

# Supporting the next generation of library leaders

*INASP professional development grants 2013-14*

## Report Template

<b>Applicant details</b>	
Country	Malawi
Consortium/Institution name	Malawi Library and Information Consortium
Consortium/Institution address	C/O Kamuzu College of Nursing Library, Private Bag 1, Lilongwe
Applicant's name	Patrick Mapulanga
Applicant's job title	Acting Librarian
Applicant's email address	pmapulanga@kcn.unima.mw
<b>Feedback on activities undertaken</b>	
Date and duration of the activity	Effective Supervisory Skills Workshop 16-20 <sup>th</sup> February, 2015
Location (if known/applicable)	Malawi Institute of Management
<p><b>Summary of activities</b></p> <p>Please outline in no more than 300 words the three main highlights of your activity. What do you consider the most important achievement and the most memorable experience?</p> <p>One of the three main highlights of the workshop was the ability of the supervisors to recognise the need for planning. Planning is irreplaceable as failing to plan is planning to fail. Planning is useful because it allows the supervisors to identify actions that may help the organisation in achieving a stated objective. Planning helps in identifying actions that need may be counterproductive and obstruct the achievement of an objective. Planning identifies actions that may be irrelevant to the achievement of an objective. Through the workshop participants learnt steps in planning such as problem structure analysis, objective analysis, analysis of alternatives, logical framework, action plan, monitoring and evaluation and reformulation of a plan.</p> <p>The second highlight of the workshop was to look at problem solving and decision making. The key aspects of the topic were that effective problem solving lies in tackling the root cause of the problem and not just the symptoms. The fishbone technique or the Problem tree analysis methodologies can be employed in arriving at the root cause of the problem. In decision making, it was observed that there is need for rationality before a decision is made. Rational model in decision making is based on unemotional reasoning and logic rather than emotional and</p>	

haphazard thinking. The consensus from the participants was to adopt group decision making as the effective means of decision making in organisations. The group decision making was agreed upon because it more people and more information and knowledge is focussed on the issue and increased number of alternatives are generated before a decision is made.

The third highlight of the workshop was on time management and delegation. The key aspects of it was that time is inelastic. Time missed cannot be recaptured. Time cannot be stored for future use. Every minute of our time is unique. In managing time there is need to consider time management grids: i.e. urgent and important, important but not urgent, urgent but not important, neither urgent nor important. The key phrase in time management was from Stephen Covey which states that the 'best thinking in the area of time management is to get organised and execute around priorities'

What were your expectations as a result of this activity? Have they been met?	The workshop looked at more aspects of the day to day things that happen in our organisations from planning and monitoring work, problem solving and decision making, time management and delegation, performance management and discipline, coaching for staff performance, conflict management, motivating work teams and effective communication skills. In short the workshop met almost all the expectations.
Was there something unexpected you had to face in undertaking your activity?	The presentation looked at real challenges on our day to day work experiences. In analysing situations, there were shortfalls that may have contributed to failure to register success. They ranged from inability to delegate, poor time management, lack of performance measures etc.
What are your hopes for the future as a result of this experience?	The hopes for the future lies in making improvements in areas learnt. For example planning and monitoring work our work, dealing with problem solving and decision making, time management and delegation, performance management and discipline, managing conflicts, motivating work teams and communicating effectively on what needs to be done
Any additional information you would like to include?	The most important achievement was to distinguish between leaders and managers. Managers are more transactional in nature while leaders are transformational in nature. The most memorable experience was the recognition that leaders can fail if they are unable to assume the human relations roles, fail to delegate, fail to know organisational objectives and fail to deal with organisational problems.

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I give INASP permission to use my responses along with my name and affiliation in promotional material, publications or reports


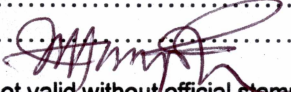
EXPENDITURE REPORT AFTER THE FIRST REPORT: EFFECTIVE SUPERVISORY SKILLS  
16-20<sup>th</sup> February, 2015

Item	Course	Amount in US\$	Balance in US\$	Amount in Kwacha	Balance in MK
01.04/2013	Amount Received from INASP	1428.00	1428.00	563, 834.38	563, 834.38
16/02/2015	Tuition for Effective Supervisory Skills Workshop	267.60	1160.40	105, 661.20	458, 173.18
16/02/2015	Travel expenses, fuel for 5 days to and from the venue of the workshop	126.63	1033.77	50, 000.00	408, 173.18
17/02/2015	Handouts, Printing and Photocopying	85.30	948.47	33, 680.00	374,493.18
18/02/2015	Batteries for Camera	8.86	939.61	3500.00	370, 993.18
23/02/2015	Balance Brought Down for workshop 2	-	939.61	-	370, 993.18

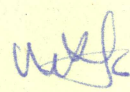
Exchange rate: As of 1<sup>st</sup> April, 2013 1 United States Dollars = K394.842 Malawi Kwacha.



