DEVELOPING GLOBAL LEADERS
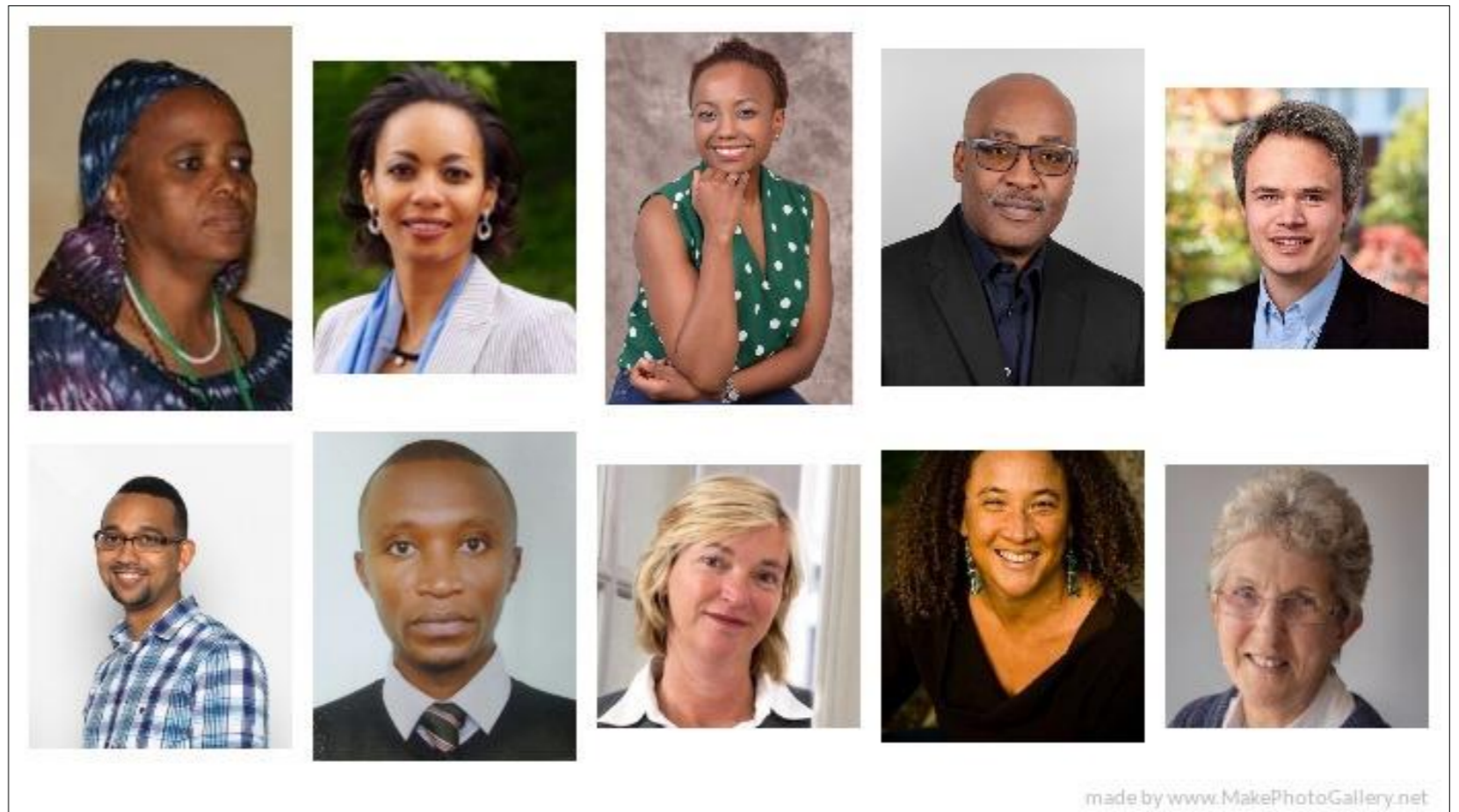
Insights from African Case Studies

OBJECTIVE

- Introduce….

KEY FACTS

made by www.MakePhotoGallery.net

- Four years of research.

- 10 contributors.

- 5 country case studies – 186 leaders (Nigeria, Ghana, Tanzania, Kenya, Rwanda).

- Validation by a further 236 diverse leaders from another 26 countries across Africa.

- 40% young leaders, 32% women leaders.

