (Ghadi et al., 2013; Judge & Bono, 2000).

Studies on transformational leadership have been linked to the long-standing literature on virtues and moral characters of leaders. Transformational leadership is related to major themes of the modern Western ethical values of liberty, utility, and distributive justice (Bass & Steidlmeier, 1999). According to Stewart (2006), the scholars most closely associated with transformational leadership are: James MacGregor Burns, Bernard M. Bass, Bruce J. Avolio, and Kenneth Leithwood.

However, transformational leadership is not an easy term to define despite being one of the most widely used leadership theories in the organizational psychology literature (Arthur & Hardy 2014; Winchester, 2013). According to Yukl (1999), each transformational behavior includes diverse components making definition of the construct of transformational leadership more ambiguous and difficult to define.

Despite not having a universal definition, several leadership scholars state and agree that, transformational leadership is built on four pillars (Bass & Steidlmeier, 1999; Kendrick, 2011; Stewart, 2006). The four pillars of transformational leadership according to these scholars are:

1. Idealized influence which is found in trust. Kendrick (2011) argues that, transformational leaders exhibit high moral and ethical standards which in turn lay foundation for the bond between leaders and followers.
2. Inspirational motivation which, according to Kendrick (2011), is the demonstrated ability by the leaders to help their followers to make a distinction between what is the right thing to do from which the leader then cultivates a drive for shared goals and visions.



3. Intellectual stimulation is the third pillar of transformational leaders identified by Kendrick (2011). He is of the view that for one to be a transformational leader, one ought to challenge their followers to question basic assumptions and to generate more creative solutions by connecting the dots and seeing the bigger picture.

4. The fourth pillar of transformational leadership is individual consideration according to Kendrick (2011). Individual consideration is where the leaders treat each follower as a unique contributor and provides coaching, mentoring, feedback and growth opportunities, according to the defined needs of each individual.

Transformational leadership is a term that describes a form of leadership in which there is motivation and enthusiasm from the leader that, in effect, transforms both the organization and the people within it. This form of leadership influences major change in the attitudes and assumptions of organization members and builds commitment towards the organization's mission (Homrig, 2001; Yukl, 2006). According to Martin (2015), when true transformational leadership is in place, everyone throughout the organization becomes a leader.

Winchester (2013) on his part believes transformational leadership is a unique leadership approach that focuses more on motivation, coaching, inspiring, and transforming others as opposed to dictating, ordering, and correcting them. Winchester argues that, transformational leadership takes a team approach in which followers share a common vision with their leader and work together with the leader to accomplish the goals and vision of the organization (Winchester, 2013).

Bass (1995) defined transformational leaders as those leaders who motivate people to do more than the people originally expected to do, raise the level of awareness about important matters, and increase the level of need for their subordinates from need of security and

recognition, to need for achievement or self-actualization. Transformational leaders inspire their subordinates to transcend their own self-interests for the good of the team or the organization (Bass 1995) and help each member reach his or her full potential (Martin, 2015).

Bass and Steidlmeier (1999) argue that, for a leader to be truly transformational, the leader must be grounded in a moral foundation. Transformational leadership also raises leaders and followers to a high level of motivation and morality by setting up policies and procedures which involve staff in problem solving and the decision making process (Sally, Wearing, & Mann, 2000; Price, 2003).

Transformational leadership is about building relationships among people and creating real, significant change by emphasizing values and creating a shared vision among those in the organization (Martin, 2015). Along the same school of thought, Winchester (2013) is of the view that, transformational leadership begins with a vision. The leader puts the vision forward to the subordinates with motivation, enthusiasm, and encouragement which in turn transforms the subordinates. Along with this vision, transformative leaders supply their followers with a clear direction and purpose for the vision. This helps paint a clear picture of where this vision is taking the subordinates into the future. Winchester, (2013) further emphasized that, transformational leaders accomplish this by being role models as well as coaches.

Winchester (2013) also argues that, transformational leaders must constantly be visible to their subordinates and should model the attitude the subordinates need to perform to the actions that the leader is trying to instill in the organizations. Ghadi et al. (2013) make the claim that transformational leadership has an addictive effect on the followers to do more than they originally intended to do by making the followers more aware of the importance of the task outcomes.

Transformational leaders are also said to “inspire employees’ to transcend their own immediate self-interest and focus on the common interests of their colleagues and the organization as a whole”, according to Martin, (2015, p. 333). Transformational leaders provide inspirational motivation to their followers which involve the leader creating a vision that appeals to followers and makes the followers a significant part of the organizations, (Bass & Riggio, 2006).

Transformational leadership is said to focuses on the followers and motivates them to achieve a higher performance level and also helps develop the leader within each individual, (Kendrick, 2011). By focusing on the followers, according to Kendrick (2011), transformational leaders build organizational commitment, motivation and employee engagement through demonstrating interactional justice, by treating employees with dignity and respect and by providing explanations for decision and events that affect the employee (Katou, 2015).

According to Yukl (1999), transformational leaders motivate followers by making their followers more aware of the importance of task outcomes and inducing them to transcend their own self-interests for the sake of the organization. Transformational leaders inspire followers to transcend their own self-interests with a profound effect on the performance of the followers (Robbins & Judge, 2005). Transformational leaders are also known for being optimistic, hopeful, developmentally oriented and high of moral character according to Bass, (1988).

Scholars like Zhu, Avolio, Roggio and Sosik (2011) are of the view that, the defining characteristic of transformational leaders is that transformational leaders are morally uplifting and they set examples to be emulated by their followers. According to Bass & Steidlmeier, (1999), leadership is transformational, if its charisma or idealized influence is envisioning, confident, and sets high standards for emulation.

Katou (2015) identified the core dimensions of transformational leadership as being responsive, supportive, and developmental. According to Katou (2015), responsiveness from a transformational leader means being an active listener, responding to suggestions and treating people fairly. Whereas being supportive is having the ability to provide emotional, informational, and instrumental support to followers.

According to Barling, Christine and Turner, (2008), transformational leadership characterizes those leaders who are high in both idealized influence and inspirational motivation. Such leadership reflects a leader's ability to increase follower's awareness of the collective mission or vision to which they are dedicated, and to motivate followers to pursue their collective goals while always striving to achieve at higher levels. Transformational leaders achieve idealized influence and inspirational motivation by passionately believing in and articulating a compelling vision of the future, and energetically expressing their confidence in the group's ability to achieve the vision.

Carless (1998) looks at transformational leadership as a form of leadership that emphasizes vision, development of individuals, empowerment and challenging traditional assumptions. Carless believes transformational leaders are leaders who articulate a vision, use lateral or nontraditional thinking, encourage individual development, give regular feedback, and use participative decision-making to promote a cooperative and trusting working environment (1998).

Stewart (2006) observed that transformational leadership occurs when one or more persons engage with one another and they increase their levels of intellectual stimulation, motivation and, morality to support a common purpose. According to scholars like Ghadi, et al, (2013), transformational leaders intellectually stimulate their followers which involves

encouraging the followers to be innovative through questioning assumptions and taking calculated risks and prompt the followers not to think in the traditional way

Transformational leaders are also said to be courageous and persevere in the face of setbacks and difficulties according to Sosik & Cameron (2010). These two scholars also make the argument that, transformational leaders ought to have the resolve to accomplish the goals the leaders set out to do in the face of uncertainty, risk and adversity (Sosik & Cameron, 2010). This type of leaders also focuses on restructuring and improving conditions. Transformational leaders inspire their followers and help them create a sense of ownership of the work the followers do in the organization (Stewart, 2006).

Transformational leaders also inspire their subordinates by giving them a clear vision towards a defined purpose and supporting the subordinates to reach their individual goals along the way while recognizing the bigger picture of the entire organization, as well as the individual parts, (Homrig, 2001; Winchester, 2013). Transformational leaders concentrate their efforts on long term goals, emphasize their vision and inspire their subordinates to work towards a common vision, (Bycio, Hackett, & Allen, 1995; Howell & Avolio, 1993). Transformational leaders don't stop at acting as superiors, but they also act as coaches and mentors to their subordinates, according Lim and Ployhart, (2004).

Sally et al., (2000) noted that transformational leaders develop an image of the future for their organizations and communicate this vision to their subordinates, often by frequent statements. Through the process of communicating a vision, the leader conveys a set of values which guide and motivate employees to work towards and promote the leader's desired values. In so doing, transformational leaders influence followers by connecting the leader's self-concept to the mission of the organization or group and by addressing and modifying their values and

self-esteem. In turn, the followers feel admiration, loyalty, trust and respect towards their leader, (Kark, Shamir & Chen, 2003).

However, Kanungo & Mendonca (1996) are of the view that, the fact that transformational leadership uses empowering strategies such as demonstrated exemplary behavior, showing confidence in the followers' ability, verbal encouragement, to accomplish objectives rather than controlling strategies; this form of leadership can also be referred to as ethical leadership.

Bass & Avolio, (1999) and Martin (2015) on their part claim transformational leaders aim to achieve performance beyond expectations and judged their followers not by how well they meet performance criteria but also by how many in the organization become transformational leaders themselves.

According to Yukl, (1999), transformational leadership is a product of leadership effectiveness such as subordinate satisfaction, motivation, and performance. However, Yukl (1999) also noted that the identification of specific types of transformational behavior seems to be based mostly on factor analysis and theoretical rationale for differentiating among behaviors that are not clearly explained.

Yukl (1999) also believes that the theories of transformational leadership assume that the underlying leadership process and its outcomes are essentially the same in all situations which is not the case. Yukl (1999) further makes the arguments that, literature on transformational leadership fails to provide or identify the facilitating or limiting conditions for transformative leaders to serve as a leadership approach.

## **Authentic Transformational Leadership**

Authentic transformational leadership encompasses relevant components from both models of ethical and authentic leadership while emphasizing the defining characteristic of transformational leadership which is morally uplifting (Zhu, Avolio, Roggio, & Sosik, 2011).

“Although the evolving body of literature on ATL has been rich in giving detailed explanations and modeling the psychological, socio-psychological, sociological and ethical dimensions of this concept, scant attention has been given to the historical roots of the concept” (Novicevic, Davis, Don, Buckley & Brown, 2005, p. 1397).

According to Zhu et al. (2011), authentic transformational leaders are leaders who transform groups, organizations and even societies, in part by developing followers into moral agents and leaders. This is done in addition to the leaders maintaining their own high moral perspectives, behaviors and actions. Zhu et al. (2011) also make the argument that authentic transformational leaders do not simply lead followers to perform well; authentic transformational leaders also make the effort to develop followers to lead themselves and others to perform well. The characteristics of authentic transformational leaders include:

“possessing moral character and having concern for self and followers; embedding moral values in leader’s vision articulation, and developing programs that followers can embrace to help them establish moral decision making processes and choices in which the leader and followers collectively engage and persevere” (Zhu et al., 2011, p. 805).

Zhu et al. (2011) also identified three types of values associated with ATL. The first set of values was termed as “moral values” such as kindness and altruism. The second set of values was termed as “model values” which include honesty, integrity, trustworthiness, reliability and

accountability. Zhu et al. (2011) referred to the third set of values as “end values,” which include security, equality, justice and community. According to Zhu et al. (2011), authentic transformational leaders focus on these three sets of values to reinforce fundamental changes in groups, organizations, and societies.

In the lens of Avolio and Gardner (2005), authentic transformational leaders are leaders who intellectually challenge, inspire, and motivate their followers. Avolio and Gardner (2005) described authentic transformational leaders as considerate people who influence their followers in an ethical manner. They make the argument that, authentic transformational leaders positively raise the moral identity and moral emotions of their followers.

Bass and Steidlmeier (1999) believe that ATL must be built on a moral foundation of legitimate values. They argue that “leaders are authentically transformational when they increase awareness of what is right, good, important, and beautiful, and then help to elevate their followers’ needs for achievement and self-actualization.

Authentic transformational leaders also “foster their followers to higher moral maturity, and move the followers to go beyond their self-interests for the good of their group, organization, or society” (Bass & Steidlmeier, 1999, p. 191).

Authentic transformational leaders are also said to be trustworthy, honest, believable and are true their values. Authentic transformational leaders are transparent in their dealings, ethical in their actions and morally developed (Bass & Riggio 2006; Gardner, 1990).

Authentic transformational leaders also possess a high level of moral identity unity, and are able to know and realize where their moral boundaries are, according to Zhu et al. (2011). Zhu et al. (2011) also make the argument that authentic transformational leaders have high moral ideals, strong moral values, and also take into account the moral needs of their followers without



compromising their moral values, but rather use their moral values to engage their followers and drive the followers towards reassessing their own moral values and perspectives.

According to May et al. (2003), it is these values that allow authentic transformational leaders to be transparent through idealized influence, be future-oriented, reason at higher levels of morality with intellectual stimulation and, develop the talent of their followers into strengths through individualized consideration.

Authentic transformational leaders are said to be transparent and consistent in their exemplary behavior. These leaders display idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in ways that create a moral culture and reflect ethical standards (Bass & Steidlmeier, 1999).

Howell and Avolio (1992) stress the need for authentic transformational leaders to promote ethical policies, procedures and processes within organizations. Howell and Avolio argue that authentic transformational leaders need to be committed to clearly stated and continually-enforced code of ethical conduct which in turn helps these leaders to establish acceptable standards within their respective organizations.

Along these lines, authentic transformational leaders have a high level of moral convictions that enables them to develop their followers' moral conviction (Zhu et al., 2011). These scholars also make the argument that because authentic transformational leaders have a firm and more coherent basis for moral convictions and commitment to moral actions, they do not compromise their moral values but base their decision making on the moral values they hold to deal with moral dilemmas in a consistent way.