RECEIPTS

	<b>MALAWI INSTITUTE OF MANAGEMENT</b> P.O. Box 30801, LILONGWE 3 Telephone: 01 - 710 866 Fax: 01 - 710 609		No: C.F. <b>8958</b> Date: <b>16-02-2015</b>				
	<b>RECEIPT</b>						
Received from <b>PATRICK MAPULANKA</b> Address: <b>P/BAG 1, LI</b>	Paid by Cash/Cheque No. <b>cash</b>						
The Sum of <b>One hundred and five thousand six hundred and sixty one Kwacha 20</b>	Kwacha Tumbala	<table border="1"> <tr> <td>K</td> <td>t</td> </tr> <tr> <td>105 661</td> <td>20</td> </tr> </table>		K	t	105 661	20
K	t						
105 661	20						
In payment of <b>Intuition for Effective Supervision Skills</b>	<b>MALAWI INSTITUTE OF MANAGEMENT</b> <b>BANK RECEIVED</b> <b>16-02-2015</b>						
With Thanks  his receipt is not valid without official stamp	Account No. <b>105 661 20</b>						

Design Printers 0188

<b>UNIVERSITY OF MALAWI</b> <b>Kamuzu College of Nursing</b> <b>141116</b>		DUPLICATE
Receipt No. ....	<b>OFFICIAL RECEIPT</b> <b>CUSTOMER'S COPY</b>	Date: <b>17/02/15</b>
Received from <b>P. Mapulanga</b>	The sum of <b>Thirty three thousand six hundred and eighty Kwacha</b>	
Being <b>printing &amp; photocopy</b>	with thanks	
Cheque No./Cash <b>K33680.00</b>		
Cashier 	<b>ALLOCATION</b> N/Code..... Department <b>Library</b>	
Official Stamp	<b>18 2</b>	

**Petrzda**

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Attendant's Name:



**No:**

**CASH SALE No:**  
**HI-FI ELECTRONICS**

Date 18/07 2015

M/s.

CASH

Qty.	Description	@	K	t
1	NOKIA Batt: BL-4C		3500	L
	(Pain)			
Signed..... <i>Haveli</i>				
		Sub Total	3008	w
		Surtax 16.5%	493	a
		TOTAL K	3500	w



GROUP PHOTOGRAPH FOR PARTICIPANTS TO THE EFFECTICE SUPERVISORY SKILLS AT THE MALAWI INSTITUTE OF MANAGEMENT IN LILONGWE ON FRIDAY 20<sup>TH</sup> FEBRUARY, 2015



# TIMETABLE

FOR

## EFFECTIVE SUPERVISORY SKILLS COURSE

16<sup>th</sup> – 20<sup>nd</sup> February, 2015

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
08.30 – 10.00	Opening and Introductions  Overview of the Job of a Supervisor	Problem Solving and Decision Making	Performance Management and Discipline	Conflict management	Effective Communication Skills
10.00 – 10.30	TEA/COFFEE BREAK				
10.30 – 12.30	Overview of the Job of a Supervisor	Problem Solving and Decision Making	Performance Management and Discipline	Conflict management	Effective Communication Skills
12.30 – 14.00	LUNCH BREAK				
14.00 – 15.00	Planning and Monitoring work	Time Management and Delegation	Coaching for Staff Performance	Motivating work teams	Course Evaluation and Closing
15.00 – 15.30	TEA/COFFEE BREAK				
15.30 – 17.00	Planning and Monitoring work	Time Management and Delegation	Coaching for Staff Performance	Motivating work teams	



# Malawi Institute of Management



*This is to certify that*

**Patrick M. Mapulanga**

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*has participated in the following course*

**Effective Supervisory Skills**

**16 – 20 February, 2015**

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*and has satisfied the requirements of the course  
by full attendance and participation*

CHAIRMAN OF THE BOARD

EXECUTIVE DIRECTOR