LEADERSHIP IN AFRICA

Top 10 Greatest African Leaders of All Time
africaranking.com

10 Greatest African Leaders ...
sundayadelajablog.com

Sit-tight leaders in Africa uncertain ...
afric.online

5 African leaders who made history by ...
face2faceafrica.com

The Five Worst Leaders In Africa
forbes.com

The Obama Foundation Leaders: Africa ...
regionweek.com

African leaders with the lowest ...
face2faceafrica.com

The 10 Greatest African Leaders...
afrikanfacts.com
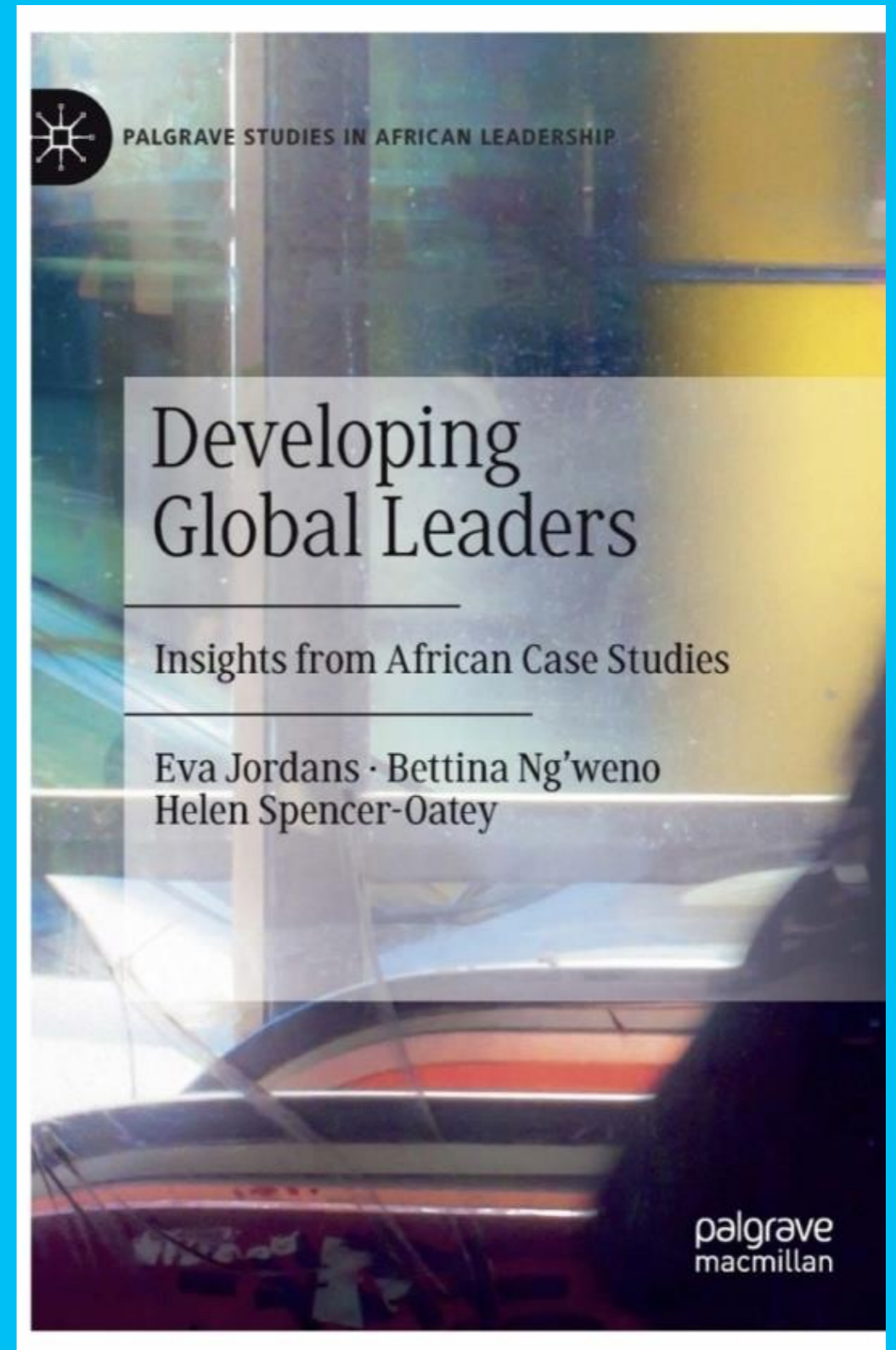
Young Continent, Old Leaders: The Agin...
voanews.com

WHAT IS DIFFEREN ABOUT OUR BOOK

- Descriptive case studies of civic leaders, diverse both in terms of age and gender

- describes leaders' personal experiences and leadership journeys, and the transformation in society

- focus on relationships between leader and follower

- describes experiences with becoming a leader, and leadership development

PALGRAVE STUDIES IN AFRICAN LEADERSHIP

Developing Global Leaders

Insights from African Case Studies

Eva Jordans · Bettina Ng'weno
Helen Spencer-Oatey

palgrave
macmillan

WHICH PICTURE DOES NOT SHOW LEADERSHIP?

WHICH PICTURE DEPICTS LEADERSHIP BEST?

https://m.youtube.com/watch?feature=youtu.be&v=aVIKep7IuIM

HOW TO DEFINE LEADERSHIP?

Consider Defining '*love*'?
We can say leadership is in the same league…

Leadership is more of a "*phenomenon*", that:
- cannot easily be captured or described;
- has different meanings to different people;
- Is sometimes noticed best when absent or lacking...

Leadership is a moment – it is an activity or process that has a number of interconnected elements: a leader and followers, a particular context and a common purpose or goal.

love is...

...what costs nothing but is worth everything.

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LEADERSHIP IN AFRICA

- Body of literature on leadership in Africa is increasing, however focus is on analysis of <u>leaders</u>: mostly political leaders, majority senior men.

- African cultural pluralism: there is no "African" leadership but many forms of leadership in Africa, which have been influenced by culture, context, colonial past etc.

- This would suggest that there is not one set of success factors.

HAVE YOU HEARD THESE PROVERBS?

- He who thinks he is leading and has no one following him is only taking a walk. ~ Malawian proverb

- A leader who does not take advice is not a leader. ~ Kenyan proverb

- A large chair does not make a king.   ~ Sudanese proverb

LEADERSHIP ATTRIBUTES IN AFRICA

- Ubuntu is "you are who you are because of how you relate to others around you are".
- Desmond Tutu (1999) noted that ubuntu is very difficult to render into a western language other than to say it is "my humanity is caught up, is inextricably bound up, in what is yours".
- Ubuntu is a characteristic that runs through the entire continent in various forms and is embedded in its rich diverse heritage.

UBUNTU

I am because we are.
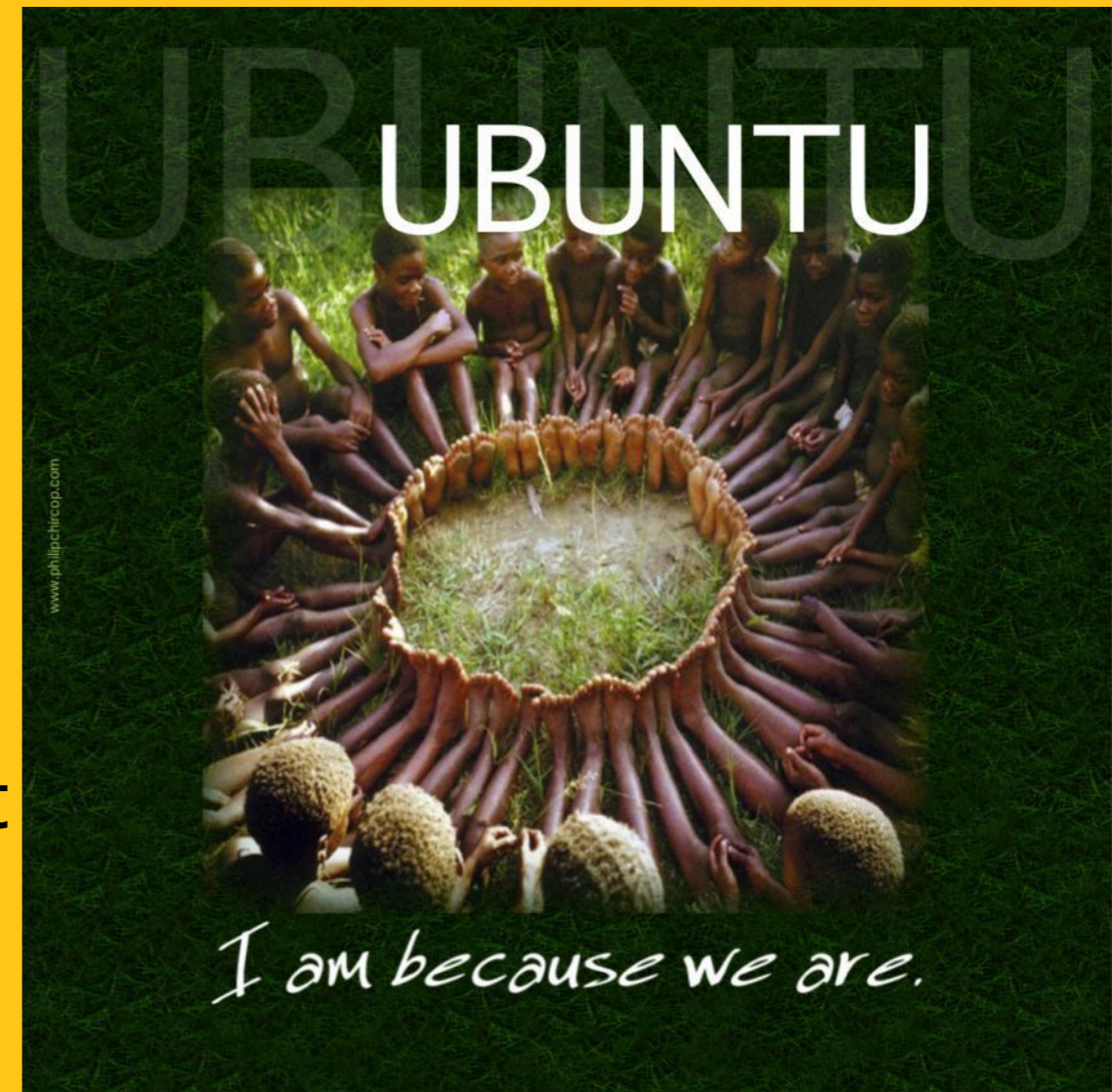
WHAT THE WORLD CAN LEARN FROM AFRICA

