



MTC LEADERSHIP DEVELOPMENT AND PEOPLE MANAGEMENT

Building Leaders who Build Devtraco

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ABOUT THE FACILITATOR



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- Marketing and Enterprise Development Expert, Strategist, Seasoned Trainer & Mentor, Consultant, Event Planner and HR Expert.
- CEO & Managing Partner, MGA Consulting - Ghana (Fastest Growing Company - AGI - 2025), MGA Consulting - Nigeria, Supreme Trust Insurance Brokers Ltd., JKA Logistics Ltd., CorEvents Solutions Ltd., Chipper Farms Ltd., and Innosol Ltd.
- President & Chairman of the Governing Council - Chartered Institute of Marketing, Ghana, Chairman - SIB Limited, Member - eCrime Bureau, Built Technologies.
- Most Influential Corporate Leader of the Decade - 2025.

SCAN TO REGISTER FOR SESSION



LEARNING AGREEMENTS: GROUND RULES



- A two-day workshop works only with a shared discipline:

☐ Be Present

☐ Be Candid

☐ Confidentiality Holds

☐ Speak Up, Step Back

☐ Apply, Do Not Just Listen

☐ Punctuality After Breaks



THE DEVTRACO LEADER OF THE NEXT DECADE

A WORKING DEFINITION

“A Devtraco leader is a person who delivers exceptional results through other people - by setting clear direction, adapting their style to the situation, communicating with respect and candor, resolving conflict before it becomes damage, managing performance with fairness, and developing the people who will one day lead in their place.”

LEAD

- Set Direction
- Adapt Style
- Communicate with Candor

MANAGE

- Resolve conflict
- Manage performance with fairness

BUILD

- Develop the people who will lead in your place.

TABLE OF CONTENTS

STAGES OF LEADERSHIP JOURNEY



STAGE 1: UNDERSTAND

FOUNDATIONS OF
EFFECTIVE LEADERSHIP

LEADING AND MANAGING
DIVERSE TEAMS

SITUATIONAL LEADERSHIP

STAGE 2: PRACTICE

COMMUNICATION AND
INTERPERSONAL SKILLS

CONFLICT RESOLUTION
AND MANAGING
WORKPLACE CHALLENGES

PERFORMANCE
MANAGEMENT

STAGE 3: EMBED

BUILDING A POSITIVE
WORK ENVIRONMENT

ENGAGEMENT, COACHING
AND MOTIVATION

“If your ACTIONS inspire others to dream more, learn more, do more, and become more, you are a leader.”

- John Quincy Adams -



UNDERSTANDING LEADERSHIP

LET'S DISCUSS



Note down:

- a. The **name of the best leader** you have ever worked for (at Devtraco or anywhere else).
- b. **Three specific things that the leader did** that made them effective. Not "they were good", what did they do?
- c. Share your three behaviours with a partner. Then ask each other:
 - How many of those behaviours do you currently do?
Stopped doing? Never done?