Further to this, authentic transformational leaders must have strong moral identity and moral emotions, which enable these leaders to confront ethical challenges, to engage in high

moral action, and to serve as ethical role models for their followers (Bass & Steidlmeier, 1999; May et al., 2003).

Howell and Avolio (1992) suggest that authentic transformational leaders ought to foster an organizational culture with high ethical standards by appropriate recruitment, training and rewards to help in the internalization among all the organization's members of shared moral standards.

According to Bass and Steidlmeier (1999), authentic transformational leaders tend to focus on the best in people built around harmony, charity and good works. In so doing, authentic transformational leaders provide inspirational motivation to their follower by providing a platform of believe to engage in the shared goals and undertakings that benefit society. Avolio (2005) believes it is through individualized consideration that authentic transformational leaders encourage their followers to establish their own internal set of moral principles and ideals.

Not only do authentic transformational leaders lead their followers to perform, these leaders also develop their followers to become leaders in their own right. Authentic transformational leaders do not seek to maintain a status of dependence from their followers (Bass & Steidlmeier, 1999; Zhu, Avolio, Riggio & Sosik, 2011).

According to Bass and Steidlmeier (1999), authentic transformational leaders incorporate a culture of openness when processing situations, evaluations, vision formulation and patterns of implementation which in turn creates an environment that allows the followers to question assumptions and to generate more creative solutions to the problems and challenges they face.

Bass (1985), observed that authentic transformational leaders treat each follower as an individual and provide coaching, mentoring and growth opportunities. Authentic transformational leaders do not seek to maintain a parent-child relationship. Authentic leaders

are concerned about helping followers to become more competent to provide for successful succession (Bass & Steidlmeier, 1999).

Bass and Steidlmeier (1999) also observed in their studies that, authentic transformational leaders tend to be connected to friends, family, and community whose welfare is important to the leader. According to these two scholars, the moral obligations of authentic transformational leaders are grounded in a broader conception of individuals within the community and the related social norms and cultural beliefs. Authentic transformational leaders call for universal brotherhood.

However, much as authentic transformational leaders are said to possess a high level of moral identity, which means authentic transformational leaders are able to know and realize their moral boundaries (Zhu et al., 2011), authentic transformational leaders are in some situations manipulative especially when these leaders judge a common good on behalf of society (Bass & Steidlmeier, 1999).

According to Bass & Steidlmeier, (1999), the assertion that authentic transformational leadership has a moral core raises the dilemma of what core values guide both the leaders and the followers? Bass and Steidlmeier (1999) ask a fundamental question. Are some values universal? Are others relative to the culture or expressed differently in different cultures? These two scholars make the argument that “whether or not transformational leadership is authentic depends on the culture of the followers and whether it is judged as true or false depends on who does the judging”, (Bass & Steidlmeier, 1999, p. 191).

Authentic transformational leadership practices are helpful in fostering organizational learning in particular, vision building, individual support, intellectual stimulation, culture

building and, holding high performance expectations which in turn stimulates improvement (Leithwood, Jantzi, & Steinbach, 1999).

However, “much as authentic transformational leadership looks to commitment beyond self, it does not imply that there is congruence between the values of leaders and followers. Being true to self and others is not meant to imply that the actions of authentic transformational leaders will conform to the values of the followers” according to Price (2003).

### **Summary**

This chapter was a review of transformational, authentic and ATL. These three forms of leadership have crosscutting attributes which include: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1988).

This literature review on these three types of leadership forms the theoretical foundation for a paradigm shift in understanding leadership approaches in the context of developing countries. The purpose of this research study is to provide knowledge, learning and definition of this paradigm shift which has been described as ATL in the context of a developing country like Uganda profiling Ms Musisi the first Executive Director of KCCA.

## **Chapter Three**

### **Research Methodology**

This chapter describes the research methodology used for this study. The chapter highlights the approach, research design, rationale for this study, participant selection, the role of the researcher, data collection and analysis, ethical considerations and the limitation of the research.

It is said that under the leadership of Ms Musisi, Kampala city has undergone a lot of changes and transformation across many sectors with remarkable improvement in public service delivery (Rugyendo, 2014). The focus of this qualitative research was to understand and describe the phenomenon of Ms Musisi and the construct of her leadership through the lens of ATL (Zhu et al., 2011).

### **Research Questions**

Who is Ms Musisi and what is unique about her leadership approach that has enabled her to transform Kampala city as the first Executive Director of Kampala Capital City Authority (KCCA)? This research attempted to answer the following specific questions:

1. What is authentic about Ms Musisi's leadership approach that has enabled her to transform Kampala city as the first executive director of KCCA?
2. What is transformational about Ms Musisi's leadership approach that has enabled her to transform Kampala city?

## **Research Design**

This section describes the research approach that was used to answer the research questions and the methods of data collection applied to obtain rich, detailed data from the participants (Braun & Clarke, 2006).

The researcher used a qualitative research methodology to explore the phenomenon of Ms Musisi and collect in-depth data in an attempt to answer the research questions. Qualitative research methods play a significant role in the exploratory stages of social science research especially when there is very little empirical research on the phenomena being studied or the given context in which the phenomena exists (Conger, 1998). Qualitative research has also proved to be a useful approach to explore and gain a thorough understanding of complex issues (Goldkuhl, 2012).

Specifically for this study, the researcher adapted an intrinsic case study research design. Intrinsic case study research involves studying the subject to an incredibly deep level (Yin, 1994). Case study research is “an empirical inquiry that investigates a contemporary phenomenon in depth within its real-life context especially when the boundaries between the phenomena and context are not evident”, (Yin, 2009 p.18). The researcher investigates contemporary phenomena in real life context.

In case study research, the researcher uses multiple sources of evidence (Thompson, 2004; Vallis & Tierney, 2000; Yin, 1994) to gather rich data and understand the phenomena.

Bearing in mind that there are multiple views of the meaning of the same phenomena (Goldkuhl, 2012); the researcher adapted a constructionist research perspective in order to understand the world of the participants and derive the meaning based on the participants’

experience (Creswell, 2007). The researcher conducted a critical review of literature to obtain a comprehensive view of the different dimensions of leadership. This research specifically focused on the phenomena of Ms Musisi and how her leadership approach.

The researcher was the primary instrument of data collection and analysis. The researcher used four methods of data collection to obtain detailed data and narratives from the participants (Braun & Clarke, 2006; Goldkuhl, 2012). The four data collection methods used for this study were observation, interviews, review of documents and publications, and audio recording.

### **Participant Selection**

The researcher used purposeful sampling to select the participants for this study. Purposeful sampling is a data collection process which involves selecting and interviewing participants who have experienced shared phenomena (Creswell, 2014). Purposeful sampling is based on the assumption that the investigator wants to discover, understand, and gain insight of phenomena therefore, the researcher selects a sample from which the most can be learned (Merriam, 2009).

This research study took place in Kampala city. The researcher purposefully selected Ms Musisi for this study based on the transformative work she has done in Kampala city. This intrinsic case study research enabled the researcher to understand the research problem and answer the research questions.

The researcher met face-to-face with the primary participant of the study Ms Musisi to capture in the participant's own words her experience as a leader of change in Uganda's public service sector. The researcher conducted face-to-face interviews based on open-ended interview questions crafted from the literature review conducted.

Following the two interviews with the primary participant of the study Ms Musisi, the researcher was able to identify secondary participants who were mentioned as key people who have been part of Ms Musisi's leadership journey in public service. The researcher contacted the secondary participants via phone and email asking them whether they could voluntarily participate in a study on Ms Musisi's approach to leadership.

The researcher hand delivered consent forms to all the participants in this study stating that it was voluntary to participate in the study and the participants could withdraw at any time. The research consent served to all the secondary participants clearly stated that all the secondary participants would remain anonymous in the study.

### **Demographic Data**

The focus of this intrinsic qualitative case study was Ms Musisi the primary participant for this study. Through triangulation of participants from the interviews with Ms Musisi 10 secondary participants were identified and interviewed for this study. The secondary participants were people Ms Musisi mentioned as having been part of her leadership journey. Ms Musisi described some of the participants as people she consults, has mentored or worked with and have influenced her leadership style. Some of the secondary participants were people Ms Musisi went to school with and had experienced or seen her ascend to leadership roles during her early years in high school. They also included business leaders and public service officials who resisted but later become change agents and advocates for her transformative work in Kampala city. I also interviewed some people she has had friction with but later won over as a leader.

In all, five men and five women aged between 35 and 75 were interviewed for this research. All the participants were actively employed in the public and private sector or owned



businesses in the Kampala Central Business District (CBD). All those requested to participate in the interviews readily agreed giving the study a 100% response rate.

## **Data Collection**

In case study research, the researcher collects data using a variety of data collection procedures over a sustained period of time from multiple sources (Creswell, 2014). The researcher adapted and selected the data collection techniques according to the conditions on the ground in order to have an in-depth understanding of the phenomenon. For this study, the researcher primarily adapted four qualitative data gathering techniques suggested by Creswell (2014) for qualitative research. These included:

1. **Qualitative interviews.** Following a review of the literature, the researcher generated predetermined questions and met in person to conduct face-to-face interviews with all the participants of this study. The research allowed for flexibility to probe further during the face-to-face interviews but to the comfort of the participants in order to gain a deeper understanding of the phenomena in a natural environment.

During the interviews, the researcher asked general open-ended questions to the participants, that way, allowing the participants to freely provide their views. The initial questions were open-ended with the focus of eliciting stories from the participants (Seidman, 2006). The researcher then recorded unstructured and semi structured statements in the form of notes.

The researcher asked questions in relation to what appears to be relevant to the phenomena to describe their experience in the participants own way, (See Appendix C). In order to create a holistic perspective of the phenomena, the researcher asked probing and follow-up questions. The questions remained open-ended throughout the interview

process but became more specific, either in their initial wording or in accompanying probes seeking clarification, (Sofaer, 1999).

2. **Qualitative documents.** The researcher collected and reviewed public documents like peer reviewed journal articles, newspapers and official reports that have been written about Ms Musisi and leadership as a field of study.
3. **Qualitative Audio.** The researcher recorded data in audio form in order to capture the tone of the interviews for in-depth analysis.
4. **Observation.** Observation is one of the key pillars in data gathering in qualitative research. Interacting and observing the participants in the field is referred to as participant observation, (Angrosino, 2005; Yin, 1994). During the observation, the researcher made every effort not to contaminate the environment in order to observe the phenomenon in its natural setting. The researcher wrote up detailed entries of the experiences and observations in order to preserve as much as possible what was noticed and sought to be significant in answering the research questions.

The researcher used an interpretive inquiry which included thematic data analysis. The researcher searched across multiple forums and databases for literature and publications on the construct of leadership and Ms Musisi. Following the thematic review of the available literature, the researcher generated open-ended questions that would stimulate the data gathering and give a deeper understanding of the phenomena during the interview process. Prompts and follow-up questions were crafted based on the literature findings on leadership and publications about the phenomenon of Ms Musisi.

The researcher sent an informal request to Ms Musisi, the executive director of KCCA requesting to conduct an intrinsic case study on her leadership phenomenon. Having expressed

her willingness to participate in the research study, the researcher submitted a formal application to the University of St Thomas Institutional Review Board (IRB) seeking approval for this research to be conducted in Kampala, Uganda.

Upon securing approval from the IRB, the researcher sent a formal request via email to Ms Musisi requesting to schedule interviews with her in Kampala. The researcher included a participant informed consent form stating that it was voluntary for Ms Musisi to participate and all the participants could withdraw from the study at any time. The formal request for the research stated the researcher's name, the purpose of the research, information about participant privacy and confidentiality and the researcher's contact information.

### **Data Analysis**

The findings of this research were documented in form of words and participants' quotes and not numbers. Data was analyzed inductively from each interview. The researcher drew particulars from general themes from which interpretations of the meaning of the data were made (Creswell, 2014). The researcher triangulated the interview questions having identified the secondary interviewees from the primary interview. Triangulation helped to validate the story of the primary interviewee. The researcher took note of phrases, sentences and observed gestures from the interviews.

Data from each interview was analyzed for phrases, sentences, or paragraphs that were relevant to the study by examining the data for themes and patterns that answered the research questions. The notes from the interviews that we deemed irrelevant to the research question were reviewed and stored for a secondary review.

The researcher started with bracketing the field notes into concepts and common themes across the data using an open coding approach. The researcher then embarked on focused coding, conceptualization and category development from the brackets. It is from the brackets that the researcher identified the overarching themes from the data collected building on the foundation from the published literature about leadership.

The process of analyzing the data was continuous throughout the field observation and interviews. The researcher validated research data and interpretation of the data by going back to the primary participant for clarification taking into account that every culture has a different way of expressing their feeling and emotions especially during interviews.

### **Role and interest of the Researcher**

Conducting qualitative research requires the researcher to examine any biases they have about the phenomena being studied (Creswell, 2007). The researcher's interest in the area of leadership was stimulated by the researcher's personal experience and background as an international development practitioner. The researcher has worked internationally in both developed and developing countries hence developed passion of transformational development and public service delivery. This background influenced the researcher's interest in the phenomena of Ms Musisi and her leadership approach based on the visible changes and transformation that Kampala, the capital city was undergoing under her leadership.