In practice for leaders: *ubuntu* values a collective respect for everyone in the system. It places the good of the community above self-interest—to help others as an inherent part of your own well-being. For leaders, this condition requires the ability to build consensus, provide support to followers, to mediate differences, and to serve followers rather than have followers serve leaders.

UBUNTU

I am because we are.
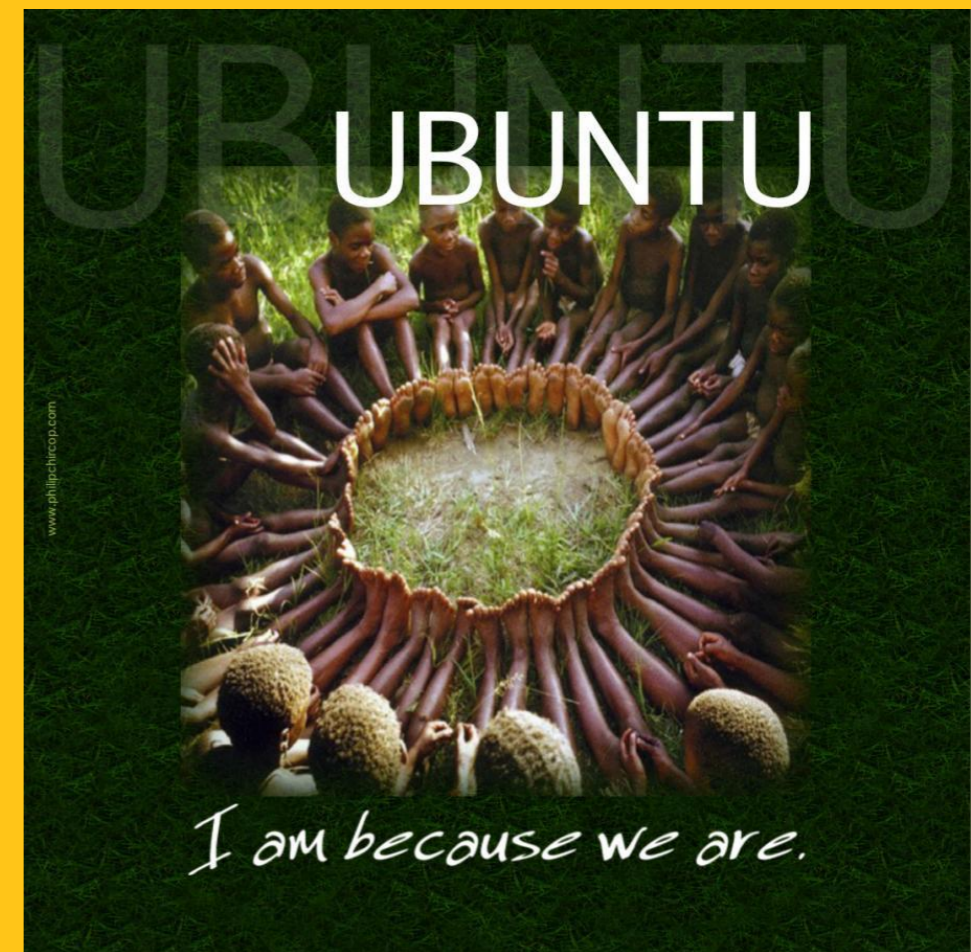
LEADERS' ATTRIBUTES

On the basis of our research in 5 case study countries in Africa, we identified 5 leadership attributes:

- **Candidness**- Honest and straightforward in attitude and speech
- **Decisiveness**- The ability to make decisions quickly and effectively
- **Integrity**- Honest and strong moral principles
- **Doing good**- Doing things that are good for others
- **Adaptability**- The quality of being able to adjust to new conditions

Junior female leader, Personal experience " Persistent and focus on my target"

Over time I have learned to become more persistent and ignore people's assumptions and judgements - I focus on my target, and make sure that I get there - by all means. I'll be nice about it - but people quickly realize I am serious about what I want and patient enough to get it. This I learned already from a young age - I was born and brought up in Mathare - a slum area of Nairobi. I had to be tolerant, as the living conditions were not very good and very often I did not know what was going to happen next, some days we would not have food for example. All I could do was persevere and remain hopeful. Brenda Wanjuki, junior female leader, Research sector

Young male leader, Personal experience "Ethical and compassionate leaders"

The aim of our outdoor leadership training is to produce ethical leaders for the future who are aware, self and environmentally conscious, and have fun. It is my nature to be compassionate and I aim to feel and know others' struggle and put myself in others' shoes because I have to understand others to solve problems. I find it most difficult to deal with people who are not able to be compassionate and make decisions lacking ability to see other people's feelings or needs. Mr. Safari, junior male leader, Education sector

Senior female leader, Personal experience: "Dealing with the misuse of vehicles"

Once when I was in charge of administration, people who were senior to me were misusing vehicles, they were abusing their position. It was tricky, because I did not want to confront them, but at the end of the day - during an audit - I would be responsible and held accountable for it. Ultimately, I proposed to senior management the introduction of procedures that would make staff accountable. This was accepted and became the new policy and managed to stop the misuse. I thus managed to solve the situation amicably and without personal confrontation. Sifa, senior female leader, Finance sector

TANZANIA: LEADERSHIP ACROSS GENERATIONS

"We are changing much faster than people think. We need to give space to the youth. At the same time, older people get disappointed in young people, for example young men in politics. So, I also see a backlash from senior people, they think the young have an erratic approach. However, I believe it is a different way of thinking – so we have a generation gap here.