INTRODUCTION



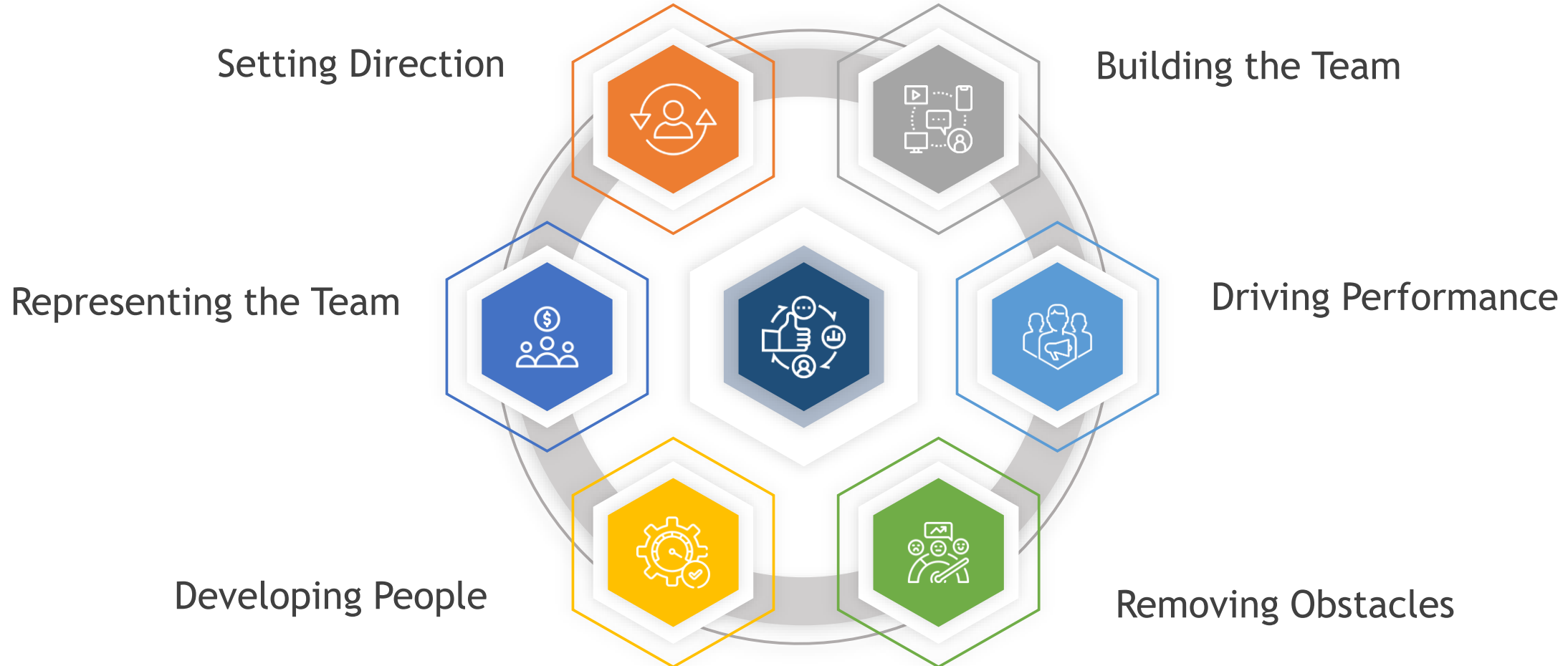
- In many organizations, people are **promoted into leadership roles because they are the best individual performer** on the team, but **individual performance and leadership performance are entirely different competencies.**
- Most professionals **who move into leadership roles carry with them a collection of inherited ideas** about what leaders are supposed to be.
- They **imagine leadership as something you either have or you do not.** A quality woven into certain personalities and absent from others.

UNDERSTANDING LEADERSHIP



- Leadership is **not a personality type**.
- It is **not a job title**.
- It is **not a talent distributed unevenly at birth**.
- Leadership is a **practice, a set of behaviors, habits, and ways of thinking** that are **chosen, not inherited**.

RESPONSIBILITIES OF A LEADER



SOURCES OF LEADERSHIP INFLUENCE



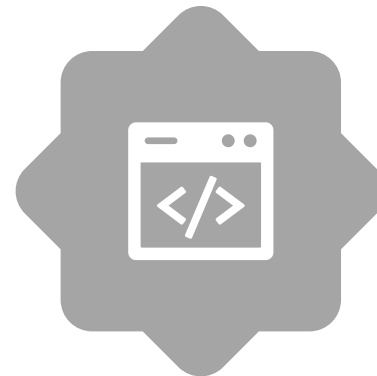
POSITION

Given by the role. Least flexible. Gets compliance.



EXPERTISE

Built through competence. Durable but domain-limited.



RELATIONSHIP

Built over years. Slow to build, easy to destroy.



CHARACTER

Grows with use. Operates when you are not in the room.

LET'S DISCUSS



- Refer to Pages 11 and 12 for Case Study 1:
Two Project Managers at Devtraco



FOUNDATION SELF-AUDIT — YOUR BASELINE FOR THE NEXT 90 DAYS



SCORE YOURSELF 1-5 ON EACH DIMENSION. THIS IS FOR YOUR OWN USE — NO ONE COLLECTS IT.