The researcher was the key instrument for this research and collected data by thoroughly examining existing documents, observing the behavior of the phenomena in the natural setting. The researcher attempted to write field notes in a way that captured and preserved indigenous

meaning (Emerson, Fretze & Shaw, 2011) and made no attempts to alter the environment in which the phenomena are occurring.

As a native of Uganda, the researcher has seen the country go through turbulent political and economic times leading to wide spread poverty, poor health systems, corruption and poor service delivery. Given this context, the researcher opted to employ purposive sampling by zeroing in on Ms Musisi who is largely credited by different scholars and reporters such as Kalyegira, (2014), Kasozi, (2011), Matsiko & Were (2014), and Rugyendo, (2014) for transforming Kampala with notable improvement in public service delivery and a building a sense of trust in KCCA from the public.

The researcher focused on Ms Musisi whose leadership has been credited from building KCCA as a public institution and transforming Kampala. The researcher interviewed and observed the executive director of KCCA in person as the primary participant of this study. The researcher then interviewed selected secondary participants derived from the interviews with the primary participant Ms Musisi. The researcher aimed at getting the perspective on the executive director's journey as a leader without infusing any judgement to their responses. The researcher made every effort to keep the participants of this research focused to the research topic during the in-depth interviews

However, the findings of this study are not free of the researcher's bias (Sofaer, 1999). By selecting Ms Musisi, for the case study, the researcher had an idea of what was being studied and where to find the data hence, the selection of Ms Musisi based on her leadership track record at URA and now KCCA. Being an international development practitioner, the researcher has a bias about public service delivery and what transformed institutions ought to be delivering in developing countries like Uganda.

The level and quality of the services provided by KCCA is also subjective depending on the lens of analysis. The researcher made every effort possible to mitigate personal biases by recording and reporting the actual description and responses of the respondents without exerting personal opinions.

### **Ethical Considerations**

An informal request to conduct this research focusing on the leadership of Ms Musisi via phone was made to KCCA followed by a letter (See Appendix A) in which the researcher introduced himself and, explained the purpose of the research and also described how and when the research would be conducted. The executive director accepted the request and agreed to avail the researcher with any information and access to KCCA for data collection.

Each of the participants in this study was contacted by the researcher via email or phone call to explain the purpose of the study requesting for voluntary participation before meeting each of the participants in person. The participants then signed consent forms before any interviews.

### **Privacy and Confidentiality**

Each participant was informed that their participation in the face-to-face interviews was voluntary and confidential with the exception of Ms Musisi the primary participant. The participants were also informed that they could withdraw from the study at any time without any consequences to them or their organizations.

Before interviewing any of the participants for this study, the researcher asked each participant to sign a consent form that is in compliance with the Institutional Review Board (IRB) at the University of St. Thomas (See Appendix B).

To ensure participant confidentiality, the interviews were transcribed into word documents and the identities of the secondary interviewees coded using unique numbering and letters to preserve anonymity. However, Ms Musisi being a public figure and the focus of this intrinsic case study agreed she would not be anonymous in this study report. All the other interviewees remain anonymous.

The details of all the participants and transcripts from the interviews were kept on a password protected portable drive and the personal computer of the researcher which is also password protected. Only the researcher had access to the portable drive, the computer and the password.

The interview questions did not go beyond the comfort of the interviewees. The interviewees were under no obligation to answer any questions they don't feel comfortable with or situations they would not disclose or consider classified given the sensitivity in relation to the role of the phenomenon and the political dynamics surrounding KCCA as an institution and Kampala as the capital city of Uganda.

### **Limitations**

There is much debate about the validity, trustworthiness and rigor of qualitative research approaches like case study research (Porter, 2007). This being an intrinsic case study research, there were limitations which could affect the applicability of the findings given the small sample size of this study. Case study research can generate deep data (Creswell, 2007) however; this case study runs the risk of identifying circumstances rather than facts across the public sector in developing countries.

This being an intrinsic case study, some of the findings are not generalizable beyond Uganda. This case study research was also constrained by time and other events like the 2016 general election season in Uganda. The researcher traveled to the environment to conduct interviews and observe the phenomena in real-life context for six weeks. Given the geographical divide, the researcher had limited face-to-face access to primary participant Ms Musisi given her role and profile coupled with a high security detail, tight work engagements and travel both domestic and internationally to events all competing for Ms Musisi's time.

The researcher observed, documented and analyzed multiple data points for patterns and themes. These included but were not limited to attitudes and conditions some of which were not very obvious at times but subject to the researcher's interpretation.

This research was conducted based on the assumption that the participants in the study were willing to open up and provide truthful answers to the interview questions. The researcher also assumed that the respondents would be candid, honest and forthcoming in sharing their experience and stories. Given the fact that all the participants of this study relied on memory and their ability to reconstruct important events is also a limitation of this study.

The face-to-face interviews also reduced the benefit of anonymity for this study (Creswell, 2007). The researcher does not rule out the fact that some of the participants might have been less willing to provide accurate information in the presence of the researcher for fear they are being evaluated or audited. The presence of the research could also have been intimidating to some of the participants. Writing down the responses of the participants and the tape recorder is a strange and marginalizing activity (Emerson, Fretze & Show, 2011) which can prompt participants to deviate from their usual behavior and communication style. It is generally



recognized that the researcher's presence as an observer affects the environment and in some cases the responses of the participants (Biklen & Bogdan, 2007).

This was an interpretive research study where the researcher's neutrality was not guaranteed. Given the researcher's educational background as an international development practitioner, coupled with experience working and living in Uganda at some point in the career of the researcher, it was hard for the researcher as the primary instrument for data collection to suppress his experience working in developed countries which comes with biases and perspectives about leaders, leadership and service delivery.

### **Delimitations**

The researcher had no control over the honesty and ability of the respondents to remember their life stories in relation to the study. The depth and richness of the data from the open-ended questions depended on the comfort and memory of the participants.

Due to budget and time constraints, the researcher was not in position to conduct multiple case studies for this research or spend long periods of time in the field for observation. Given the geographical divide between the researcher and the field, travel and accommodation during this study was expensive and a limiting factor to the researcher's engagement with the participants.

### **Summary**

This intrinsic case study used a variety of sources for evidence and provided an intensive, in-depth enquiry focusing on leadership styles and Ms Musisi's leadership approach in the context of public service delivery in a developing country. Like many other qualitative studies, the results of this study were intended to be general in respect of theory, and not population (Yin,

2010). The researcher used multiple data for purposes triangulation and to minimize bias including key informant interviews, published research, field observations and media reports with relevance to the research questions.

## **Chapter Four**

### **Findings and Analysis**

This chapter presents evidence supporting the findings of this intrinsic case study about, Ms Musisi's leadership approach with the aim of answering the research questions as they relate to her story as a transformative leader with a unique approach in the public service sector of Uganda.

### **Background to the research**

The researcher was born and raised in Kampala, the capital city of Uganda a developing country in East Africa. The researcher witnessed Kampala city degenerate over the years before migrating to the United States of America. The roads in Kampala city were filled with potholes, heaps of garbage rotting on the roadside, flea markets had overrun major streets in the Central Business District (CBD), stray dogs and domestic animals such as cows, goats and sheep loitering in the streets of Kampala and the few health facilities and main referral hospital at Mulago had long queues of families trying to access basic health care services. Despite continued support from the international development partners, the situation in Uganda leaves a lot to be desired if the country is to make progress towards poverty reduction and development.

Being an enthusiastic international development practitioner, the researcher spent his annual family visits to Uganda in the last 3 years touring different parts of the country. The researcher spent some days in Kampala city driving and walking causally through the city suburbs of Nateete, Makindye, and Kawempe. It was evident there had been some fundamental changes in the system with visible structural development. The researcher did not see many plastic and polythene bags discarded on the streets. Almost each and every store front, even in

the modest neighborhood had a garbage collection point. Most of the endemic problems in Kampala such as uncontrolled street vendors, heaps of rotting garbage and faulty street lights that suffered neglect in the past were gradually being addressed. The researcher was told by the citizens he talked to that, it was the work of a fearless, uncompromising and determined lady called Jennifer Semakula Musisi, the executive director of KCCA.

The researcher fascinated by the transformation in Kampala city deepened curiosity about the phenomena of Ms Musisi. The researcher picked interest in trying to understand what was unique or different about the lady behind the transformation of Kampala city. After engaging in conversations with some of the residents and city dwellers in Kampala during stops at some of the local markets and the barber shop, the researcher learned that Ms Musisi, a lady without a political or military background, loved and hated to almost equal measure, was the architect of the system and structural transformational effort around Kampala city.

The researcher reached out to the office of the executive director at Kampala Capital City Authority (KCCA) requesting for an appointment to meet Ms Musisi with the hope of introducing himself and talk to Ms Musisi about the prospects of conducting this research. The researcher was referred to the information desk at KCCA for all inquiries. The researcher had been advised that accessing the executive director of KCCA would be a length process given her profile, security detail and schedule both domestic and international yet not many people have direct contact with her office.

Upon the researcher's return to the United States, the researcher called the executive director's office and asked to speak to the executive director of KCCA. Fortunately, the call was put through to Ms Musisi's office by her assistant after the researcher told the assistant he was calling from the United States regarding a research project.

At the other end of the line was a soft and gentle voice. It was Ms Musisi. The researcher introduced himself and expressed interest in conducting an in-depth study about Ms Musisi's leadership philosophy and how she has transformed Kampala city. Ms Musisi listened and gave the researcher an email address where to send the outline of the proposed research. To the surprise of the researcher, a few hours later despite the eight hour time difference between the United States and Uganda, Ms Musisi responded in the affirmative to the request to conduct this research and provided the researcher with a direct line to her office for the follow-up conversation on the proposed research. Ms Musisi's positive response and timeliness was far from the norm. High profile people in public service in Uganda tend to make their offices inaccessible to the public especially to journalists and researchers.

### **Restatement of research problem**

There is increasing pressure in the 21<sup>st</sup> Century for reform and change in the leadership of public service institutions in most developing countries. The challenge for authorities and leaders in developing countries is to expand service provision, reduce inequality, and leverage the opportunity to create better livelihoods for the citizens of these countries.

Manifestations of poverty are clearly visible in Kampala. These include but are not limited to overcrowded slums, environmental pollution, inadequate housing and insufficient access to clean water, sanitation and other social service.

In Kampala city today, the biggest challenge for KCCA is the provision of social services such as public health, roads and security, reducing inequality, and to leverage the opportunities in the global economy to create better livelihoods for the swelling urban population. Addressing these development challenges requires a change in the caliber of public service leaders. The

resulting pressure from the public and call for reforms from the international development community has seen the rise local government institutions like KCCA with a clear mandate of accountability, service delivery and good stewardship of public resources all of which requires change in public service leadership approaches.

### **Opening the Doors**

Having secured approval from the University of St. Thomas IRB, the researcher made a request to the executive director's office of KCCA to get on the calendar of Ms Musisi. Upon receiving communication from Ms Musisi's office confirming her availability, the researcher booked his flight to Uganda for the big interview for this study. The researcher did not know what to expect as he had never met Ms Musisi in person but had read a lot about her. The researcher did not know the kind of lady he was going to interview but, the researcher knew he was about to meet one of the most influential women in East Africa according to Kabuye (2012).

Upon arriving at the KCCA headquarters in Kampala, locally know as City Hall, the researcher went through several security checks and waiting areas on the way to the office of the executive director of KCCA. Having gone through the first phase of security checks, the researcher made his way down a well-furnished hallway to the executive director's office where the researcher was ushered to the VIP waiting area. The presence of armed security personal was visible in the lobby. At this point, it was evident to the researcher that the fight to transform Kampala city that Ms Musisi was undertaking had fetched her quite some enemies and death threats. At this point, the researcher did not know what to expect beyond the large double oak doors to the executive director's office.

After waiting for approximately 15 minutes, a lady whom the researcher later came to know was the personal assistant to Ms Musisi led the researcher to the office of the executive director. Ms Musisi rose from her well organized desk and greeted the researcher with a firm handshake. Ms Musisi invited the researcher to a large conference table at the center of her well-furnished office decorated with accolades and trophies Ms Musisi has won as a leader in public service over the years. The researcher was surprised how rather petite Ms Musisi looked with a very feminine and distinct hairstyle neatly curved around her prominent forehead. Ms Musisi was not the giant iron lady the researcher expected to meet as portrayed in the media and by the city dwellers he talked to on the streets of Kampala.

Ms Musisi was warm and she offered the researcher a bottle of water. The researcher immediately noted that Ms Musisi calls her staff by their first name in a very respectful tone. Something that is uncommon with high profile public service leaders in Uganda. Ms Musisi introduced the researcher to her staff as a researcher from the United States and requested them to help with all the logistical needs for the days the researcher would be at City Hall. Ms Musisi opened up to the researcher and candidly shared her life stories including some of her personal struggles, failures and triumphs she has been through. Given the power and authority Ms Musisi wields in Kampala and the fact that the researcher was meeting her for the very first time, the hospitality she exhibited was unique coming from a high profile person in public service. Ms Musisi acknowledged that she has never granted such personal interviews or revealed her personal life story.

Ms Musisi spoke in a controlled voice and never seemed to raise her voice but with varying intonation. She would raise her eyebrows when making serious and important points. She methodologically narrated her life story and leadership journey in the public sector.

Much as Ms Musisi is criticized for her high handed approach in transforming Kampala City, she has also been applauded for the successes. However, she did not seem bothered by what has been said about her especially the negative press she has received. She stated that;

“Transformation is not a tea party or picnic; it is not like being in a beauty contest so people can admire you and see that you are attractive or a comedy show where you are supposed to make people laugh. Transforming Kampala is a serious job; the city had deteriorated because of impunity, disorder and failure to regulate. Tough decisions and choices have to be made if we are to transform Kampala”, (Musisi, 2016).