Young government official.

VALUES AND LEADERSHIP STYLES:

SENIOR & YOUNG

LEADERS

Senior leaders: honesty, respect, discipline, hard work and ambition.

Young leaders: also honesty and ambition, but in addition much more flexibility and adaptability, getting responsibilities, mutual respect between a leader and a follower, and the need for candidness, feedback and trust from their senior leaders.

Both senior and young leaders feel the need for changes in leadership styles. However, senior leaders as role models or mentors will only be able to guide young people part of the way.

Young leaders will at the same time need to be daring and innovative, so that they can become effective and entrepreneurial leaders.

GHANA: YOUNG LEADERS IN SCIENCE

Central is the communication of a clear vision, for many based on the concept of "doing good"; the wish to contribute to improving living conditions and health of people. Despite facing some obstacles, especially for younger leaders and women, bold young leaders are finding success and are gradually transforming the scientific landscape in Ghana and beyond.
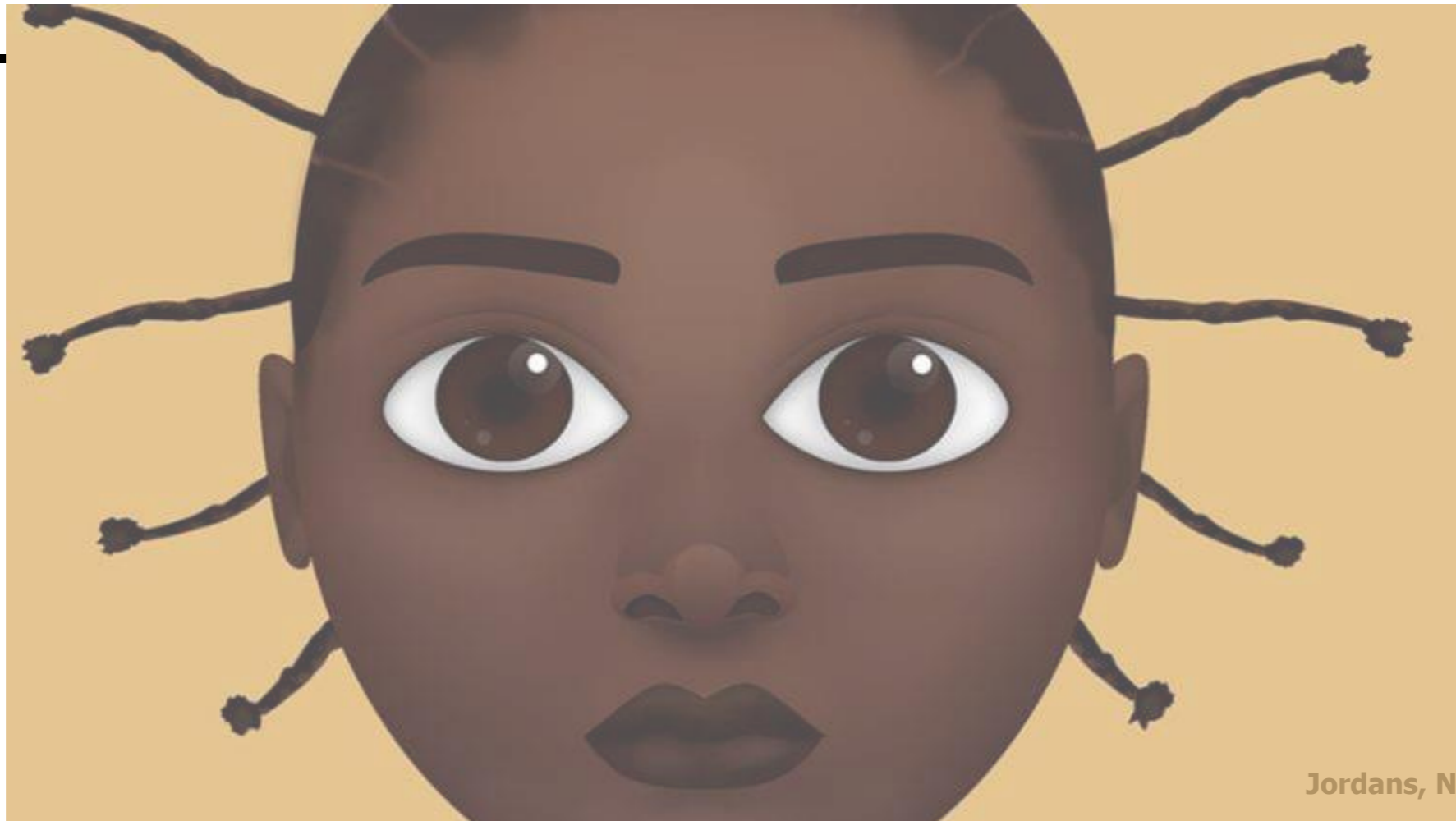
YOUNG PEOPLE NEED TO HAVE CONFIDENCE IN THEMSELVES

Senior male leader:

"I try to improve young people's values and mind-set into one of confidence; having confidence in their own abilities and believe they can do great things. They should not accept the status quo, but instead switch their thinking and believe in themselves and be competitive; believe they can be the best, compete with anybody in the world and achieve great things."

Prof. Gordon Awandare, Associate Professor/Director Research Centre

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CASE STUDIES FINDINGS ON ATTRIBUTES

At times the attributes are quite interlinked

- Candidness
- Decisiveness
- Integrity
- Doing good
- Adaptability

Candidness
Decisiveness
Adaptability

Doing good
Integrity

CASE STUDIES FINDINGS ON ATTRIBUTES

Attribute	Mentioned by % of interviewees (N=60)	Diversity
Adaptability	63%	M/F, youth/senior
Integrity	55%	M/F, youth/senior
Doing Good	53%	M/F, 69% youth
Candidness	48%	M/F, youth/senior
Decisiveness	48%	M/F, youth/senior

AFRICAN *IN* LEADERSHIP: PARADIGM SHIFT WITHIN COMMON THEMES

Three characteristics or dimensions of leadership in Africa emerged:
1. Community: collectivism, doing good and team work.
2. Hierarchy: a widespread desire for a lower enactment of hierarchy than currently practiced.
3. Humane orientation: people oriented leadership and leadership characteristics such as integrity, servant leadership.

