

Developing leadership skills in young surveyors - The Young Surveyors African Network - West African Young Surveyors (WYSAN) Team

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SUMMARY

The WYSAN team has accomplished significant achievements, including the establishment of Young Surveyors Networks in several West African countries and holding monthly meetings to further fortify its relationships and advance the objectives of young surveyors in West Africa. The team has ongoing projects, including the implementation of a land administration and capacity-building project in Sierra Leone and team training using the Africa geo-portal created by ESRI, a global provider of geographic information systems software. Young professionals working together to promote surveying capacity building and develop leadership abilities make up the West African Young Surveyors Network (WYSAN). Through training sessions and workshops, WYSAN encourages cultural understanding and sensitivity to solve issues brought on by team members' varied cultural backgrounds. WYSAN also takes part in seminars and training sessions to broaden their knowledge and skills while networking with professionals in the field. While working remotely might present communication obstacles, successful collaboration can be facilitated by open dialogue and teamwork. To promote creativity and prevent having too many direct reports to the WYSAN Lead, the team has a flat governance structure with three teams, each led by a Project Team Lead, Technical Team Lead, and Engagement Team Lead.

1. Introduction

In today's world, leadership skills are essential for success in any industry, including surveying. The Young Surveyors African Network (YSAN) recognizes this need and has been working to develop the leadership skills of young surveyors in West African countries through their network, the West African Young Surveyors (WYSAN) team.

WYSAN is a growing network that is represented by all the Chairs of Young Surveyors Network in West African countries. They have already achieved several milestones, including securing a letter from ARN advocating for young surveyors and conducting a SWOT analysis to identify the challenges faced by young surveyors in the region.

In this topic, we will dive deeper into the efforts of the YSAN and WYSAN team to develop leadership skills in young surveyors. We will explore their initiatives and programs aimed at empowering young surveyors and providing them with the necessary skills to become leaders in their field. Join us as we explore the importance of developing leadership skills in young surveyors and the role that YSAN and WYSAN are playing in this endeavor.

1.1 Background and Operations

The West African Young Surveyors Network (WYSAN) is a dynamic and dedicated group of young professionals who are committed to developing leadership skills and promoting capacity building in the field of surveying. Established in 2018 during the first Young Surveyors African Network in Botswana, the team has made significant strides in establishing WYSAN as a sustainable network for development and productivity improvement under the leadership of Angela Anyakora as the West African Young Surveyors Network and Jennifer Whittal as the African Regional Chair.

In a recent meeting, a group of young surveyors from West Africa gathered to brainstorm and develop a clear path for the future of WYSAN. Their vision for the network is ambitious, aiming to multiply its membership and become a platform for immense development and capacity building by 2024. Their mission is to improve the lives and productivity of young surveyors for the greater good of society.

In this paper, we will examine the remarkable outcomes that WYSAN has achieved thus far and how the team has been able to maintain focus and motivation by effectively communicating their goals both internally and externally. We will explore the strategies that have enabled the network to build its capacity and create tangible benefits for its members and the wider community. Join us as we discover how WYSAN is transforming the surveying landscape in West Africa and beyond.

Countries involved in the WYSAN Team

1. Nigeria
2. Liberia

3. Sierra Leone
4. Cameroon
5. Senegal
6. Ghana
7. Zimbabwe
8. Senegal
9. Togo
10. Congo

1.2 Purpose

Through fostering the development of the next generation of leaders in Africa and beyond, we hope to broaden our network across all West African nations and promote the development of the surveying profession. We have committed to executing two major techniques that we have identified as being necessary to accomplish this.

Firstly, we will promote the field by educating the public about the value of surveying and the crucial part that young surveyors play in reshaping the sector.

Second, we'll concentrate on enhancing the capacity of West African nations by increasing our membership to over 5000 and offering chances for networking and professional growth. We are certain that by giving these tactics top priority, we can have a big influence and build a solid foundation for the surveying industry in West Africa.

1.3 The significance of the West African Young Surveyors Network and its contribution to society.

The West African Young Surveyors Network (WYSAN) is a vital network of young professionals who are dedicated to developing the surveying profession in West Africa. The network plays a critical role in advancing the field and contributing to society in several ways identified below;

- Provides a platform for young surveyors to connect and collaborate on projects and initiatives that benefit the grass root communities and wider communities by extension.
 - Enables members to share knowledge and resources, exchange ideas, and develop new skills that enable them to make meaningful contributions to society.
 - Promotes capacity building in the surveying profession by offering training opportunities, mentorship, and professional development resources.
 - Nurtures the next generation of surveying leaders in West Africa, ensuring the sustainability and relevance of the profession.
 - Advocates for the profession, raising awareness about the importance of surveying and highlighting the critical role that young surveyors play in shaping the industry.
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- Elevates the profession and ensures its relevance and sustainability for future generations

- Drives positive change in the surveying profession in West Africa while contributing to the overall development and well-being of society.