### **Jennifer Musisi’s journey to public service and leadership**

Ms Musisi took Kampala city by storm and shook up the city structures like an earthquake, which is the meaning of her name, Musisi, in one of the major local dialects in Uganda. She is a lawyer by profession and public administrator by career raised by a single mother. Raising her eyebrows with a very calm demeanor on her face, Ms Musisi was very thoughtful in her responses throughout the interview.

Ms Musisi started her career as an attorney with Uganda’s Directorate of Public Prosecutions in the late 1980’s. She was later appointed as the Makerere University assistant secretary for legal affairs in the office of the University Secretary, a role she performed for nine years and earned a master’s degree in Public Administration from the same university during this time. She attributes her philosophy and values to her upbringing from a humble family. She stated thus, “I was raised by a single mother who taught me everything I know. I have a wonderful supportive husband but I face the same challenges like any other woman”, (Musisi, 2016).



Ms Musisi later appointed as deputy commissioner legal affairs at Uganda Revenue Authority (URA) where she led the transformation initiative to rid the agency of bureaucracy and corrupt officials. She was promoted to Commissioner of Legal Affairs and Board Affairs and retired in 2011 to venture into private business in real estate and baking, which is one of her passions, (Musisi, 2016).

Ms Musisi was later appointed by the President of Uganda, Yoweri Museveni in April, 2011 to become first executive director of the Kampala Capital City Authority (KCCA) to spearhead the transformation of Kampala city, the capital of Uganda. She proudly talks about the fact that she has never applied for a job in her entire career in public service but has been handpicked or appointed in the different roles based on her track record, honesty and integrity and she always performed.

According to Ms Musisi, this trend dates way back in her high school days when she was selected to become the first female head prefect at Kings College Budo, a mixed aristocratic senior secondary school in Uganda. Ms Musisi believes that “when people believe in you, you believe in yourself”, (Musisi, 2016).

Ms Musisi admits that her current role as executive director of KCCA is quite challenging, a big hurdle to jump and a monumental task but also sees the potential for legacy and opportunity to transform Uganda. She justifies most of her actions and approaches to her role as executive director to the law, and seeks strength from the Bible to enforce the law. Ms Musisi believes that when the righteous are in authority, people rejoice and feel the city with happiness and people celebrate (Musisi, 2016).

Ms Musisi does not believe she is serving her personal agenda; she believes she is only enforcing the law. Ms Musisi stated that;

“I am a law enforcer. The reason Kampala city went down the drain all these years is because laws were sitting on the shelves and no one did anything to implement them so what we have done is take them off the shelves, dusted them off and implemented them... In my work as a public officer, I always use the law to guide my actions and decisions... I don't buckle under threats and intimidation as long as I know I am acting legally”,  
(Musisi, 2016).

Ms Musisi has a religious side, she is a lady of faith who believes her leadership journey in public service has always been a calling; she believes it is her faith that keeps her going in times of great pressure, challenges and even danger. “I have made some mistakes and sometimes failed but faith in God keeps me going”, (Musisi, 2016). She believes her transition to the role of executive director with a sole mission to transform Kampala city was a calling from God. She quotes the Biblical Ezekiel Chapter 36, verses 33-36 which she said came to her as premonition even before she was appointed as executive director of KCCA.

“Verse 33: Thus says the Lord GOD: When I cleanse you of all your guilt, I will resettle the cities and the ruins will be rebuilt.

Verse 34: The desolate land will be tilled—once a wasteland in the eyes of every passerby.

Verse 35: They will say, “This once-desolate land has become like the Garden of Eden. The cities once ruined, laid waste and destroyed, are now resettled and fortified”.

Verse 36: Then the surrounding nations that remain shall know that I, the LORD, have rebuilt what was destroyed and replanted what was desolate. I, the LORD, have spoken: I will do it.

Ms Musisi stated that at times she has been very discouraged and felt like giving up and returning to her retirement dream but believes that God called her and prepared her for the assignment as the executive director of KCCA (Musisi, 2016). She says this with a strange firmness of a person strongly endeared to the scripture, which has been her driving force to achieve success in a rare quarter.

While taking rides in her car, Ms Musisi listens to only gospel music throughout to emphasize her strong affection to the word of God, which forms fortitude to the decisions she makes. She says, “My faith is a fortress from corruption... My role as ED is a calling from God”, (Musisi, 2016)

Ms Musisi believes that for as long as she is in line with the law and her values and faith have not been compromised, she does not regret her chosen course of action. She stated thus, “I do not take much time regretting, if I have done what is right I will not regret provided I can convince myself that what I have done is right”, (Musisi, 2016). However, Ms Musisi was also quick to admit that sometimes she has thought about giving up but was lifted by her faith in God which has seen her through the difficult times she has endured.

Ms Musisi says at KCCA, her core team starts with morning prayers attended by her inner circle. This, she says has been cultivated as a culture within her team which is a true testimony of the influence of a transformational leader on subordinates. “...I believe it was a

calling from God for me to stand-up and serve. I commit every plan and each challenge to God in prayer”, (Musisi, 2016).

Ms Musisi says she has relied on a support mechanism of friends and family to overcome some of the challenges in her journey as a leader in public service. She stated during the interview that “I have a team of people I bounce ideas to people who are not afraid to challenge me, people who are not afraid to correct me. At times when I feel like It is a dead end or something has gone wild, they help me get back to the basics”, (Musisi, 2016).

According to Jennifer Musisi, this team is a group of people who have seen her at her weakest points and also seen her strong moments as a leader. She admitted that there are days when she locks herself in her room and cries her heart out before her friends lift her and rally her on to overcome the issue at hand(Musisi, 2016).

Ms Musisi’s strict principles while executing her tasks and duties may be construed for her pride but she rides on these principles to achieve success. Jennifer Musisi is a resilient lady who does not listen to negative press. She believes negative press is a derailment to her mission to focus on transforming Kampala city and growing her team at KCCA. She says “...we have been beaten but it is not the end, we can survive this and have to go on” (Musisi, 2016).

Ms Musisi stands out as an astute diplomat when confronting assignments as a transformational leader but also very vitriolic when dealing with the high and mighty in Kampala city, who had gotten used to decades of decadence and insolence in the city management. Ms Musisi goes around her work with a little aloofness, but with incision and precision and with the decisive effort that will see things getting done. She speaks with a strange firmness that trickles

down the administrative rung within the city administration. She is a mixed bag of values but one that delivers on her tasks.

Ms Musisi admits that she has made mistakes. She stated that;

“Sometime when I make a mistake, I will kick myself around the room, I will regret it, I will lose energy, I will feel I have let everybody down. What helps me recover is having people around apart from my faith. It is having people around me who tell me It is okay”, (Musisi, 2016).

Ms Musisi says her family helps her overcome her low moments as a leader. “Family and friends will tell me look, this is a mistake but this is the good that can come out of it. This is the lesson you can learn from it. That helps me pick myself up,” (Musisi, 2016).

Ms Musisi is a fervent traditionalist too. The Buganda Kingdom, one of the oldest and largest monarchs in Uganda has its palace right in the realms of Kampala city administration, popularly referred to as the Mengo establishment. To demonstrate her loyalty to king of Buganda, Ms Musisi fixed the roads leading to and out of the palace to standard tarmac, with well paved out walkways. This won her hearts and minds in the traditional seat that has charismatic loyalists that is felt among the Buganda, a region that hosts the capital city.

### **Jennifer Musisi’s Values as leader**

Ms Musisi attributes her values to the way she was raised by her mother. She stated thus, “I was inspired by my mother, her attitude towards work and the values she held”, (Musisi, 2016). She comes across as a lady with a resolve never to compromise her values as a leader and a public servant. According to Ms Musisi, “Whether you are going to be corrupt or not are a personal decision. I made the decision before joining Uganda Revenue Authority (URA) that no

matter the level of pressure, no matter the amounts of money being offered, no matter the risk, I was not going to be corrupted. Right is right and wrong is wrong; I do not operate in gray areas” (Musisi, 2016).

Ms Musisi asserts that “before you earn trust you’ve got to be able to exalt trust. I will give people a chance before I mistrust them and I have made some mistakes where I have misplaced trust. It is very hard but you learn from that experience” (Musisi, 2016).

Ms Musisi acknowledges that she has personal weakness as a leader. She consults her team and even involves team members who are down the hierarchy when solving problems, and is not afraid to admit when she is wrong. “I will admit when I am wrong...I have a scattered brain, people sometimes think I am not being realistic in my expectations and I am trying to drag people there until they realize that they can actually reach there”, (Musisi, 2016).

As a leader, Ms Musisi is brutally honest and true to her word be it to individuals or to the public. She stated that “I want to keep my promises whether It is to the public or an individual, I want to keep my promise”, (Musisi, 2016). She expresses her frustration towards slow progress especially when engaging agencies and institutions outside her control. She said, “I get frustrated when we are not making progress especially when I am dealing with agencies or institutions outside my control”, (Musisi, 2016).

### **Field Observation**

Ms Musisi is a mixed bag of values and contradiction. Her character enlists different responses from people who meet and engage her as she goes about her tasks. To her admirers, Ms Musisi is a messiah sent, the light at the end of a dark tunnel. However, to her critics, she’s a

false prophet. The Kampala city executive director feels that not many people know or understand her. She says, "...I am just a person. When people look at me, they hear, they see and imagine. When they meet me, it defies the image and perception they had of me from main stream media and social media", (Musisi, 2016). Ms Musisi has branded her herself as *Nankulu*, translated literally to mean boss, who on several occasions has not pretended to say she wields a lot of power, both acquired and derived.

During one of her routine visits to the CBD which I observed riding in her motorcade, Ms Musisi caused excitement among the market traders in Kasubi market, a Kampala city suburb, when she made a surprise stop over on her way from a fundraising drive to help a local primary school in the area. Amid cheers and her ring-fenced security detail, she waved and interacted with some of the traders who chanted praise and also complaints, mainly in the local language Luganda, calling for restraint from KCCA law enforcement officers. Many of the city dwellers climbed on nearby buildings to catch a glimpse of *Nankulu*, the nonsense Kampala executive director. I wondered how a woman said to be the most feared lady in Kampala city could pull off a "rock star" status in the city she is loathed.

One of the business leaders I interviewed for this study mentioned that one of his businesses and buildings in the CBD were impacted by the laws enforced by KCCA under Jennifer Musisi. Participant 8 stated that;

"I was part of the defiance group within the business community when Jennifer Musisi took over running Kampala city. My attitude towards Jennifer Musisi and KCCA changed when I met her in person. I was part of the representatives from the business community summoned to dialogue with the executive director...I went in a very bitter man. I had never met Jennifer Musisi but had only seen her on television. We were

humbled by the way Jennifer Musisi received us in her office and was shocked to see that she was a relatively small lady”, (Participant 8).

Participant 8 admitted that from the day he met Ms Musisi, his perception of Ms Musisi changed and has since become an advocate of compliance within the Kampala business community. These are the different character perspectives Ms Musisi enlists.

I joined Ms Musisi in her official vehicle on her way to some of the routine visits she conducts in the city to oversee some of the projects. On the way she was on the phone calling project leaders and area supervisors of some of the areas we drove through. She called each of them by name while exuding calculated confidence. She seemed to have a firm grip on the project status and a clear understanding of what she wants to accomplish. She showed concern for inconveniences some of the projects, especially the road projects, had caused to the city dwellers. This is not something the public know that Ms Musisi cares deeply about their comfort.

To the members of the general public, Ms Musisi is understood to be callous, mean, inconsiderate and unfriendly. When she stepped out with the President of Uganda Yoweri Museveni to inspect roads, she moved in tow with the president, sometimes jumping on the same car and dais to get a better glimpse of her achievements in Kampala city. The internal excitement she exuded and the unbridled confidence she wore illustrated her strange demeanor when dealing with high-ups. She is not shy to demonstrate the might and power she wields. She stated, “when you do not worry too much about preserving your job, you are liberated to make the right decision”, (Musisi, 2016).



### **The leader in Ms Musisi**

According to Ms Musisi, in public service, people look at what you do and not what you say. People look at you, they see what you do and that's what impacts them" (Musisi, 2016). So to Ms Musisi, being exemplary is the norm that drives success as a transformational leader.

Ms Musisi is an embodiment of transformation in Kampala, being able to breathe a new lease of life in the city community, brightening it with a fresh skyline, with nicely kempt streets an average sceptic would accept brings in a new outlook. Ms Musisi confronts this phenomenon with discomfoting precision to achieve success, which she has done in Kampala city. She says "leaders create change" (Musisi, 2016).

Ms Musisi's understanding of leadership is tailored on financial motivation to realize desired results. She states thus, "we pay people well to motivate them to work. "I need these people to deliver. I cannot do without them, I need to pay them well support them, protect them. I may be unconventional but the results will vindicate me", (Musisi, 2016).

### **The Social Aspects of Ms Musisi**

According to Ms Musisi, her social life has changed from the time she become the executive director of KCCA. She stated that " I can no longer do normal things like running off alone to family functions, shopping, go to the salon and freely mixing with the public due to security concerns...being a naturally private person, this gets rather discomfoting" (Musisi, 2016). Her appearance on Kampala streets attracts attention she cannot afford to ignore because she is a public figure. She said, "I am a very basic person and I am not looking for too much, I have a roof over my head; I have some income and can take care of my needs and my family", (Musisi, 2016).