COMMUNITY

Common leadership attributes mentioned are integrity and doing good. Youth leaders especially critiqued the unequal societies built through corruption and expressed a desire for a more equal society. Predominantly youth leaders express the need for "Doing Good": as a leader taking initiatives that benefit those groups in society that face constraints.
Age is a factor in how one is being seen as a leader, but it is also a factor in changing perceptions on leadership and transformation in Africa.

In many African countries the age bracket defining youth is 18-35 years, much broader than for example the UN that typically uses 15-24 years.

NIGERIA: DOING GOOD

Young male leader (Entrepreneur) : *"I joined a coalition – the Nigerian Youth Sustainable Development Goals (SDGs) Network. We formed alliances and look for cooperation in order to encourage and engage young people in taking action towards a <u>better future for all</u>."*

Young female leader (Entrepreneur) *"I am currently working to develop an initiative in my neighbourhood in Lagos. Ultimately my goal is to create a crop of new leaders that can help fuel a paradigm shift. We should not wait for the current leaders to step in or change - the youth has to transform early in their lives: this would give us a bigger hope for our country."*

NIGERIA: DOING GOOD

Senior male leader: *"The African culture plays a major role in how leadership is perceived, naturally leadership is given to elders. However, more and younger Africans are realising that leadership is about responsibilities and this paradigm shift can be seen in the leadership style of young companies and start-ups"*

Young male leader: *"In my view, in Nigeria, young people are not afforded the platform to show and demonstrate what they can do. Instead they have to fight the system - so much is stacked against them. But I see there is some movement - there are more people like me, and together we are raising the next generation of leaders.*

Youth leaders are important change agents, many hold values of integrity and doing good. However, many face challenges in access to opportunities.

HIERARCHY

Power Distance: The degree to which a community maintains inequality among its members by stratification of individuals and groups with respect to power, authority, prestige, status, wealth, and material possessions. The critical aspects are the establishment and maintenance of dominance and control of the less powerful by the more powerful.

Cross-cultural research by Hofstede and Global Leadership and Organizational Behavior Effectiveness Study (GLOBE) concludes that African countries are characterized mostly by high to medium high power distance. Within Africa, West Africa and Morocco rank highest, and East Africa shows high to medium power distance. The GLOBE data for South Africa have distinguished between white and black samples and this indicates that among the black sample power distance is quite low. When people are asked how the power should be distributed in a society most responded that a low(er) power distance would be desirable.

Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations (2nd ed.). London, UK: Sage. W, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). Culture, Leadership, and Organizations. The GLOBE Study of 62 Societies. London: Sage.

POWER DISTANCE

Country	Score GLOBE (from 7 to 1)	Band	Country/region	Score Hofstede (from 11 - 104)
Nigeria/Morocco Zimbabwe Zambia Namibia France	5,80 5,67 5,31 5,29 5,28	High power distance (A)	Malaysia Arab countries West Africa	104 80 77
South Africa (white sample) England Egypt USA	5,16 5,15 4,92 4,88	High to medium power distance (B)	France East Africa South Africa	68 64 49
Israel	4,73	Medium to low power distance (C)	USA Great Britain	40 35
South Africa (black sample) Denmark	4,11 3,89	Low power distance (D)	Denmark Austria	18 11

FINDINGS: HIERARCHY

In our case studies, most leaders favor <u>less enactment of hierarchy</u> than they currently experience. Instead, leaders aim for a shift in how they deal with hierarchy. Rwanda President WUO: *"I have been elected by the 600 farmers irrigating in the marsh land. When you are a leader, you have to accept that the community that you lead is like your boss."*

HIERARCHY: SURVEY RESULTS (N=186)
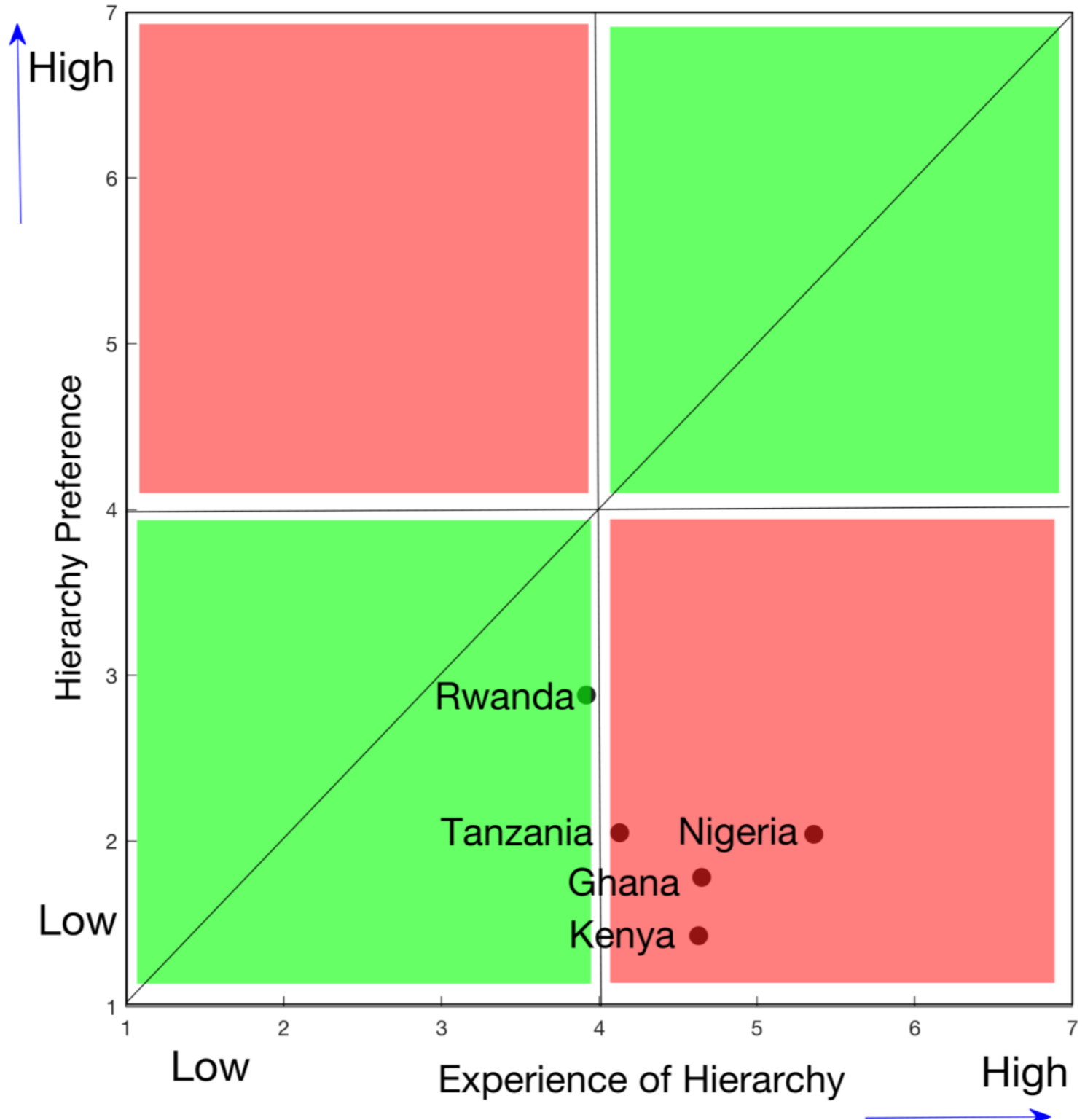
DECENTRALIZATION: LEADERS IN THE MIDDLE SANDWICHED