SIX RESPONSIBILITIES

Setting Direction _____ / 5

Building the Team _____ / 5

Driving Performance _____ / 5

Removing Obstacles _____ / 5

Developing People _____ / 5

Representing the Team _____ / 5

FOUR SOURCES OF INFLUENCE

Position Power _____ / 5

Expertise Power _____ / 5

Relationship Power _____ / 5

Character Power _____ / 5

IDENTIFY YOUR TWO WEAKEST DIMENSIONS · *These are your personal focus for the next 90 days. Bring them with you into every module.*



LEADING AND MANAGING DIVERSE TEAMS

FIVE INCLUSIVE LEADERSHIP BEHAVIORS



1

CURIOSITY

Genuine curiosity about colleagues whose background differs from yours.

2

BIAS AWARENESS

Awareness of your own biases. Check them in hiring, promotion, project allocation.

3

ACTIVE VOICE-SEEKING

In any meeting, some voices come forward; others must be invited. Invite them.

4

EQUITABLE OPPORTUNITY

Track who is getting stretch assignments. Patterns of exclusion are leadership failures.

5

CALLING OUT EXCLUSION

When a team member is interrupted or dismissed, name it. Not confrontation – redirection.

THREE BIASES THAT SHOW UP IN DECISIONS



AFFINITY BIAS

HOW IT SHOWS UP

Favouring those who resemble you — same school, hometown, accent, style.

HOW TO COUNTER IT

Structured interviews. Scorecards before, not after. Diverse panels.

VISIBILITY BIAS

HOW IT SHOWS UP

Over-crediting those visible to senior leaders (office, self-promoters). Site staff and quieter performers systematically undervalued.

HOW TO COUNTER IT

Track who gets stretch. Visit the site. Ask middle managers to surface unsung performers.

CONFIRMATION BIAS

HOW IT SHOWS UP

Once you've formed a view ("strong performer", "not promotable"), every observation confirms; contradicting evidence dismissed.

HOW TO COUNTER IT

Reset assessments. Seek contradicting evidence. Have a peer challenge your rankings.



SITUATIONAL LEADERSHIP

ACTIVITY

YOUR DEFAULT LEADERSHIP STYLE

- In one sentence, complete this statement:

"When I am under pressure and a decision needs to be made, I tend to..."

- Share your sentence with a partner.
- **Discuss:** Is this what your team would say about you, if asked?
- Is your default style serving you in every situation, or is there a category of situation where it backfires?

GOLEMAN'S SIX LEADERSHIP STYLES



COERCIVE

"Do what I tell you."

USE WHEN

Crisis. Safety incident. Immediate course correction.

AVOID FOR

Most ordinary work

AUTHORITATIVE

"Come with me."

USE WHEN

New direction. Team needs context and confidence.

AVOID FOR

When the expert knows more

AFFILIATIVE

"People come first."

USE WHEN

Healing rifts. Building trust. Stressful periods.

AVOID FOR

Performance problems

DEMOCRATIC

"What do you think?"

USE WHEN

Consensus. Buy-in. When you don't have the answer.

AVOID FOR

Crisis. Trivial decisions.

PACESETTING

"Do as I do, now."

USE WHEN

Competent, motivated team needs to deliver fast.

AVOID FOR

Most situations

COACHING

"Try this."

USE WHEN

Developing people. Long-term capability.

AVOID FOR

Crisis. No time.

HERSEY-BLANCHARD SITUATIONAL LEADERSHIP MODEL

MATCHING LEADERSHIP STYLE (S1-S4) TO FOLLOWER DEVELOPMENT LEVEL (D1-D4)



D1	ENTHUSIASTIC BEGINNER <i>Low competence, High commitment</i> New graduate trainee, first month at Devtraco	→	S1 DIRECTING <i>High direction · Low support</i>
D2	DISILLUSIONED LEARNER <i>Some competence, Low commitment</i> Site supervisor 6 months in, frustration setting in	→	S2 COACHING <i>High direction · High support</i>
D3	CAPABLE BUT CAUTIOUS <i>High competence, Variable commitment</i> Experienced QS on a new project type at Forte	→	S3 SUPPORTING <i>Low direction · High support</i>
D4	SELF-RELIANT ACHIEVER <i>High competence, High commitment</i> Senior foreman, 20 years at Devtraco	→	S4 DELEGATING <i>Low direction · Low support</i>