Ms Musisi dresses flamboyantly. She is down to earth, a lady who believes more in what she offers than how she looks. She says,

“I like being feminine. I am very happy being a woman. I am not challenged by men. I am comfortable in my body as a woman. I don’t have to wear dark-padded suits to look like a man”, (Musisi, 2016).

This is a strong assertion and statement about her character as an independent woman and a leader in a male dominated society.

### **Results, Mentoring, Empowering and Building Teams**

One of the challenges that confronted Ms Musisi upon taking over as executive director of KCCA, she says was the lack of systems and structures compared to where she had come from, URA. She stated;

“When I took over the legal department at URA, according to the records, the department had not won a court case in seven years. URA was paying out a lot of money in compensation and court awards. By the time I left URA, the legal team had grown into a department and is now the best in-house legal department in the public sector...I may not be able to do 100% of the transformation but the fact that I have made a contribution motivates me”, (Musisi, 2016).

Ms Musisi says, “We look for competence, track record, integrity and ability to perform”, (Musisi, 2016). Ms Musisi has been seen supervising road projects in the city at night to ensure good workmanship. She says she is driven by the work she needs to do rather than the hours she has to work”, (Musisi, 2016). She adds, “I am a very simple person. I look at a problem and think

how we can get a solution. I don't have a theory that I follow, I just get the job done" (Musisi, 2016).

Ms Musisi has set out to challenge other leaders. She stated "I am giving courage to other leaders. I am proving that Africans can be the solution to Africa's problems, we can change things. We can change from desolate to prosperity. Ms Musisi is a strong believer that Developing countries can build institutions. She stated that "we can build teams and change Africa for the better", (Musisi, 2016).

Ms Musisi argues that mentoring leaders is critical in building capacity and generating momentum that would propel development. She stated, that "you lead, you develop leaders after you. You train them, you pour your life into them, your experience, your values, you inspire them, share the vision and you let them be", (Musisi, 2016). She said if you are not patronized by your leader, you can do what is best for them and for you. But if you are patronized you will worry about the patronage getting cut off (Musisi, 2016).

Ms Musisi looks ahead to what she is to achieve. "I set out to do this job as executive director, I did not set out to win accolades, or to get prizes and awards and be acclaimed by the public. I set out to make a difference", (Musisi, 2016). Ms Musisi is aware of her gender and accompanying stereotype. She is quick to note that, "I am a woman. I push for excellence", (Musisi, 2016). She mentors as well in order to leave a legacy and strong institutional memory, "I mentored people at URA who later become leaders" (Musisi, 2016).

Ms Musisi is known to be incorruptible, in a country riddled with corruption which has eaten up society to the core. She stated, "I will stand for my team even if they make mistakes but if you are found to be corrupt you are on your own. I will drop you like a hot brick", (Musisi,

2016). She understands the duty that lies ahead as executive director of KCCA. City dwellers especially petty traders have not had kind words for the executive director, they have thrown all dirt at her, claiming she is inhuman and high-handed while throwing vendors and hawkers off the streets, in attempt to make Kampala city tidy.

Ms Musisi has faced antagonism from the political leadership at the Authority too. The Lord Mayor, insisting on more transparency in the management and administration of Kampala city, has, several times, clashed sometimes with disastrous effects. The Lord Mayor, Erias Lukwago has openly made uncourteous references to the executive director, but this has not deterred Ms Musisi from executing her tasks. She stated, "...when people speak so negatively about you saying you can't do it, you're a mistake, you can't do the job it gives me even more energy to do it right and prove them wrong. That is what motivates me" (Musisi, 2016).

Her determination to accomplish her mission is demonstrated in what she said "I am one person who focuses on what I have, not what I don't have. I spent most of my time working with those people who were willing to work and accept me", (Musisi, 2016).

### **Style and belief**

In her simple but not simplistic way, Ms Musisi does not mince her words. To her critics, she is forthright communicating with the vigor of a person intent on achieving her goal. She stated;

"I am a very simple person. I will tell you something not because you want to hear it, but because I think it is right. I will tell you something can be done not because it looks like it can be done, but because I believe it can be done and then work through it", (Musisi, 2016).

Ms Musisi does not hide her happy side when compliments pour in especially in recognition of her effort thus, she says, “I am motivated by challenges if somebody says you can do it, It is impossible, that is a lot of motivation me to actually do it”, (Musisi, 2016).

Ms Musisi says;

“When I came to KCCA, people told me in my face, you cannot do it. Some of relatives and friends in church told me I was crazy when I accepted his position as executive director of KCCA yet I thought they were there the people I could derive my strength spiritually. They told me you are going to kill yourself trying to change things around Kampala. Why would you work in such a corrupt institution? I am glad some of those people have come back to me and said you are doing a fanatic job. You have proved us wrong”, (Musisi, 2016).

Ms Musisi has also had some low moments. She said, “...there are times when I have broken down and been discouraged and thought about resigning. I felt I had made my contribution but not appreciated”, (Musisi, 2016). But she pushed on and the dividends are now being appreciated.

Ms Musisi is firm on her core values of not being compromised by the system. She says, “you can live without taking a bribe. You can do work without fear. You can say no to politicians and survive”, (Musisi, 2016).

### **Ms Musisi’s Weaknesses**

The flip side though of Ms Musisi is being too trusting, as she calls it. She allows people she trusts to disappoint themselves. This is a trait that is positive but with attendant problems.

She stated, “I think I am too trusting and that is a weakness my team has pointed out. I will trust people until they disprove that trust”, (Musisi, 2016).

### **Transformation becomes a passion for Ms Musisi**

Ms Musisi has now acquired a new different pastime added to her daily menu as she superintends over Kampala city. She says her nights are preoccupied with plans to make the city bearable and its occupants comfortable. According to Ms Musisi “transforming Kampala has become my passion even when I am sleeping, I think of what else we can do”, (Musisi, 2016).

### **Integrity**

There are integrity problems among many Ugandans both in public and private spheres, she notes. The corruption vice has eaten up to the core of the moral fabric of society that it has now become institutionalized. However, Ms Musisi has tried to be aboveboard. She states, “the reason why people in public service fail to take difficult decisions is because they are compromised. People take bribes; they are threatened and are given personal favors. For me I operate in a black and white environment. It is either right or wrong”, (Musisi, 2016).

True to her traits, Ms. Musisi lays bare her character by speaking her mind, which has endeared her to her subordinates and superiors alike. She stated, “I lead by example with integrity, credibility”, (Musisi, 2016).

Through meetings with her staff and correspondences during the execution of her tasks, transparency has been the norm, transacting her business in a more open way. She states, “I operate in black and white. It is either right or wrong. I do not think of the repercussions. I look at the results and what I want to achieve I don’t look at what could go wrong”, (Musisi, 2016).

Ms Musisi views herself not as a lobbyist, she believes in having the right skill and serving even for herself evidenced by her statement “I don’t want to campaign for a position in public service. I want to be trusted with a position to serve”, (Musisi, 2016).

According to Ms Musisi;

“In a country like Uganda which is similar to many other developing countries, issues of corruption are a big thing. Everybody hates corruption and everybody knows it there and a lot of people participate in it. It is something you don’t want but It is there, so we were looking for people who can reverse this trend, there for integrity and credibility ranked very high in my values”, (Musisi, 2016).

Ms Musisi says when they took over the administration of Kampala city, donors had given up on Kampala Council, and the government of Uganda was also giving up. She told both government and the donors to give her administration a chance. She stated, “but we told them, give us a chance to implement the law and streamline new systems and we have been able to regain that confidence”, (Musisi, 2016).

According to Ms Musisi, nothing comes on a silver plate, nothing comes easily. People are sometimes opposed to change, she says and change is appreciated along the way. Ms Musisi noted that, “no change comes easily especially if it is positive change. People will not appreciate the change when it is happening but in the long run they will”, (Musisi, 2016).

Ms Musisi says she is apolitical, that she doesn’t play politics where many city dwellers place the lord mayor Erias Lukwago, though a larger part of society in the Kampala metropolis think otherwise. To many city dwellers, Ms Musisi is heavily affiliated to the ruling party, National Resistance Movement, whose leader is the appointing authority. She says, “I do not

play politics some, people say I am politically naïve”, (Musisi, 2016). Many city dwellers do not think so. She changed the authority’s logo, replacing the dominant green color with yellow, a color strongly associated with the ruling party.

As executive head of the city authority, decision making lies at her veranda. Ms Musisi takes decisions which impact people’s lives because Kampala is also a business hub, where both big and petty traders ply their trades. Many times, the authority takes decisions which lead her into a collision course with the city dwellers even when she is trying to add value to the city and its dwellers. She stated,

“I am the head of this institution; I have got to take responsibility, I’ll do things where I add value, where I can delegate I will delegate, which I do most of the time. These people have the capacity to represent the institution. Because they need to, because when I leave, they should be able to continue running the show...We are privileged to be part of the team that is transforming Kampala” (Musisi, 2016).

This sets Ms Musisi as a person who believes in delegation, a principle some leaders are reluctant to accept.

Honest is cardinal and integral to success and Ms Musisi said integrity and credibility rank high in terms, than actual qualifications and technical skills or experience and she discovered that given the opportunity, people with the basic technical skills but with integrity will rise to the top (Musisi, 2016). She said her team has seen her consistently maintaining the position she believes is the right thing to do. “They have seen situations where I have been under pressure to compromise whether it is political pressure or financial pressure and I don’t give in” (Musisi, 2016).



Being exemplary or leading by example is a trait many find difficult to follow but for Ms Musisi, she says this has been engrained in herself which is respectively demonstrably illustrated in the way she executes her tasks. “I focus on the plan and think over the sketches”, (Musisi, 2016). She adds that leading by example is one thing she learned very early in her career. “If you have credibility, if you have integrity, you will never look for jobs”, (Musisi, 2016). Not that Ms Musisi is a pessimist but in her optimism her eternal wish is that her good deeds and effort are not undone.

Ms Musisi comes across as a tough talking lady. However she too has some fears. She stated that “my biggest fear is seeing what we have built destroyed that will be a loss of my life”, (Musisi, 2016).

Ms Musisi has had three major jobs in her career and she has never looked for jobs (Musisi, 2016). Her integrity and credibility rank high than actual qualifications and technical skills or experience and she said given the opportunity, people with the basic technical skills but with integrity will rise to the top (Musisi, 2016).

Ms Musisi is passionate and highly spirited while pursuing her agenda to provide leadership that will see Kampala city’s skyline change, together with the city dwellers welfare in terms of improving service delivery in the city. She said she is very passionate about the transformation of Kampala. She challenges negative opinions, the status quo as a result, she does achieve the result. Ms Musisi is inspired but the team is also inspired”, (Musisi, 2016). She adds that the most liberating thing is the absence of self-interest and in being line with the law (Musisi, 2016).

One would have imagined Ms Musisi in that cozy office would be basking in glory and happiness. However, her responsibility as a transformational leader, the calling has raised the bar on her targets, leaving her little time and space for herself. She says her life very restricted. She grapples with loneliness and isolation. Loneliness comes for her with the calling or with the position on being a transformational leader in Uganda to a point where she feels a great deal of Isolation, (Musisi, 2016).

Ms Musisi has her life patterned in a particular order of her life's preference. First in her life is God, who takes the first place, followed by her family, then her job in that order. Ms Musisi says she looked at all the things she had to do; she looked at the priorities and took out the priorities of those priorities, which are those three. So, on weekends it is her time, her time to do things that she wants to do. She says that is the time she has; otherwise you don't have a life (Musisi, 2016). Ms Musisi blows her trumpet, recognizing her contribution she has made in Kampala city's transformation. She says she is proud of what they have been able to achieve as a city authority because it is so enormous. She said,

“recently, we were thanksgiving with the team and were going over the highlights of what we had done...people talk about infrastructure but that is just one sector, there is public health, institutional development, governance, institutional accountability, revenue performance, people whose lives we have impacted, the training centers we have set up, the agricultural resource center, the concrete yard, solar lighting projects, the train services that is a miracle after decades, we have 3,000 people using the train every day”, (Musisi, 2016).

Ms Musisi is apprehensive that society looks the other way, instead of taking cognizant of achievements her team has brought to the city dwellers. She says people tend to mute those

achievements as they talk about the challenges but for her who has worked to get here, she is very grateful to God. She says it makes her happy and feels KCCA has made positive influence. For Kampala to be rated the best city in East Africa, that is not a mean feat and internationally, the 16th in Africa. That is no mean feat; Kampala” (Musisi, 2016).

Ms Musisi said this is a big achievement and that she will struggle to maintain it. Kampala Capital City Authority is credited by the World Bank for the executive director and her team’s performance, for revenue management, for having electronic revenue management systems, where people pay taxes on their mobile phones. “Things like that was a dream in the beginning. The Auditor General giving us a clean bill for two years, unqualified opinion”, (Musisi, 2016).

### **Operating with caution**

Ms. Musisi has not thrown all caution to the wind as she transforms Kampala city. The city has different people with different interests and conflicting at such, some political interests, others personal interests, faith-based interests and business interests. But as a transformational leader, Ms Musisi is well aware of the hurdles that lie ahead of her. She said sometimes she feels unsafe, because of treading on interests of some of these people, who threaten her. But as time goes on, she gets used to it. Ms Musisi stated that “you feel like this is part of the job, because you can’t make everybody happy. But also God has total control over my life”, (Musisi, 2016).