A leader in the middle "falls between two stools" - does he or she go for the interests of those at the higher level or those at the lower level? Therefore:

- How participatory can the decision-making processes be in a hierarchical context? Who needs to do what?
- How to design decentralization in such a way that it supports the middle leaders?
- What skills are required to make it work?
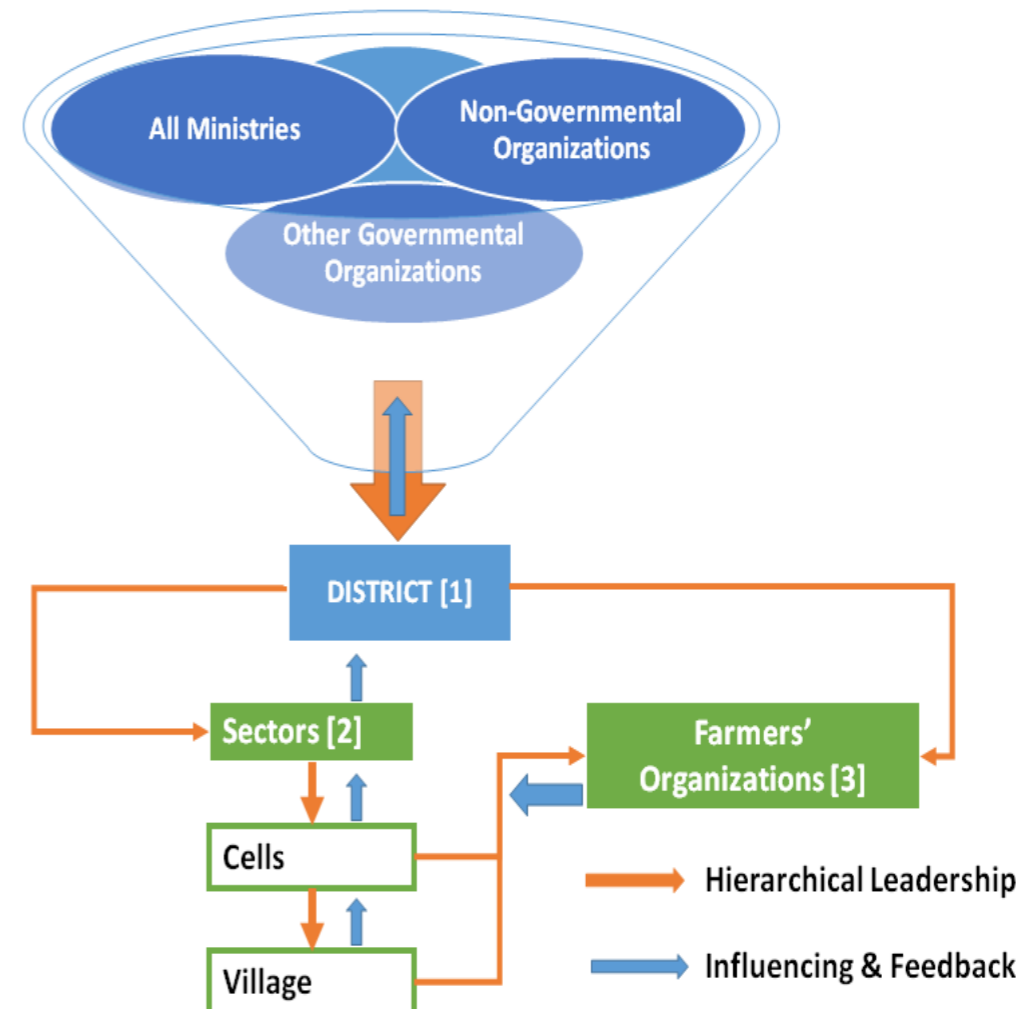
HUMANE ORIENTATION

Humane orientation is the degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring and kind to others.

GLOBE findings indicate most African countries ranked as high or high to medium humane orientation, with a few countries in medium to low category.
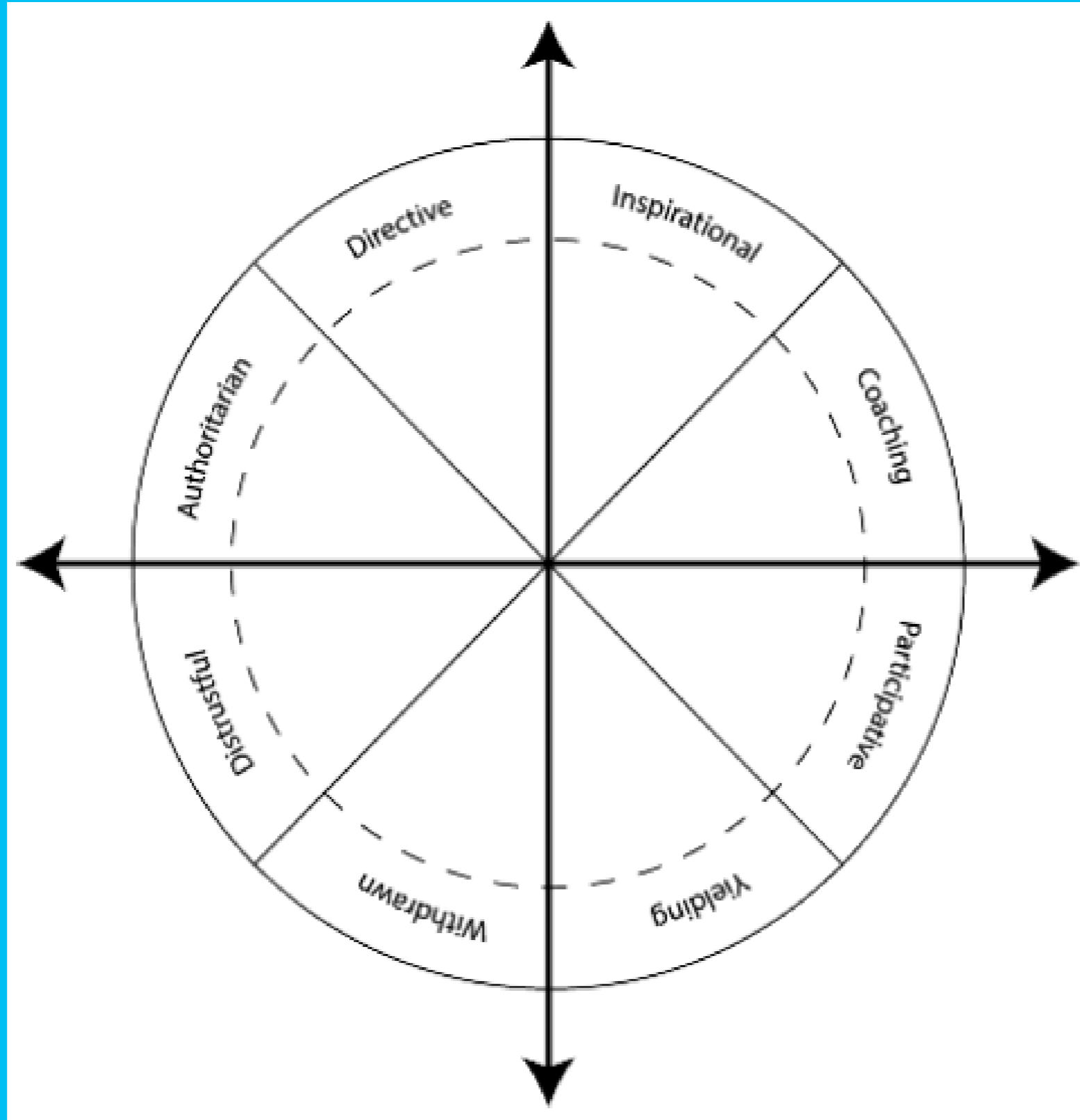
HUMANE ORIENTATION