1.4 Limitations

WYSAN faces certain constraints or challenges, such as limited funding, inadequate resources, or difficulties in expanding its reach to all West African countries. Additionally, there may be obstacles in engaging senior surveyors or other stakeholders who do not see the value in investing in young surveyors. Language barriers can also be a limitation for the network. However, WYSAN is actively working to overcome these limitations by building more connections, fostering collaboration and support within the network, and seeking solutions to address language barriers.

2. Developing leadership skills in young surveyors

The importance of leadership cannot be underestimated in any profession as this is a function of management which helps to maximize efficiency and to achieve organisational or professional goals. Good leadership provides vision, guidance and purpose of the organisation thereby ensuring success of the intended goals. YSAN has been putting efforts towards the growth and nurturing of leadership skills in young surveyors through the Young Surveyors Networks, WYSAN included. The WYSAN team is aimed at developing leadership skills in young surveyors in West African countries, through their different initiatives which empower young surveyors with adequate leadership skills.

2.1 Definition of leadership and its importance

Northouse (2021) defines leadership as the process through which one person persuades a group of people to accomplish a shared objective. It requires the use of a range of competencies, including, among others, problem-solving, communication, and decision-making. Understanding the wants and desires of one's followers and being able to modify one's leadership style accordingly are essential for effective leadership. Creating a vision for the future and inspiring and motivating others to strive toward it are the ultimate goals of leadership.

The ability of a person to inspire, encourage, and direct a group of people toward a shared purpose or objective is referred to as leadership. It entails taking the initiative, making choices, and accepting responsibility for the results.

In a variety of industries, including business, politics, education, and healthcare, among others, leadership is crucial. Enhancing performance, productivity, and organizational success can be achieved through effective leadership.

2.2 Challenges in developing leadership skills among young surveyors

Developing leadership skills in young surveyors requires coming up with initiatives and programs that are engaging. The programs include offering training opportunities, mentorship, and professional development activities. These programs need funding and therefore lack of funding becomes one of the major challenges we face in an attempt to achieve developing leadership skills in young surveyors.

The idea of investing in the future of the profession through empowering young surveyors continues to face resistance from the Senior Surveyors who do not see the importance of grooming the young surveyors. Most senior surveyors view young surveyors as a threat to their businesses hence they do not value imparting leadership skills to them.

The WYSAN Team has observed that several West African countries, including Sierra Leone, lack sufficient surveying institutes. This deficit hinders the development of building leadership skills in the region.

2.3 Strategies for developing leadership skills among young surveyors

WYSAN has put up initiatives that encourage the involvement of young surveyors in Surveying projects. WYSAN encourages young surveyors to take up volunteer work in these projects as it enables them to gain practice and also participate in problem-solving initiatives that West African countries are facing.

WYSAN encourages young surveyors to participate in their local professional bodies so as to network and be involved in professional matters. This also gives them an opportunity to take up leadership roles governing the organisation thereby participating in decision-making activities that concern the profession.

Young surveyors have the opportunity to advance their knowledge and abilities by taking part in workshops, conferences, and other training courses that concentrate on leadership development. Pursuing advanced degrees or certifications can help young surveyors develop their knowledge and skills in their field, which can lead to greater opportunities for leadership roles

4. The West African Young Surveyors (WYSAN) Team (The journey of the WYSAN team , What is our mode of operation?)

The YSAN team, led by Kwabena Asiama, the FIG YSN Vice Chair (at that time), is a small but dedicated group of young surveyors who evaluated and discussed regional networks in-depth during a round-table at the 2nd Young Surveyors African meeting in Botswana 2018.

Angela Anyakora was inspired to take up the challenge of scaling up the West African Young Surveyors Network (WYSAN) sustainably, and to achieve this goal, a strategic plan and a team of dedicated West African representatives were required. With the assistance of Jennifer Whittal and Kinsley Yaw-Sam, African Regional Chair and Chair of the YSAN(at that time), Angela selected the team through the existing YSN chair in each West African country, using social media and colleagues in those countries to find their contact information.