Most common mismatches: S4 Delegating on D2 (abandonment) · S1 Directing on D4 (micromanagement)

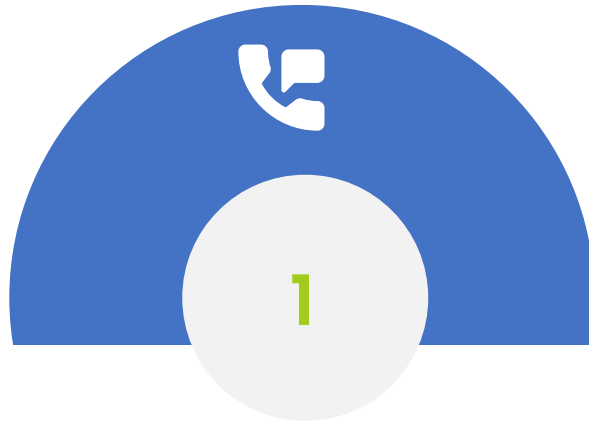


COMMUNICATION AND INTERPERSONAL SKILLS

DELIVERING FEEDBACK: THE SBI MODEL



The SBI model is a simple, powerful structure for delivering feedback that is specific, fair, and actionable in both corrective and positive contexts.



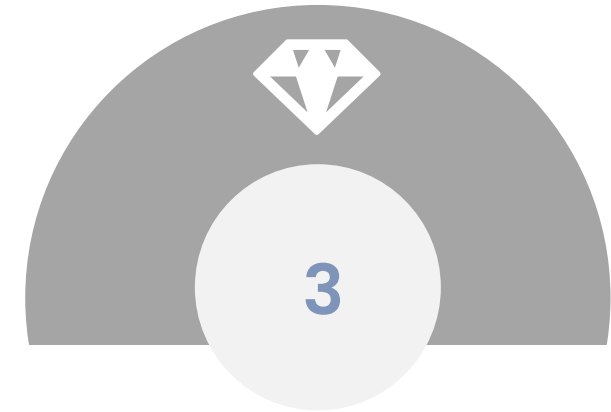
SITUATION

Anchor the feedback to a specific moment or context. Not 'You are always late' but 'In this morning's team briefing



BEHAVIOR

Describe what you observed -the behavior, not the interpretation or motive.



IMPACT

Describe the effect that behavior had on you, on the team, on a client, on an outcome.

CRITICISM VS FEEDBACK



CRITICISM

- Focuses on personal shortcomings
- Often emotional or subjective
- Lacks clear guidance for improvement
- Can be demotivating or discouraging
- Delivered in a harsh or negative tone
- One-way communication

FEEDBACK

- Focuses on specific behaviors or actions
- Is objective and fact-based
- Aims to improve performance and development
- Is timely and relevant
- Encourages two-way communication
- Delivered with a supportive and respectful tone

THE FIVE-STEP FRAMEWORK FOR DIFFICULT CONVERSATIONS



1

PREPARE

Clarify intent. Gather facts. Check your state. Choose time and place.

2

OPEN WITH RESPECT AND CLARITY

State the purpose in one or two sentences. Respectfully and clearly.

3

STATE THE FACTS, NOT THE STORY

Observable behaviour, not interpretation. Avoid "always" / "never".

4

LISTEN TO THE OTHER SIDE

Most-skipped step. There is almost always context you do not have.