The ambition to see the transformation of Kampala city amid many challenges and sometimes resistance from the beneficiaries has been the driving force to achieve her success. Ms Musisi says it gives her confidence that what they are doing at KCCA is good.

Ms Musisi said she feels a very big need to take this city to where cities are supposed to be. Actually, what she has done in the last four years are basics – roads, lighting, cleanliness should be a given in any normal city. Garbage collections should be a given. But because performance was a challenge before KCCA took over the city administration, people now look at these services as luxuries or privileges. It is not a privilege to have good roads (Musisi, 2016).

### **Summary of Jennifer Musisi's leadership approach and values**

In a matter of four year, most of Ms Musisi's critics except for politicians are silent. The ordinary Kampala residents, despite their political affiliation are beginning to embrace the transformation in Kampala city. The sense of order and cleanliness is gradually returning to Kampala.

Under Ms Musisi Kampala city increased its local revenue collection by over 80%, rebuilt its asset registration to a worth of 422 billion Uganda shillings from a book value of 45 billion shillings that KCCA inherited from the old administration. They have reconstructed and upgraded over 146 kilometers of road, more than doubled garbage collection from an average of 14,000 tons per month to over 32,000 ton per month. KCCA has also created 8,200 workspaces in the city, supported 3,039 urban farmers with inputs and provided start-up capital to over 1579 youth (Musisi, 2016).

It was also reported by Arinaitwe Rugyendo (2014), that KCCA health centers attended to over 1 million outpatients and 34, 374 mothers delivered in the refurbished KCCA health units. Thirty six classrooms, five science laboratories have been renovated among the Kampala Capital City Authority schools. Such is a track record of Ms Musisi who by all counts is a proven ATL in a developing country.

## Secondary Participants

### Participant 1

Many Kampala dwellers have divorced Jennifer Musisi from a public display of emotions; they say she is devoid of such affectionate feelings. However, those around her say Ms Musisi elicits feelings, they say she is human who even cries but in private and sometimes inwardly. She will do whatever it takes to get things done and she will give you whatever you need to get it done. She is there for you; she cares (Participant 1).

Participant one commented thus: “she see something in you that you do not see in yourself, referring to Ms Musisi. They say she is actually a human being and humble”, (Participant 1)

The interviewee is full of praise for Ms Musisi. In his interaction with her, he notices a demeanor rarely identified with her. Participant 1 says Jennifer Musisi is not an engineer but she would stop by and stay for at least an hour with the interviewee at night when doing the roads and she would ask what I needed” (Participant 1).

“I walked into the ED’s office where I found her and she calmly asked me to have a seat. The way she spoke to me like a mother and at the moment I realized she was not actually a bad lady as portrayed by those who have not met her...she is like a mother” (Participant 1).

Participant 1 shared how she felt walking in Ms Musisi’s office for the first time. She stated that “I went in assuming, after many perceptions from people about the executive director that I was going to meet the lady who bulldozes the organization and the city” (Participant 1). “To the contrary, I meant an amiable person, kind enough to usher me into a seat and speaking to me like a mother” (Participant 1).

Ms Musisi has a personal touch and offer supportive supervision. Participant 1 narrated that day she received a phone call for the ED. ...speaking to my mother at home about my encounter with this transformational leader, Jennifer Musisi just all of a sudden calls me on my cellphone and introduces her herself. "It is me Jennifer Musisi". She greets me and says, "I was calling to thank you for a job well done on the project. For me receiving a thank you call from the Jennifer Musisi motivated me more. My mother actually said, "*Naye tuwulila mukambwe nyo ate taseka*" in one of the local dialects meaning, word on the street is that Jennifer Musisi is very tough and does not laugh. Now here was a different person, as far as my mother perceived her, recognizing my effort. At that moment, I knew I had done all this work for people and had never been appreciated but Jennifer Musisi took the time to call me and appreciate my work." I felt appreciated (Participant 1).

Jennifer Musisi is somebody you can trust. She doesn't backtrack on her word. She will get you everything you need to get the job done and gives you the confidence to be able to do it. She will be there with you to make sure it gets done even when you do not believe in yourself, she says "you can". She will give you everything you require to get the job done and she will be with you through the rough waters", (Participant 1).

Jennifer Musisi finds the time to visit her team in the field and gives them feedback, encourages them and thanks them...her leadership approach keeps them going and motivates them (Participants 1).

"I will always be grateful that she saw my potential and gave me the opportunity to shine. I really felt I was being crushed in my directorate, she walked in and saw my potential and now she is making me shine" (Participant 1).

“Maintaining a particular demeanor in adverse situations is a feat not many are credited for. This is where Jennifer Musisi comes in different. She speaks with a gentle voice even when she is angry, she remains calm in distressful situations”, (Participant 1).

### **Participant 2**

The innate quality she carries is a resource Jennifer Musisi relies on while transforming her colleagues and changing lives of city dwellers. “She is a leader with a vision for talent because even when you do not report to her, she sees, she hears”, (Participant, 2).

“She was concerned as to why I was leaving the institution...this is part of her that pays attention to individuals or staff especially those she is responsible for, I felt like I was leaving a mother to me”, (Participant 2).

“Jennifer Musisi checks on her staff. You can sit and engage her to find a solution to a problem. When you discover a solution, she will run with it and support you all through the way. She takes it upon herself to support. We have agreed, we have disagreed on several fronts but at the end of the day it has been respectful”, (Participant, 2).

### **Participant 3**

Part of Jennifer Musisi’s docket is to present a policy statement before a sectoral committee of Parliament on budgeting and clarification, answering some audit queries. She does this for and on behalf of the city Authority where she does it diligently referring to subordinates as my staff.

Ms Musisi stands up for all her staff in Parliament and in front of Government officials to defend them (Participant 3).

Social stratification that sometimes informs the way some people relate is something beneath Jennifer Musisi. She is above board in as far as this is concerned. She interacts with everyone equally whether you are a driver or an intern; you have will access the executive director's office. "It doesn't matter what role you do in this institution the executive director takes you as her staff and she will consult you and will always seek your input whether you are a truck driver or filling potholes in the road, you are part of her team", (Participant 3)

#### **Participant 4**

Jennifer Musisi will make you feel comfortable even when you have made a mistake. She will give you the opportunity to learn from the mistake and the confidence to take on bigger challenges but Ms Musisi will make it clear to you what she wants. She said it is okay to make mistakes but you do not have to repeat them.

After a disagreement on a strategy with a junior staff member, and given the way we talked, I felt she had time for me. She wanted to listen to me. She was interested in what I was saying. "She is actually easy to associate with especially if you get to know her. She actually picks our calls and you have a conversation, she makes sure we are comfortable, (Participant 4).

To many of her staff, size does not matter, she carries herself with a gait that informs all about the immense power she wields and the special skill she has, managing people and resources. "You might see her as a petite lady...there is a certain skill in this that most people never get to see. Until you have associated with her, you might never get to understand or



appreciate her. If you listen to her speak about her history, then you'll get to where this steadiness comes from", (Participant, 4).

There are several scenarios that have played out painting different a picture about Jennifer Musisi. In one of the accounts, one participant said, "There are people who fear to attend meetings at city hall (seat of the authority) because of the perception that the executive director is a "monster". But when they meet her and find her joking, can speak downtown slang, reminds them that she is not what they have imagined her to be, heartless. She has learned the art of dealing with society... people actually learn that she is actually human (Participant, 4).

Her staff says she is one of those people who will eventually get back to you and say...that was wrong. Whatever I did was wrong or it came across badly I am sorry but I think this is what is going to be done. "She will fight and stand for staff, (Participant, 4).

In Ugandan culture, many a citizenry enjoy embroidering the truth, cutting corners, and covering up the truth, this is the case for Ms Musisi even when she receives feedback or responses from staff. She likes straight answers, (Participant, 4). She is known of taking care of situations, and actually in very trying moments especially during the management of the city.

She stays calm even in tough meetings you see somebody who is in charge of the situation. "When you get to her office, the way she talks to you no matter your status in the organization, gets you to calm down and starts you wondering whether you are talking to the executive director that everybody has talked about", (Participant , 4). She will apologize to her staff when she reacts inappropriately", (participant 4).

It is not a Ugandan culture to find people trying to get information through reading, and like it has been widely joked thus, "If you want to hide something from a Black person, put it in

the book”, (The Black Factor 2012). This is where Jennifer Musisi rises above the rest. “You know she reads so much,” (Participant 4).

Jennifer Musisi loves what she does and loves it passionately because she undertook to do something that would transform systems and people. This therefore dominates her psyche in achieving her success and she passionately talks about her department, (Participant, 4).

### **Participant 5**

Many that have personally known Jennifer Musisi relate a narrative that weaves into what Ms Musisi speaks about herself. In a city where folks are preoccupied with pulling colleagues and friends down, to this interviewee, loyalty as a trait is singled out in Ms Musisi’s character she is a loyal friend”( Participant 5).

Jennifer Musisi has a light side many think she lacks. What she presents outside contrasts with her inner disposition which is of a reliable person who also knows how to break the ice during authority meetings.

Jennifer Musisi offers help quickly and can be counted on in sticky and tricky situations, she has a tough exterior but she also has the funniest stories ever and lightens up meetings.

Jennifer Musisi is an uncompromising leader who does not accept less value for work done. She will go the whole length to ensure full compliance to contract agreements for ongoing works.

The cardinal principle that drives KCCA’s main technical principal Jennifer Musisi, is her tenacity not to buckle even in extreme moments of adversity. This, she said is aided by her constant consultation with her team which enables her arrive at correct decisions. She consults and supports team effort but takes the decisions quickly. Jennifer is a tenacious fighter who will

not back down from a challenge to turn things round. She is a good demonstration of staying power. “Jennifer will not compromise with incompetence she works hard at everything she does” (Participant 5).

### **Participant 6**

To this trait add her humility especially seen when she meets officials from her kingdom, Buganda which is a strong monarch where one interviewee acknowledges this. “She is a humble leader with humility”, (Participant 6).

As a transformational leader, believing in oneself is a virtue that Jennifer Musisi lives true to and imparts this to others as an exemplary leader. She tells something you believe and has managed to raise other leaders. Transparency and accountability are key components of integrity and this is what has strengthened the leadership style of Ms Musisi,” (Participant 6).

She has a natural instinct about leaders and helps build confidence in subordinates and she empowers staff. She does not give people negative energy. She will put messages in a positive way. “She will risk with your proposal and support you all through. Jennifer Musisi wants to build a system that will outlive her at the moment “(Participant 6).

### **Participant 7**

Jennifer Musisi is result-oriented and not easily bulldozed by powers that be. Ms Musisi stands tall she is a leader whose head is screwed right on body and she will not waiver under pressure. People may not appreciate her work but she says she doesn’t have to make them happy to stay (Participant 7).

### **Participant 8**

Ms Musisi is a family person too; she is a mother, an educator and a friendly lady who believes in progress. Jennifer Musisi said she was scared when she took over KCCA and she wanted to clear up the system and she has supported her staff since that day and has been accessible to all (Participant, 8).

### **Participant 9**

Jennifer Musisi cut out bureaucracy at the authority. She is God fearing and cares about others too. Ms Musisi does not think about what other people will say and she is a very honest leader who is focused and not biased. Jennifer Musisi is stronger than KCCA the institution, just to illustrate the influence she has”, (Participant, 9).

### **Participant 10**

She is the change that the city has been waiting for a while. Ms Musisi has laid the foundation that will help move Kampala from the current state”, (Participant, 10). “There was a culture of taking short cuts in KCC and it was very difficult to do business in Kampala without giving bribes. Under Jennifer Musisi’s KCCA systems have been streamlined” (Participant 10). Jennifer Musisi is not a lair. She is operating in a system which is known for frustrating people with capacity. For her to be able to deliver results in this system make as a special leader” (Participant, 10)

The interviewee said she is a leader with a futuristic thinking who thinks of the whole and not just the part of the system” (Participant, 10). Many leaders worldwide are more interested in what an employee turns out in terms of work (productivity), not personal feelings which in turn may impact on work output. For Jennifer Musisi, she goes out of her way to demonstrate care by

reaching out to her staff. She has used her influence to transform Kampala city. In Africa people get in position with facilitation with no results because of personal weakness or they crumble in the system (Participant, 10).

### **Summary**

This chapter provided a synopsis of an exemplary leader in a developing country who has had remarkable impact in public service and the transformation of Kampala. Ms Musisi has been described and observed to be authentic and transformative in her leadership approach. The secondary participants in this study had a strong identification with the leader. This study understood that Ms Musisi has motivated and mentored her subordinates to perform beyond their expectations and transformed purpose into action. The next chapter provides a discussion and evidence that Ms Musisi is truly an authentic transformational leader based on what was observed and said about her leadership approach.

## Chapter Five

### Thematic Analysis

The findings of this case study about Ms Musisi cannot be said to be conclusive. However, this research provides insight into the phenomenon of the lady credited for the changes and transformation of Kampala, city the capital of Uganda a developing country in East Africa.

This being an interpretive case study, the researcher does not claim value-neutrality. After an extensive literature review, careful analysis of the data and having sought a range of perspectives through in-depth interviews, reflections and opinions from the respondents of this study, justify the researcher's claim that Ms Musisi is a model ATL in the context of a developing country.

Ms Musisi may have enjoyed support and favor from the President of Uganda who is the appointing authority. However, the support she has enjoyed alone cannot explain the transformational work she has done around Kampala in a period of 4 years. Some leaders in Uganda's public service have enjoyed similar support with larger budgets supported by the donor community for over 20 years but still failed to accomplish the desired results. There is something unique and different about Ms Musisi. She is optimistic, hopeful, developmentally oriented and high moral character attributes that Bass and Steidlmeier (1999) attributed to authentic transformational leaders.