The formation of the initial WYSAN team increased the likelihood that the organization's ambitious two-year strategic plan would be successful. We have been able to produce the observable results reported in this study with the help of 10 motivated young surveyors. New young surveyors have been welcomed to the team since this inaugural team selection as some had to withdraw owing to competing obligations. This new group has joined a team with established dynamics and, like the rest of the team, has had to learn how to collaborate with strangers online. The WYSAN team members have never actually met.

4.1. Structure and leadership of WYSAN (Bringing up the team with new skills)

The team structure was helpful to define so that all members knew where they stood and so there was a shared seniority but a flat structure to encourage innovation. The flat governance structure is inclusive without losing momentum for workflow. The three teams are Project Team Lead, Technical Team lead and Engagement team. Each of these team leads have a Deputy whom they mentor and work with, too. This also allows for sharing the workload but also to avoid having too many 'direct-reports' to the WYSAN Lead. A single person can only effectively manage around eight people directly (Chin, 2022).

Each of the leads is supported with coaching and regular one-on-ones to enable a focus on what every individual on the core team is gaining from the act of being a member in the team and what they personally find fulfilling in their work with the WYSAN in particular. The opportunity to give open and constructive feedback to each other is given during the one-on-ones.

4.2 Best practices and success stories of WYSAN in developing young surveyors' leadership skills

The inaugural meeting of the YSN Chairs in West Africa was held on April 6, 2022, marking a significant advancement for the West African Young Surveyors Network (WYSAN), which was founded. Although Nigeria, which has a significant YSN presence, presented its strengths, solutions, and concerns, Liberia, which has revitalized its network, conducted its inaugural meeting with about 24 attendees. Young Surveyors networks are being established in Cameroon and Togo, while Sierra Leone established its YSN organization in January with assistance from the VCSP during a deployment there.

These accomplishments show the need of cooperating with other nations and creating a strong network of young surveyors around the Region. The Gambia, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Cote d'Ivoire, Burkina Faso, Cape Verde, Chad, Gabon, Benin, and any other African nation that wants to engage with them are just a few of the nations that WYSAN is actively looking for to serve as YSN Chairs in the network. Ghana, Nigeria, Sierra Leone, Liberia, Zimbabwe, the Congo, Senegal, and Cameroon are currently represented by WYSAN. To further fortify its relationships and advance the objectives of young surveyors in West Africa, the network has monthly meetings. We hold our meetings once a month.

4.3 Ongoing projects/Planning

– Land administration and capacity building project in sierra-Leone

In order to enhance capacity and promote advocacy in West Africa, the West African Young Surveyors Network (WYSAN) has set out to accomplish two of its main objectives. The implementation of a project in Sierra Leone in conjunction with the VCSP is one of the ways for attaining these objectives. The first of the project's two phases has been finished. In order to prepare for the second phase, the WYSAN team is now reviewing and reporting on the results of the first phase. The skills of these traditional leaders and communities with the legislation that will be passed in 18 months. The project's second goal is to increase the capacity of native para-surveyors so they can take part in the project and the process.

The goal of this project is to support the growth and development of young surveyors in Africa, in line with WYSAN's objective. The project's goal is to help the government of Sierra Leone realize its vision of including communities and traditional leaders in the management and administration of their localities. The strategy is to accomplish this goal through increasing the capacity.

– Team training using Africa geo-portal

ESRI, a global provider of geographic information systems software, has partnered with WYSAN to create an open mapping community called the African Geoportal. This community aims to provide data and insights to users across Africa by bringing together various stakeholders such as government agencies, non-profit organizations, and academic institutions.

As part of this partnership, ESRI has provided capacity-building support to young surveyors in Africa by creating a portal specifically for YSAN. This portal serves as a platform for sharing and accessing geographic data and information across Africa, and other YSAN platforms across the continent are encouraged to participate.

Through this partnership, young surveyors in Africa are able to leverage the power of

geographic information systems technology to solve complex spatial problems and contribute to sustainable development in their respective countries.

<https://ysn-africa.hub.arcgis.com>

– **Jobs opportunities**

According to SDG number 8 for work opportunities, the Wysan has partnered with businesses to create secure employment prospects for young surveyors in west Africa, with Nigeria serving as the process's focal point. the following opportunities list;

- i. Jamitan tech
- ii. Milsat technologies

5. Remote working

Recent years have seen a rise in the popularity of remote employment, especially in response to the COVID-19 pandemic. While working remotely has numerous advantages, such as more freedom and shorter commutes, it also has drawbacks, including communication and cooperation issues (Bloom et al, 2005). The benefits and drawbacks of remote employment are discussed here, as well as the possibility for innovation.