5

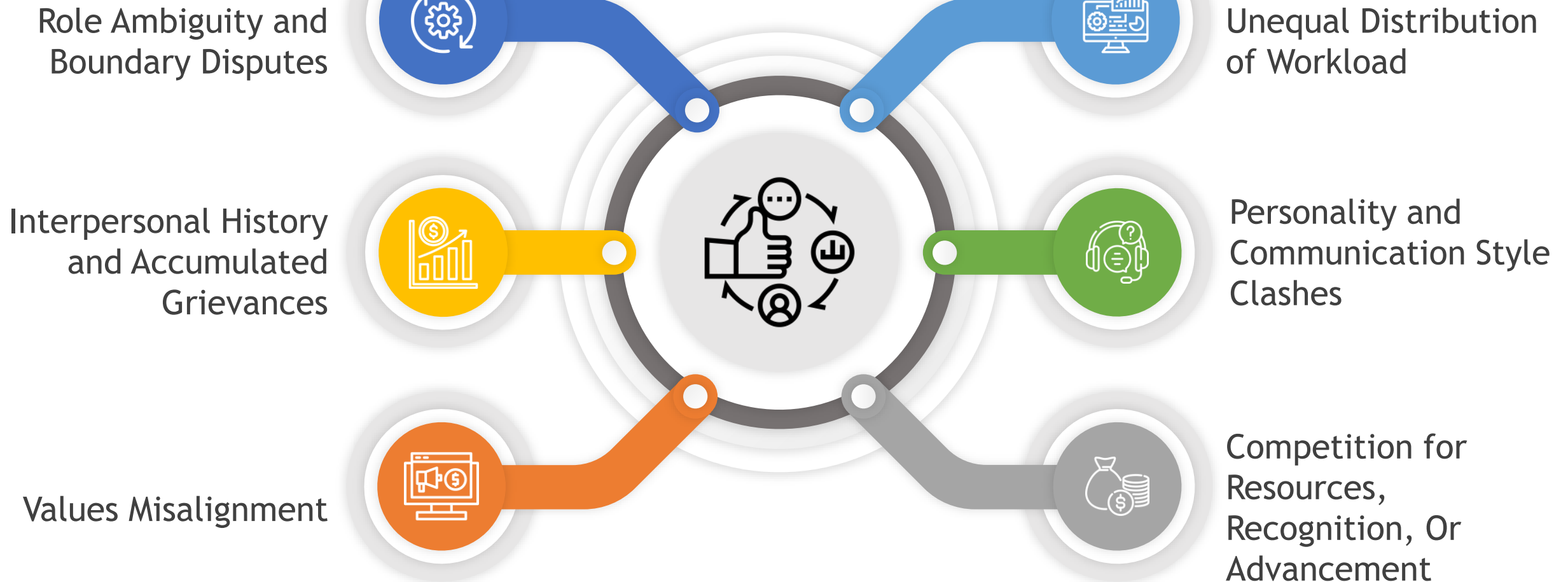
AGREE ON SPECIFIC NEXT STEPS

Clear next actions. Who does what by when. Documented. Follow-up date.



HANDLING TEAM DYNAMICS AND CONFLICTS

IDENTIFYING SOURCES OF TEAM CONFLICT AND DYSFUNCTION



FIVE-STEP FRAMEWORK FOR CONFLICT RESOLUTION



EACH SIDE SPEAKS (UNINTERRUPTED)

Each party in turn describes the situation from their perspective. Strict no-interruption rule.



GENERATE OPTIONS

Ask both parties: "Given what we have established is the real issue, what are the possible ways forward?"



SET GROUND RULES

Open the meeting by establishing how it will work.

IDENTIFY THE REAL ISSUE

After both sides have spoken, the leader names what the conflict is actually about. Often, this is not what either party initially said.

AGREE AND DOCUMENT

Select the option both parties can live with. Document the agreement: who will do what, by when, and how you will all check that the issue has been resolved.