Country	Score GLOBE (from 7 to 1)	Band
Zambia Egypt	5,23 4,73	High humane orientation A
Zimbabwe South Africa (black sample)	4,45 4,34	High to medium humane orientation B
US Nigeria Namibia England	4,17 4,10 3,96 3,72	Medium to low humane orientation C
South Africa (white sample) France Germany	3,49 3,40 3,18	Low humane orientation D

FINDINGS: HUMANE ORIENTATION

Leaders expressed a preference for a change in leadership styles – typically from authoritarian styles towards more <u>people-oriented styles</u> which respond to the needs of followers, seek participation and consultation. However, organizational contexts differ.

Kenya: Senior female leader, ICT sector: *"I have worked in academia, private sector and government. Before government I was a consultative leader, I liked to make everyone feel that they are contributing to decisions. But in this government job I found sometimes one needed to have dictatorial tendencies. Authoritative was key. I tried to be consultative but because of protocol no one would give their opinions. I had to make decisions."*
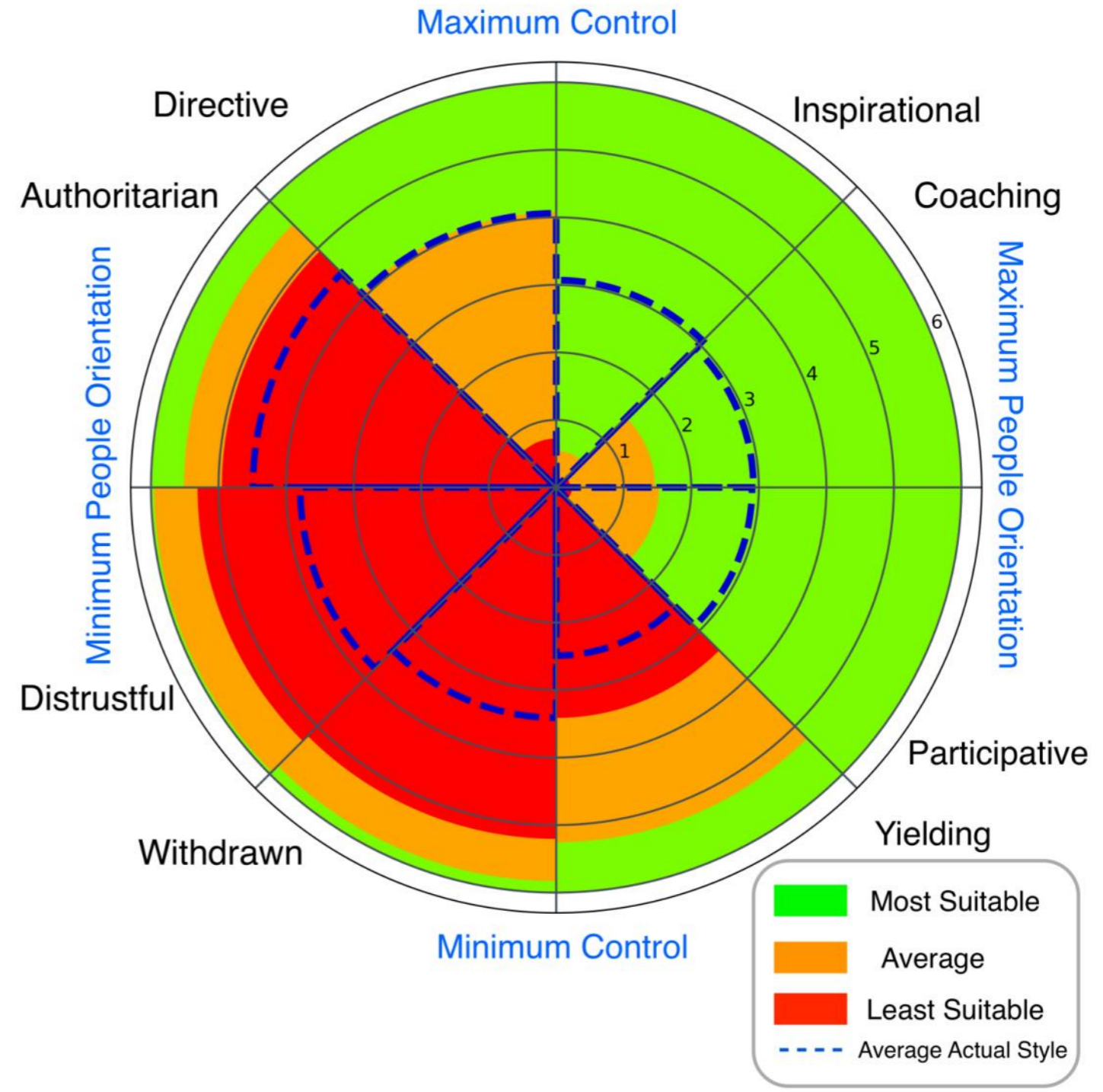
LEADERSHIP STYLES CIRCUMPLEX

HUMANE ORIENTATION SURVEY RESULT
N=186

Maximum Control

Directive

Inspirational

Authoritarian

Coaching

Minimum People Orientation

Maximum People Orientation

Distrustful

Participative

Withdrawn

Yielding

Minimum Control

Legend:
- Most Suitable (green)
- Average (orange)
- Least Suitable (red)
- Average Actual Style (blue dashed)

KENYA: WOMAN LEADERS

Overall, women leaders are, or are perceived to be, better at people-oriented leadership styles, and they are mostly having a positive influence in the organisations where they work.