Authentic transformational leaders are said to have strong moral identity and moral emotions which enable this category of leaders to confront ethical challenges, engage in high moral actions and serve as ethical role models (May et al., 2003). Ms Musisi has consistently demonstrated and modeled a strong moral identity and navigated ethical dilemmas in her

illustrative career in Uganda's public service sector. Today in Uganda, Ms Musisi is one of the ethical role models in public service. Despite all the negative press she has sometimes received, Ms Musisi has not been found wanting on moral and ethical grounds. She has instead been described as a woman with strong moral values. This is proof that indeed Ms Musisi is an ATL.

The researcher could deduct from Ms Musisi's story that her mother had profound influence on the way Ms Musisi leads and conducts herself. Having been raised by a single mother, Ms Musisi says that among the things her mother instilled in her were moral values, faith in God, being trustworthy and integrity. Ms Musisi described her mother as being trustworthy, honest, and believable with very strong values. It was not surprising to the researcher that many of the interviewees for this study described Ms Musisi as a mother, very calm, compassionate, honest, collected and true to her values.

The researcher could tell that Ms Musisi is a leader who seems to surround herself with values and is cushioned by her deep believe in her faith which happens to be at the forefront of her leadership approach. It was these attributes that made the researcher believe that Ms Musisi is indeed an ATL.

There is a public misconception about the executive director of KCCA. This misconception coupled with the information gaps about what exactly Ms Musisi is has made many Kampala dwellers to paint their own picture of Ms Musisi. Some Kampala dwellers project Ms Musisi as having an insensitive and cruel disregard of others, devoid of emotions, highhanded, and generally as unapproachable. On the contrary however, this study found Ms Musisi to be warm, humble and compassionate. For instance, Ms Musisi was genuinely empathetic when she was narrating the story of the child who was run over and killed by a KCCA vehicle at City Hall following the arrest of the child's mother for illegal street vending

two years ago. The researcher could tell by the look on Ms Musisi's face that she was traumatized by this event and it was an accident she always thinks about whenever she sees children on the streets of Kampala. Unfortunately, this is the side of Ms Musisi that the public never gets to see.

In relation to the above, Ms Musisi took responsibility for the accident on behalf of KCCA and even made a personal visit to the family of the child and offered her support. Gestures like these are not common among high profile people in Uganda. This was evidence that Ms Musisi is a remorseful leader who does not display public affection but is inwardly kind and compassionate. This level of empathy makes one believe that Ms Musisi is a true ATL.

Authentic Transformational Leaders empathize, show emotions and attach meaning to life events which they use to guide followers, and in turn develop their followers' over time through reflection (Shamir & Eilam, 2005). Participant 2 in this study narrated that "...she (Ms Musisi) was concerned why I was leaving the organization and was deeply touched by my father's ill health...there is a part of Jennifer that pays attention to individuals or staff especially those she is responsible for... I felt like I was leaving a mother" (Participant 2). Not only do authentic transformational leaders influence their followers, authentic transformational leaders also focus and care deeply about the well-being of their followers (Avolio & Gardner, 2005). Such is testimony of Ms Musisi being an example of an ATL.

In relation to the above, authentic transformational leaders also connect to friends, family and community whose welfare is important to them (Bass & Steidlmeier, 1999). Ms Musisi is deeply concerned about the welfare and health of the families of her staff and always asks about their wellbeing at the start of team meetings. Ms Musisi also makes phone calls to check on how her subordinates are doing outside the work environment which shows that she cares and truly is



an authentic and transformational as leader. It is not surprising that some of the interviewees described Ms Musisi as a person with a motherly touch to leadership.

Authentic transformational leaders involve their families and friends in their approach to leadership. According to Ms Musisi, during times when she was discouraged and felt like giving up, she relied on support mechanisms of friends and family to overcome the challenges in her journey as a transformational leader. Friends and family are coping mechanisms of authentic transformational leaders. This is evidenced in Ms Musisi's own words when she said that

“I have a team of people I bounce ideas off. People, who are not afraid to challenge me, people who are not afraid to correct me. At times when I feel like it is a dead end or something has gone wild, this team of help me get back to the basics. These people include family and longtime friends” (Musisi, 2016).

The fact that Ms Musisi has family and friends as part of her support mechanism as a leader qualifies her as being an ATL. Authentic transformational leaders do not tackle leadership challenges single handedly. They count on friends and family to overcome leadership challenges.

Authentic transformational leaders are leaders who are true to themselves and to what they believe in (George & Sims, 2007). Rather than letting the expectations of other people influence how she leads, Ms Musisi is always prepared to be her own person and perform her duties as an executive director and serve others for as long as she is within the parameters of the law and her values and morals are not compromised. Ms Musisi's approach to leadership in a change resistant environment, given what she has accomplished thus far is also testimony that she is indeed authentic and transformational in her leadership.

The fact that perceptions do not stand in Ms Musisi's way while executing her work qualifies Ms Musisi to be described as an ATL. In Ms Musisi's opinion, "transformation is not a tea party or picnic; it is not like being in a beauty context so people can admire you and see how attractive you are or a comedy show where you are supposed to make people laugh...transforming Kampala city is a serious job" (Musisi, 2016). While many view her as an iron lady who has in some situations been highhanded while performing her duties as the executive director of KCCA, Ms Musisi is actually a very jovial lady. She has even been seen dancing at community events like the Kampala city carnival which she actually introduced.

True to herself, Ms Musisi gives credit to others in the transformation work she has done around Kampala. She does not take credit alone. In a memo to staff at KCCA after scooping yet another leadership award, Ms Musisi wrote,

"I would like to dedicate these two awards to all of you who work so hard year after year. Thank you for being such a dedicated and innovative team. I am very proud to be your captain because you make this success even happier" (Musisi, 2016).

Sharing success with the team is testimony that indeed Ms Musisi is authentic and transformational in her leadership approach. Authentic transformational leaders lift their teams by focusing on the best in people built around harmony, charity and good works in so doing, the leaders provide inspirational motivation engaging in shared goals that benefit society (Bass & Steidlmeier, 1999) something that Ms Musisi has continuously modeled as a leader during her time at URA and currently at KCCA.

Authentic transformational leaders know who they are what they believe in and act based on their values and beliefs in an open manner that is visible to their followers (Avolio et al.,

2004). Ms Musisi certainly knows what she believes and models her beliefs and values as a leader on a daily basis. Ms Musisi stated that she leads by example with integrity and credibility and operates in black and white. According to Ms Musisi, It is either right or wrong. She says she will stand for her team even if they make mistakes but if you are found to be corrupt you are on your own. She will drop you like a hot brick (Musisi, 2016). It is statements like these that she makes with conviction that make the researcher believe that Ms Musisi is a true ATL who is out to make difference in a broken public service system in Uganda.

Authentic transformational leaders are transparent and do not hide their reasoning from the stakeholders. Authentic transformational leaders do not base their decision on what action is most self-serving or most popular (May et al., 2003). Ms Musisi is transparent and has modeled this behavior for her team. According to Ms Musisi, her team has consistently seen her in situations where she has been under pressure to compromise her values, whether political pressure or financial pressure, and she did not give in. The fact that Ms Musisi always stands by her moral values is testimony that indeed Ms Musisi is an example of authentic transformational leadership.

Ms Musisi has demonstrated self-confidence with a positive sense of self-worth and strong sensibility with the ability to keep disruptive emotions and impulses under control through self-control. She has a good judgement of the current political environment in Kampala city and Uganda at large and has built a decision network to navigate around the city and country's organizational politics. It is her approach to work: to get things done that differentiates her from other public service bureaucrats and in deed a true ATL in a complex change resistant environment.

The cardinal principle that drives KCCA's main technical principal Ms Musisi, is her tenacity not to buckle even in extreme moments of adversity. This, she said is aided by her constant consultation with her team which enables her arrive at correct decisions. Ms Musisi consults with and supports team effort but makes the decisions quickly. These are some of the attributes that make Ms Musisi authentic and transformational as a leader.

Authentic transformational leaders are future-oriented and reason at high levels of morality with intellectual stimulation which they use to develop the talent of their follower (May et al., 2013). As a leader, believing in oneself is a virtue that Ms Musisi lives true to and imparts this to others as an exemplary leader. Ms Musisi is the kind of leader who tells you something you believe. Ms Musisi has managed to raise other leaders in public service. Some of the leaders she mentored at URA are performing at the highest level in public service. This is demonstration of Ms Musisi being authentic and transformational in her approach to leadership.

Accountability and integrity are core values in the leadership approach of Ms Musisi according to Participant 6 in this study. Ms Musisi always tells people the truth and gives them the facts to be able to build relationships on trust" (Participant 6). It is these core values that make Ms Musisi truly authentic and transformational. According to Bass and Steidlmeier (1999), leaders are authentically transformational when they increase the awareness of what is right, good, and important then help to elevate their followers to higher moral maturity and move the followers beyond their self-interests for the good of their organization or society. This has been the track record of Ms Musisi as a leader in public service. Ms Musisi says

"Whether you are going to be corrupt or not is a personal decision. I made the decision before joining URA that no matter the level of pressure, no matter the amounts of money

being offered, no matter the risk, I was not going to be corrupted and that is what I have always told my staff” (Musisi, 2016).

Ms Musisi is trusted by the international donor community. Several infrastructure developments in the city are now funded by international donors who always prefer to see value for money. Ms Musisi does provide value for money to the donor community. Once confronted with a difficult situation, Ms Musisi is called upon to make tough decisions. She demonstrated this when she took a bold decision against UTODA, a transport organization that was running the commuter services in the city. She is guided by her courage. As the executive director of KCCA, Ms Musisi has taken on an army general and a former mayor to reclaim public property they had wrongfully acquired. Being true to one’s values and focusing on public interests are attributes of ATL. These are some of the guiding principles of Ms Musisi’s leadership approach.

Eight out of the ten participants described Ms Musisi as a leader with a futuristic thinking who thinks of the whole and not just the part of the system. Many leaders worldwide are more interested in what an employee turns out in terms of work (productivity), not personal feelings which in turn may impact on work output. For Ms Musisi, she goes out of her way to demonstrate care by reaching out to her staff. She has used her influence to transform Kampala city. “In Africa people get in position with facilitation with no results to show because of personal weakness or they crumble in the system” (Participant, 10).

Ms Musisi derives energy from the negative press and uses her actions to prove them wrong. Ms Musisi’s strength is her focus on building teams and winning people over and while doing this, she counts on family and close friends for strength during moments of adversity. For example, Ms Musisi worked for 9 months without pay and dipped into own her pocket to provide

for her staff's needs. No wonder, some of her staff described her as a leader with a motherly touch.

Ms Musisi is motivated by challenges to set out to prove herself as an outstanding woman in a male dominated society right from her early days in high school. She stated "I needed to show these boys that I can achieve all that they have done", (Musisi, 2016). I think because of her mother's influence and perhaps part of her nature, she always wanted to excel. She stated that, "right from primary school, I have always been in positions of leadership. I have been class monitor, a prefect, deputy head prefect, head prefect..." Ms Musisi also turned down opportunities to lead at certain points. "Like at campus (university), I didn't want to get involved in campus leadership. But I have always been pushed into leadership, many times without my volunteering" (Musisi, 2016).

Authentic transformational leaders are distinguished in the way they approach issues. Ms Musisi does not rely on only one leadership style but uses a collection of distinct leadership styles at the right time. This helps her balance the challenges and needs of the otherwise diverse city dwellers with divergent and sometimes conflicting interests.

Ms Musisi has also demonstrated charisma and inspirational leadership. She envisioned a valued future for Kampala city which she has articulated so well to her team at KCCA on how to reach this vision. Ms Musisi has set herself as an example her team at KCCA can identify with and want to emulate. Ms Musisi cut out bureaucracy at the authority and she is a God fearing leader who cares about others too. By all these accounts, Ms Musisi can be said to be a authentic and transformational in her leadership.

Ms Musisi is an affirmative leader who creates emotional bonds, harmony and a coaching leader who nurtures and mentors leaders for the present and future. She is a visionary leader who illustrates the ability to take charge at KCCA and inspire a compelling vision for the transformation of Kampala city. During public events observed by the researcher, people pushed through security to get a glimpse of the executive director and thanked her for the transformation especially in the underserved parts of the Kampala city. Others yelled out the needs of their area and asked for help. Ms Musisi seemed to take it all in and acknowledge the crowds by waving amidst cheers. When she returned to the car, she made phone calls to the regional supervisors calling them by name in a very warm and respectful way to follow-up on the issues raised by the people. This is the side of Ms Musisi that the public does not get to see. The researcher feels this was testimony that Ms Musisi is a true example of an ATL in a developing country.

Throughout the interview and the public visits Ms Musisi made that the researcher observed Ms Musisi carried herself with appeal, respect and courtesy. These are some of the attributes that distinguish Ms Musisi as a person who is amiable and above all exemplary. Ms Musisi wants to be seen and approached as normal human being, a mother and a woman. She does not have any role models but wants to be herself. She does not want to be seen as super natural lady or Mother Teresa but as Jennifer Semakula Musisi. Ms Musisi demonstrated that transformation does not come easily especially in developing countries. Authentic transformational leaders go through tough times and run through rough roads in their lives but still overcome.