LET'S DISCUSS



- Refer to Pages 45 for Case Study 2: The Snagging Standoff at The Edge





PERFORMANCE MANAGEMENT

THE PERFORMANCE MANAGEMENT CYCLE



THE GROW COACHING MODEL

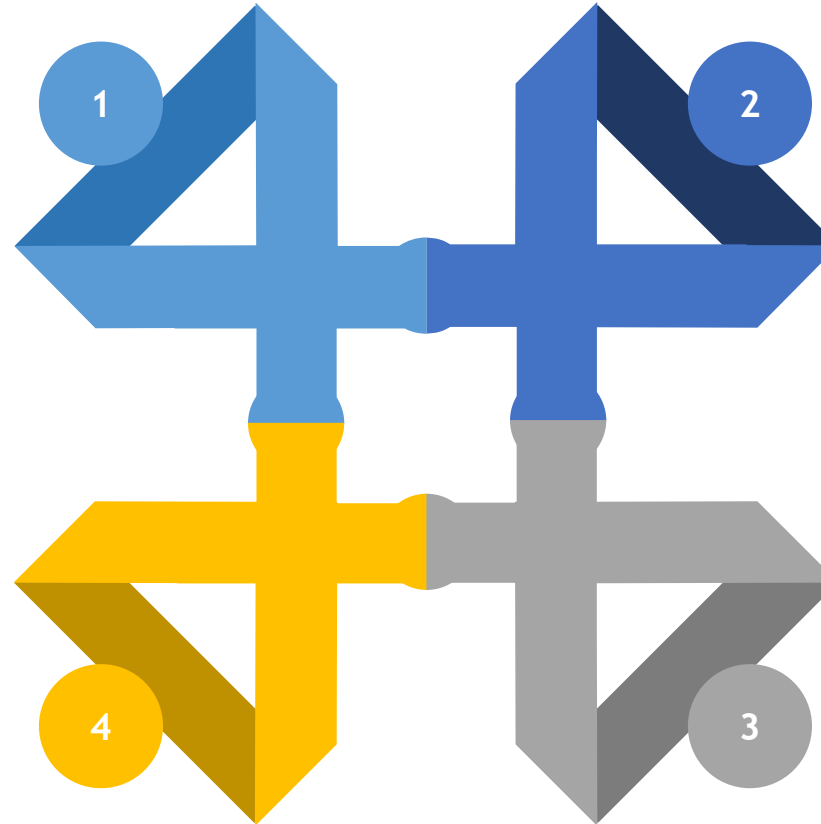


Goal

"What do you want to achieve in this conversation? In this project?"

Will

"What WILL you do? By when? What support do you need from me?"