5.1 Pros of remote working

There are several advantages to working remotely for both businesses and employees. Among the principal benefits are:

1. **Access to a large professional network:** Fried and Hansson (2013) argue in their book "Remote: Office not required" that remote work can provide professionals with access to a broader network of colleagues, clients, and customers, as well as the opportunity to collaborate with individuals from different geographic locations and backgrounds. This can lead to the development of new relationships and the expansion of professional networks, which can be beneficial for both personal and organisational growth. Therefore, working remotely has provided WYSAN members with the opportunity to broaden their professional networks and gain exposure to fresh viewpoints.
2. **More flexibility:** Golden's (2019) research review highlights the flexibility benefits of telecommuting, including greater autonomy over scheduling and location. Remote work can allow employees to better balance their personal and professional obligations, leading to higher levels of job satisfaction and work-life balance. Working remotely has given us the opportunity to achieve greater work flexibility, more freedom over where and when we finish tasks and have meetings thus allowing members of us to better balance our professional and personal obligations.

3. Reduce costs: Remote work can help to reduce costs associated with office space, travel, and other expenses. This has helped us free up resources for other priorities, such as professional development or networking opportunities.
4. Improve productivity: Bloom et al.'s (2015) study on a Chinese travel agency found that employees who worked from home experienced a 13% increase in productivity. Remote work can provide a more conducive work environment for some individuals, free from the distractions and interruptions of a traditional office. These findings have been confirmed, as our team is now able to concentrate better on their work and achieve their goals, resulting in a noticeable increase in productivity.
5. Reduce environmental impact: Remote work can help to reduce the carbon footprint associated with travel and commuting. Strielkowski et al.'s (2018) literature review examines the environmental benefits of teleworking, including reduced greenhouse gas emissions and improved air quality. Remote work can help to reduce the carbon footprint associated with travel and commuting thus aligning with the sustainability and environmental responsibility goals of WYSAN. By working remotely, we contribute to a more sustainable future while also enjoying the other benefits of remote work.

5.2 Cons of remote working

Remote work also presents some challenges and drawbacks that need to be considered. Some of the main disadvantages include:

1. Communication challenges: Working in a remote team like WYSAN can sometimes pose communication challenges, particularly when team members are in different time zones or have limited access to technology with different languages. According to a study by Chua, Lam, and Chin (2019), communication challenges are one of the biggest obstacles to successful remote work. This can result in delays or misunderstandings, which can impact productivity and teamwork. The member countries of WYSAN speak two main languages English and French and most members understand just one of these languages making communications very difficult without the aid of a translator.
2. Technical difficulties: Remote work often requires a reliable internet connection, which may not be available in some areas. Additionally, technological glitches can disrupt workflow and cause delays or other issues.
3. Potential for decreased productivity and reduced innovation: As research by Choudhary, Akhtar, and Zaheer (2021) shows, remote employees may face distractions at home or have difficulty separating work from personal tasks. Collaboration and brainstorming can be more difficult when team members are not physically co-located. This may make it more challenging to generate new ideas and solutions, which can impact innovation and competitiveness. We also face this challenge since most of the members of WYSAN have families and our meeting schedule is usually in the evenings after our regular jobs.

5.3 Contradiction and differences = innovation

Remote work can also have a positive impact on innovation and creativity. Some of the ways in which remote work can lead to innovation include:

- Embracing diversity of perspectives and ideas
- Challenging traditional work practices and encouraging creative problem-solving
- Difference in time zones, cultural practices, and communication styles can lead to innovative solutions.

Overall, while remote work presents some challenges, it also offers many benefits to both employees and companies. With the right tools and strategies in place, remote work can be a viable and effective option for many organisations

5.4 Leadership styles

To ensure equitable treatment and opportunities for all members of the program, WYSAN adopted both democratic and transformational leadership styles. These approaches involve inspiring and motivating team members to work together towards a shared goal, while also seeking input and feedback from team members before making decisions. This supportive leadership has enabled the team to work productively despite the diverse cultural backgrounds represented within WYSAN.

5.5 Boosting Cultural Differences

WYSAN encompasses a diverse range of cultures and backgrounds, which can be seen as a strength in promoting a global perspective within the surveying profession. However, these cultural differences can also present challenges in communication and collaboration within the team. To address these challenges, WYSAN recognizes the importance of promoting cultural awareness and sensitivity among team members.