Authentic transformational leaders do not seek to maintain a parent-child relationship or create a status of dependence between the leader and the follower but instead strive to develop their followers into leaders (Bass & Steidlmeier, 1999; Zhu et al, 2011) which happens to be Ms

Musisi's leadership philosophy. According to Ms Musisi "you lead, you develop leaders after you. You train them, you pour your life into them, you share your experience and values, you inspire them, share the vision and you let them be" (Musisi, 2016). However, the tragedy of a leader is failing to build a system and the capacity that will outlive him or her. It is yet to be seen what Ms Musisi's legacy as the first executive director of KCCA will be. Some of the participants in this study voiced concern that the persona of Ms Musisi "*Nankulu*" as she is referred to in the local dialect meaning boss is larger than KCCA the institution.

Ms Musisi as a leader has motivated people to do more than the people originally expected to do and has always raised her teams to be aware about the important matters and transcend the follower's own self-interest to serve a larger purpose that benefits the people in Kampala and Uganda at large. Ms Musisi sees something in her subordinates who do not believe in themselves. She has empowered the people who work for her and introduced them as the subject matter experts in the parliament of Uganda making her a true ATL. Her influence as an ATL is documented by her track record at URA as a commissioner and in her current role as the first executive director of KCCA. Because of her eye for talent, she has nurtured young skilled leaders who are implementing changes and transforming Kampala city.

Ms Musisi is transparent, moral, a woman of faith and consistent in her exemplary behavior. She displays idealized influence, has inspired and motivated her teams at URA and KCCA and stimulated her subordinates intellectually. She nurtured one of the most functional and successful internal legal service at URA and the public sector in Uganda and above all has cultivated a moral culture and ethical standards approach to public service deliver at KCCA. Based on the literature, data collected, and what was observed in the field, Ms Musisi is a true ATL.



The tables below illustrate the authentic and transformative dimensions of Ms Musisi's leadership approach in combination with faith and charisma that the researcher also identified with Ms Musisi. It is the combination of these dimensions of leadership that informed the researcher's conclusion that indeed Ms Musisi is testimony of an ATL in Uganda public service sector

**Table 2.0**

*Authentic Dimensions Aligned With Ms Musisi*

<b>Authentic Dimensions</b>	<b>Ms Musisi in her words or described by the participants</b>
<b>I. Ground in Values</b>	<p>“I was inspired by my mother, her attitude towards work and the values she held” (Musisi, 2016).</p> <p>“In a country like Uganda issues of corruption are a big thing...it is something I don't want...there integrity and credibility rank very high in my values” (Musisi, 2016)</p>
<b>II. High Moral Character</b>	<p>“Whether you are going to be corrupt or not are a personal decision. I made the decision before joining Uganda Revenue Authority (URA) that no matter the level of pressure, no matter the amounts of money being offered, no matter the risk, I was not going to be corrupted. Right is right and wrong is wrong; I do not operate in gray areas” (Musisi, 2016).</p> <p>“You can live without taking a bribe. You can do work without fear. You can say no to politicians and survive” (Musisi, 2016).</p>
<b>III. Honesty</b>	<p>“I want to keep my promises whether it is to the public or an individual; I want to keep my promise” (Musisi, 2016).</p>
<b>IV. Integrity</b>	<p>“I will stand for my team even if they make mistakes but if you are found to be corrupt you are on your own. I will drop you like a hot brick”, (Musisi, 2016).</p> <p>“Transparency and accountability are key components of integrity. This is what has strengthened the leadership style of Jennifer Musisi” (Participant 6).</p>
<b>V. Self-awareness</b>	<p>“I have made some mistakes and sometimes failed but faith in God keeps me going” (Musisi, 2016).</p> <p>“I like being feminine. I am very happy being a woman. I am not challenged by men. I am comfortable in my body as a woman. I don't have to wear dark-padded suits to look like a man” (Musisi, 2016).</p>

**Table 3.0**  
*Transformative Dimensions Aligned With Ms Musisi*

Transformative Dimensions	Ms Musisi in her words or described by the participants
<p><b>I. Individualized Consideration</b></p>	<p>“...at that moment I knew I had done all this work for people and had never been appreciated but Jennifer Musisi took the time to call me and appreciate my work” (Participant 1).</p> <p>“I will always be grateful that she saw my potential and gave me the opportunity to shine...I was being crushed in my directorate, she walked in and saw my potential and now she is making me shine” (Participant 1).</p>
<p><b>II. Inspirational Motivation</b></p>	<p>“...we have been beaten but it is not the end, we can survive this and have to go on”(Musisi, 2016)</p> <p>“I am giving courage to other leaders. I am proving that Africans can be the solution to Africa’s problems, we can change things. We can change from desolate to prosperity...we can build teams and change Africa for the better”, (Musisi, 2016).</p>
<p><b>III. Intellectual Stimulation</b></p>	<p>“She sees something in you that you do not see in yourself” (Participant 1).</p> <p>“She is a leader with a vision for talent because even when you do not report to her, she sees, she hears” (Participant 2).</p> <p>“Jennifer Musisi will make you feel comfortable even when you have made a mistake. She will give you the opportunity to learn from the mistake and confidence to take on bigger challenges” (Participant 4).</p>
<p><b>IV. Idealized Influence</b></p>	<p>“My staff have seen situations where I have been under pressure to compromise whether it is political or financial pressure and I don’t give in” (Musisi, 2016).</p>
<p><b>V. Established purpose and vision</b></p>	<p>“I set out to do this job as Executive Director, I did not set out to win accolades, or to get prizes and awards and be acclaimed by the public. I set out to make a difference”, (Musisi, 2016).</p>

**Table 3.0**  
*Other Leadership Dimensions Aligned With Ms Musisi*

Other Dimensions	Ms Musisi in her words or described by the participants
<p><b>I. Faith</b></p>	<p>“My faith is a fortress from corruption... My role as Executive Director is a calling from God”, (Musisi, 2016)</p>
<p><b>II. Charisma</b></p>	<p>“I like being feminine... I am not challenged by men. I am comfortable in my body as a woman. I don’t have to wear dark-padded suits to look like a man in order to do my job”, (Musisi, 2016).</p>

## Conclusion

The findings of this study may not be conclusive but do confirm some of expectations from the extant literature on leadership. However, it is the first time a study focusing on ATL in the context of a developing country has been conducted. Much as there are many studies on corruption in the public service, ethics in public policy and political power in developing countries like Uganda, nobody has attempted to explore and define ATL. This study is a contribution to the field of Organizational Development research and practice in the context of developing countries taking into account the unique social, economic, cultural and political dynamics of these countries in relation to the different dimensions of leadership.

Leadership is one of the key driving forces that can transform society and this study found that Ms Musisi is demonstrating this ability. The study informed us that leaders who can spearhead development and carry out public sector reforms in developing countries can be nurtured to become authentic and transformational. This study paves way for further in-depth leadership studies across Uganda's public sector since Ms Musisi's ATL approach seems to be working and transforming Uganda's public service sector as evidenced by her contribution in URA and KCCA.

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**Appendix A**

Mrs. Jennifer Musisi

Executive Director,

Kampala Capital City Authority (KCCA)

City Hall, Plot 1-3, Apollo Kaggwa Road,

PO BOX 7010 Kampala – Uganda.

Dear Executive Director

**RE: Doctoral Research on Authentic Transformational Leadership**

My name is Noah Kafumbe. I am a Ugandan based in the United States reading for a Doctorate in Organizational Development. My research is focused on Authentic Transformational Leadership.

The purpose of this letter is that I would like to capture the phenomena of your leadership which is said to be authentic and transformative as evidenced by the way you led KCCA from its infancy and transformed Kampala city despite the numerous challenges.

Below is a brief outline of my thesis

**Topic:** Grounded in Practice: Authentic Transformational Leadership

A Case Study of Jennifer Semakula Musisi the First Executive Director of Kampala Capital City Authority (KCCA) in Uganda.



**Research Question:**

1. What is authentic about Ms. Musisi's leadership approach that has enabled her to transform Kampala city as the first executive director of the KCCA?"
2. What is transformative about Ms. Musisi's leadership approach that has enabled her to transform Kampala city.

**Objectives of the research:**

1. To examine the leadership attributes of Jennifer Semakula Musisi, the first Executive Director of KCCA, and to know more about the uniqueness of her leadership approach.

Thank you for your consideration.

Yours sincerely,

Noah Kafumbe

Doctoral Candidate

University of St Thomas

Cell: +16517345754

Email: [kafumbe@gmail.com](mailto:kafumbe@gmail.com) or [kafu1760@stthomas.edu](mailto:kafu1760@stthomas.edu)

## Appendix B



### Consent Form

Authentic Transformational Leadership:

Authentic Transformational Leadership: A Case Study of Jennifer Musisi Semakula, the first executive director of Kampala Capital City Authority (KCCA) in Uganda.

#### **827833-1 Tracking Number**

You are invited to participate in a research study about Result-Based Leadership. You were identified as a true transformational leader who has seen Kampala city change. You are eligible to participate in this study because you are the first executive director of Kampala Capital City Authority, the institution that is transforming Kampala city in Uganda. The following information is provided in order to help you make an informed decision whether or not you would like to participate. Your participation in this study is voluntary. You can decline to participate, and you can stop your participation at any time, if you wish to do so, without any negative consequences to you or your organization. Please read this form and ask any questions you may have before agreeing to be in the study.

This study is being conducted by Noah Kafumbe, researcher, under the mentorship of Dr. William Brendel, research advisor, at the University of St. Thomas.

This study was approved by the Institutional Review Board at the University of St. Thomas.

### **Background Information**

The purpose of this intrinsic case study is twofold.

- (1) To learn and document your journey as a leader and,
- (2) To know more about the uniqueness of your leadership approach as the first executive director of KCCA.

### **Procedures**

If you agree to be in this study, I will ask you to do the following things: (a) Participate in four face-to-face interviews lasting 2 hours each.

- (b) Allow the interviews to be audio recorded.
- (c) Allow the researcher to take written notes during the interview and, (d) To observe you and take notes during your routine field visits and town hall meetings that you do not consider confidential.

### **Risks and Benefits of Being in the Study**

The study may have two possible areas of risk to the participants.

- (1) I will be probing for some personal and sensitive information about you.
- (2) There is a possibility of confidentiality of data breach.

The findings of this research will be made public and could appear in future publications and I cannot guarantee confidentiality as your name will be used in my final report.

**Compensation**

You will not receive compensation or payment as a result of being part of this study.

**Privacy**

Your privacy will be protected while you participate in this study. All the interviews for this study will be conducted in the confines of your office or any other location of your choice that you feel safe in without compromising your privacy and comfort.

**Confidentiality**

Information will be gathered about your journey as the first executive director of Kampala Capital City Authority. The records of this study will be kept confidential. The types of records I will create potentially include transcripts of the interview, which will be kept in a secure and locked file cabinet or a password protected data file for the soft copies. I will not share the information collected from you with anyone else. If I employ a transcriber, he/she will be asked to sign a confidentiality agreement. Voice recordings will be erased and/or destroyed within one year of the end of my study when my dissertation is approved for publication, which is anticipated to be April, 2016.

All signed consent forms will be kept for a minimum of three years upon completion of the study.

**Voluntary Nature of the Study**

Your participation in this study is entirely voluntary. Your decision whether or not to participate will not affect your current or future relations with the researcher, or the University of St. Thomas. If you decide to participate, you are free to withdraw at any time. The researcher will provide the interview questions you will be asked. You will be under no obligation to answer all

the questions presented. Withdrawing from the study will not compromise your relationship with any person or entity.

### **Contacts and Questions**

My name is Noah Kafumbe. You may ask any questions you have now. If you have questions later, you may contact me at [kafu1760@stthomas.edu](mailto:kafu1760@stthomas.edu) or 615-734-5754. You may also contact my research advisor, Dr. Bill at [wbrendel@stthomas.edu](mailto:wbrendel@stthomas.edu). You may also contact the University of St. Thomas Institutional Review Board at 651-962-6035 with any questions or concerns.

### **Statement of Consent**

I have had a conversation with the researcher about this study and have read the above information. My questions have been answered to my satisfaction. I consent to participate in the study. I am at least 18 years of age. I give permission to be audio recorded during this study.

**You will be given a copy of this form to keep for your records.**

---

**Signature of Study Participant**

**Date**

---

**Print Name of Study Participant**

---

**Signature of Researcher**

**Date**



## **Consent Form**

Authentic Transformational Leadership:

A Case Study of Jennifer Musisi Semakula the first executive director of Kampala Capital City Authority (KCCA) in Uganda.

## *Appendix C*

### Sample Questions

1. What was it that made you open the door to my case study amongst all other things you are doing?
2. Take me through your organizational journey in KCCA? What were the challenges?
3. How does it feel to lead and transform a male dominated society?
4. How have you created an authentic vision designed to transform KCCA and Kampala city?
5. I know it is hard to change things in Uganda. How have you overcome resistance to change?
6. Despite the challenges, sabotage, resistance and criticism, how have you been able to effect the needed changes and deliver the results and transformed Kampala city?
7. What is your process of handling resistance?
8. How have you been able to stay strong?

9. Tell me of a time when your values were being compromised or you were faced with unethical dilemma? How did you handle it? What was your thought process? Why did you think that way? Why did you take that risk?
10. What is your self-reflection process when you make unpopular decisions?
11. How did you earn people's trust?
12. What was the pivot moment, trigger who when and why
13. How did you reflect?
14. What did you do differently from previous leaders?
15. How do you view yourself in this role?
16. To what extent did you include others in discussions?
17. How did you test your new approaches/role as a leader?