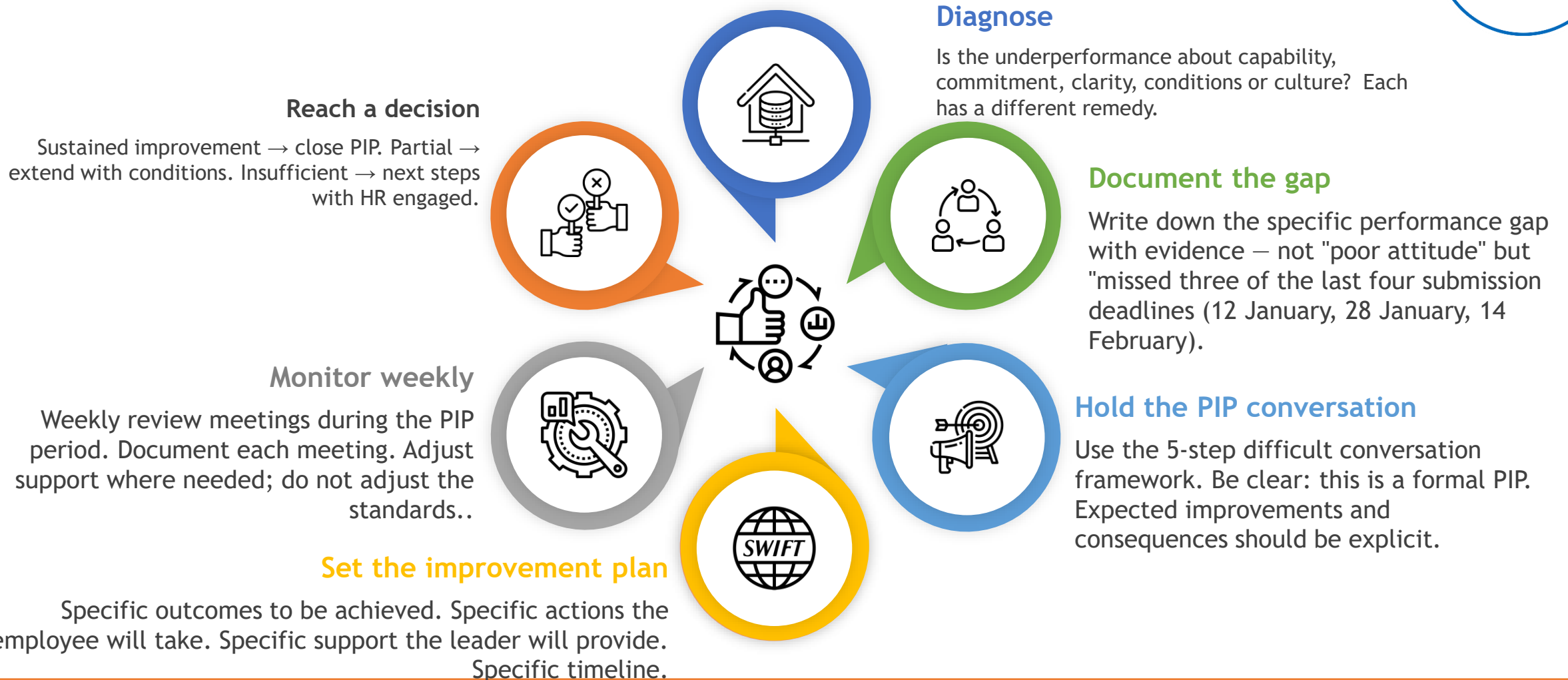
Reality

"Where are you now? What's actually happening? What's in the way?"

Options

"What could you do? If anything were possible, what would you try?"
Generate several options together.

MANAGING UNDERPERFORMANCE: PERFORMANCE IMPROVEMENT PLAN





BUILDING A POSITIVE WORK ENVIRONMENT

PSYCHOLOGICAL SAFETY



"Psychological safety is the shared belief that the team is safe for interpersonal risk-taking – that you can speak up, ask a question, admit a mistake, raise a concern, or disagree, without fear of being humiliated, punished, or marginalized."

- Edmondson, A. (1999, 2018)

THE FOUR STAGES OF PSYCHOLOGICAL SAFETY



Each stage must be built before the next can exist.

1	INCLUSION SAFETY <i>I feel I belong here. I am respected as a person regardless of role, background, or seniority.</i>	LEADER BEHAVIOUR <i>Greet by name. Include site staff in head-office meetings where relevant. Reject "us vs them".</i>
2	LEARNER SAFETY <i>I can learn here. I can ask questions, admit I don't know, and try new things without humiliation.</i>	LEADER BEHAVIOUR <i>Model "I don't know" as a leader. Reward the question. Treat mistakes during learning as expected.</i>
3	CONTRIBUTOR SAFETY <i>I can contribute fully. My ideas are taken seriously. My work matters.</i>	LEADER BEHAVIOUR <i>Solicit input actively. Use ideas, with credit. Give people real authority within their scope.</i>
4	CHALLENGER SAFETY <i>I can challenge the status quo, including my leader, without retaliation.</i>	LEADER BEHAVIOUR <i>Invite challenge: "What am I getting wrong here?" Protect those who disagree publicly.</i>

THE LENCIONI PYRAMID

TRUST, CONFLICT, COMMITMENT & ACCOUNTABILITY



LENCIONI'S FIVE FOUNDATIONS



BLAME VS ACCOUNTABILITY CULTURES



BLAME CULTURE

- "Whose fault was this?"
- Punishment first, learning maybe
- Mistakes concealed
- Individual blamed; system ignored
- People protect themselves

ACCOUNTABILITY CULTURE

- "What happened, and how do we prevent it?"
- Learning first, consequences as appropriate
- Mistakes surfaced early
- Individual accountable and system improved
- People improve the work



ENGAGEMENT, COACHING AND MOTIVATION

GALLUP'S TWELVE ENGAGEMENT DRIVERS



1 Clear Expectations

3 Tools and Resources

3 Opportunity to Do Best Work

4 Recognition

5 Care from Manager

6 Encouragement for Development

7 Opinion Counts

8 Mission and Purpose Of Organization

9 Quality Standards

10 Best Friend at Work

11 Progress Conversations

12 Learning and Growth

PINK'S THREE DRIVERS OF INTRINSIC MOTIVATION

1

AUTONOMY

The **freedom to decide how, when, and with whom to do the work.**

Not unlimited freedom — meaningful discretion within a clear outcome.