One way this is achieved is through training sessions and workshops that focus on cross-cultural communication and understanding. By learning about different cultural norms and practices, team members can better navigate potential misunderstandings and conflicts. Additionally, WYSAN encourages an open and inclusive environment where team members feel comfortable sharing their perspectives and experiences.

Overall, WYSAN embraces and values cultural differences as an opportunity for learning and growth, while also striving to create an inclusive and supportive community for all members. For example I am learning French

5.6 Funding

The WYSAN team has faced challenges and obstacles in securing funding due to the importance of their mission in the industry and the ethical obligations it entails. Despite being a work in progress, the team leaders are continuously learning and striving to overcome these challenges. Their message to the wider FIG membership is to consider supporting the WYSAN through donations or corporate social responsibility budgets to help ensure the continuity of this vital initiative.

5.7 The role of self-assessment and maintaining personal wellness in effective leadership.

As a leader in WYSAN, it is important to recognize the significance of introspection and prioritizing one's own wellbeing. By taking the time to reflect on your actions, decisions, and personal values, you can gain a better understanding of yourself and your leadership style. This self-awareness can help you become a more effective leader, allowing you to better support and guide your team members towards achieving common goals. Additionally, prioritizing your own wellbeing can help prevent burnout and promote a healthier work-life balance, ultimately benefiting both yourself and your team

5.8 Benefits of empowering more people toward a common goal

Empowering more people toward a common goal in WYSAN can bring various benefits such as increased participation and engagement, improved decision-making, diverse perspectives, and greater creativity and innovation. When more people are involved in achieving a common goal, there is a greater sense of ownership and responsibility, which can lead to higher motivation and commitment. Moreover, involving a diverse group of people in decision-making can bring different perspectives, leading to more creative and innovative solutions. Additionally, empowering more people can help to build a stronger network and increase the reach of WYSAN across West African countries. Overall, empowering more people can bring significant benefits to WYSAN and help to achieve its vision of becoming a sustainable network for immense development and capacity building to improve the lives and productivity of young surveyors for the greater good.

6. Recommendations - How to transform the team dynamic into influence

By implementing these recommendations, the team atmosphere in WYSAN can be converted towards making a greater impact towards achieving its goals.

- Make sure everyone on the team is aware of WYSAN's mission and vision, as well as how their specific job relates to attaining these objectives. This might inspire team members to make an impact by giving them a sense of direction and purpose.
- Facilitate open communication: Promote feedback and open discussion among team members. The development of trust and teamwork as a result can make it easier for

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people to share ideas and best practices in order to accomplish the team's objectives.

- Motivate team members: Provide team members the chance to assume leadership positions and duties. By doing so, the team members' abilities and confidence can grow, and the burden will be spread fairly.
- Successes should be recognized and celebrated: Celebrate successes and milestones as a team, and acknowledge individual contributions. This will help boost morale and encourage team members to continue working towards their goals.
- Provide training and development: Invest in training and development opportunities for team members. This can help to develop their skills and expertise, and can also ensure that the team is equipped to address the challenges and opportunities that arise.

6.1 Team environment

Empower team member: Empower team members by giving them ownership over their work and providing them with autonomy and decision-making authority. This will help foster a sense of accountability and ownership, and will help team members feel more invested in their work.

6.2 Opportunities for the team to work together

The team has the chance to collaborate through planning and attending conferences and seminars on surveying and geospatial technology. For instance, the annual FIG Working Week conference brings together geospatial experts and surveyors from all over the world to exchange information and best practices. Participating in training and capacity-building programs, such as those provided by FIG Young Surveyors and other organizations, is an additional opportunity. Team members can use these programs to expand their knowledge and abilities while networking with other industry experts.

7. Concluding Remarks

This paper highlights the efforts of the West African Young Surveyors Network (WYSAN) in developing leadership skills among young surveyors in West Africa. The WYSAN team has achieved significant milestones, including the establishment of young surveyors networks in several West African countries and holding monthly meetings to further fortify its relationships and advance the objectives of young surveyors in West Africa. The paper explores the strategies that have enabled the network to build its capacity and create tangible benefits for its members and the wider community. The significance of WYSAN's contribution to society is also highlighted, including providing a platform for young surveyors to connect and collaborate, promoting capacity building, nurturing the next generation of surveying leaders, advocating for the profession, and driving positive change. The paper also acknowledges the limitations faced by the network, such as limited funding and inadequate resources, and the steps taken to overcome these limitations.

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