2

MASTERY

The **drive to get better at something that matters.** People are motivated by the chance to develop skill, regardless of whether they're paid for it.

3

PURPOSE

The **sense that the work matters to something larger.** At Devtraco, purpose is built in: every project enhances the quality of life of Ghanaians.

C O U N T E R I N T U I T I V E F I N D I N G

Extrinsic rewards can erode intrinsic motivation for complex work. Use bonuses as recognition of intrinsic motivation, not as a substitute.

THE RECURRING ONE-ON-ONES VS STAY INTERVIEW



THE 1:1 · WEEKLY · 45-60 MINUTES

First 15 min · THEIR AGENDA

"How are you?" Then listen. "What is on your mind that we should discuss?"

Next 15 min · THE WORK

Progress against goals. Obstacles you can help remove. Decisions either needs.

Last 15 min · THEIR DEVELOPMENT

SBI feedback. Development priorities. Career trajectory. The 3-year horizon.

Close

"What is the one thing you most want me to do or stop doing as your manager?"

STAY INTERVIEW · ANNUAL · HIGH PERFORMERS

- 1 *"What is the best thing about your role? What gives you energy?"*
- 2 *"What is the worst thing? What drains energy? What frustrates you?"*
- 3 *"What would make you start to look for another job?"*
- 4 *"If you had three wishes for your role or our team, what would they be?"*
- 5 *"What are you learning? What do you want to learn that you're not?"*
- 6 *"What can I do as your manager that would make the biggest difference?"*

FIVE BEHAVIOURS OF LEADERS WHO PRODUCE SUCCESSORS

"If I had to take a six-month sabbatical starting next Monday, who would step in? Would my unit perform during my absence? If the answer is no one is ready – I have a leadership problem.

- Identify high potential early
- Give visible stretch – significant projects, Board presentations, cross-functional roles.
- Invest publicly – mention their name in senior conversations
- Make yourself redundant in pieces – transfer parts of your role over time.
- Are not threatened – take pride in producing leaders who outgrow them.

FIVE BEHAVIOUR SHIFTS TO WALK OUT WITH



FROM

One default style regardless of situation



TO

Diagnose the situation, then choose the style

FROM

Avoids difficult conversations until they become crises



TO

Holds the conversation early — structured, with respect and candor

FROM

Manages by exception — deals with what is broken



TO

Manages by rhythm — weekly 1:1s, quarterly check-ins, Stay Interviews

FROM

Sees the team's output as their personal achievement



TO

Sees the team's development and successors as their personal achievement

FROM

Reinforces culture by accident



TO

Shapes culture deliberately, through behaviours the team observes daily

30/60/90 DAY PLAN: TURNING THE WORKSHOP INTO HABIT



YOUR PERSONAL ACTION COMMITMENTS



Write your own. Specific. Concrete. Names. Dates. Bring this back at Day 90.

1

The conversation I will have

WHO: _____ BY WHEN: _____

WHAT I WILL SAY (opening sentence): _____

2

The 1:1 rhythm I will start

WITH WHOM: _____ FREQUENCY: _____

FIRST 1:1 SCHEDULED FOR: _____

3

The behaviour I will change

FROM: _____ TO: _____

FIRST SITUATION I WILL PRACTISE IT: _____

IN CONCLUSION...



- Beyond technical expertise and operational responsibilities, leaders are **expected to inspire teams, manage relationships, guide performance, and create an environment where people can contribute meaningfully** towards organizational goals.
- **Organizations grow when leaders intentionally invest in people, create opportunities for growth, and build cultures** that promote excellence, collaboration, and responsibility.

*“Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing
others.”*

- Jack Welch -

**SCAN CODE
TO EVALUATE
SESSION**



THANK YOU



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