Senior female leader: *"It seems as if these social skills are inherent for women. However, I believe that it can also be learned and some men are also good at it. Generally in my opinion, women are nurturers, are able to empathise more and are less restrained in expressing emotions compared to men. Increasingly, companies now train their management staff, both men and women, in soft skills."*

Women leaders still face several challenges in being accepted, respected, recognized and progressing in their career. However, to support the humane orientation shift, female leaders especially from private sector are change agents.

IN LIGHT OF PARADIGM SHIFT: SUCCESS FACTORS

From our research some leadership development success factors are:

- Having a positive role model or mentor (= rare)
- Being a firstborn in the family (especially girls)
- Participate in soft skill leadership development training (= very rare)
- Work and volunteer to gain transformative experience

GAP SURVEY

On-line survey: 240 leaders from 31 different countries in all five regions of Africa (North, West, Central, East and Southern). 118 completed the English version and 122 completed the French one. 33 items were included and scored:

- **Importance to me** (i.e. how important it is to you to practice or experience this at work)
- **Frequency of occurrence**" (i.e. how often you actually practice or experience this in your workplace).

The results indicate that there is an evident degree of dissatisfaction with the current state of leadership.

GAP SURVEY: RESULTS

- Regarding Egalitarian Leadership, the percentage showing a gap between importance and occurrence is 32 %, or one third of the respondents.
- Regarding Inspiring Leadership, the figure is 26.7%, which again is high in that it is about one quarter of the respondents.
- Dissatisfaction is particularly marked for Leadership Development, with almost half of respondents, or 45.6%, reporting a gap.

GAP Analysis: Leadership Development (LD)
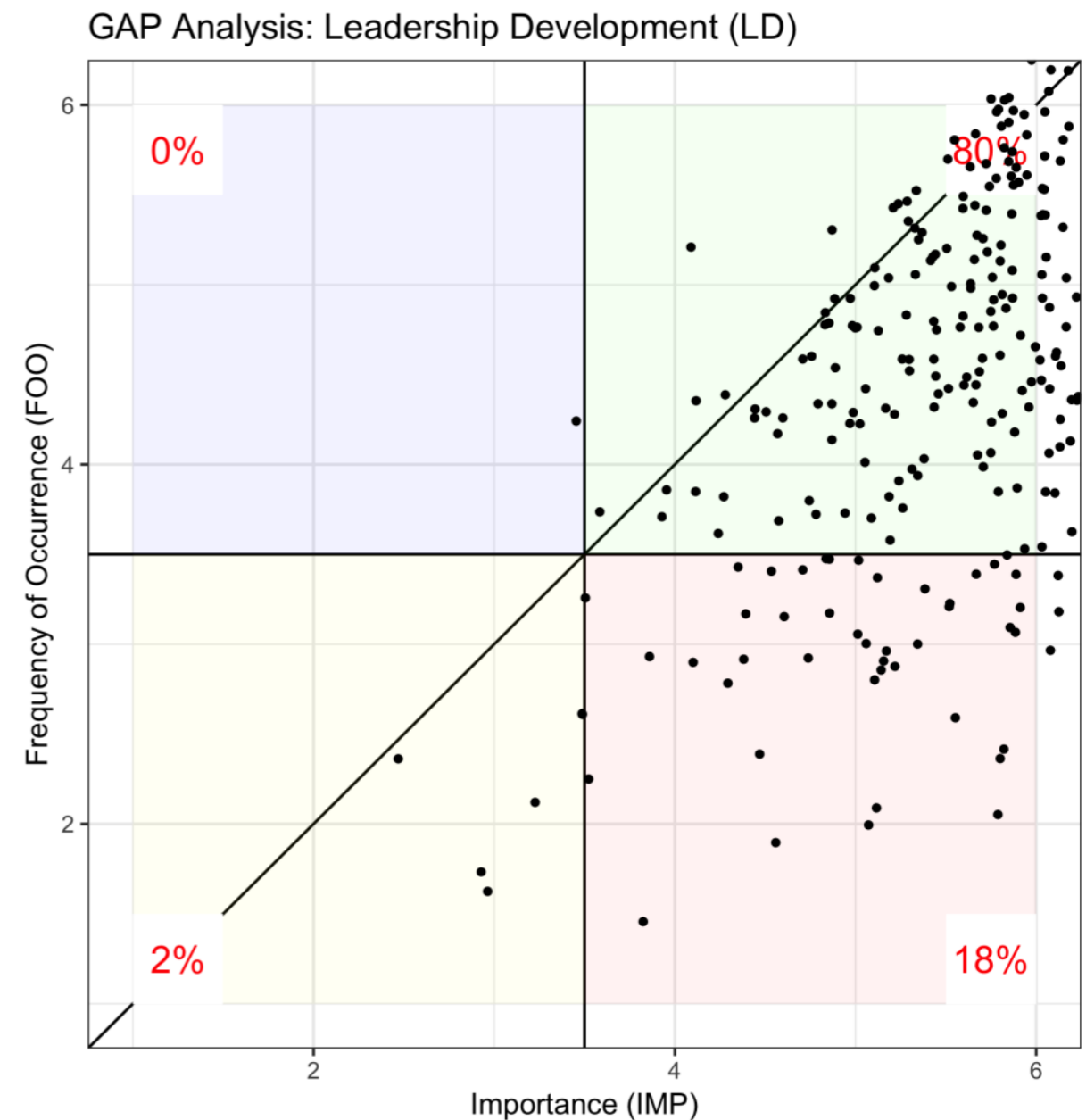
IDENTIFYING THE GAPS

Having started at the very bottom of the work/task ladder despite being academically qualified was/is the best thing that could happen to anyone with a vision to become a true professional person and leader of others. My most important qualification is not an academic one! It's called QBE, "Qualified by Experience".   The scars gained from failure within real project experience and the assimilated feedback have shaped me as a professional and expert in my field and as a Leader [*Southern Africa participant*].

WHAT TO DO ABOUT THE GAP

- There is a clear need for leadership development at all levels to support transformation.
- Leadership development needs to be <u>inclusive</u>: embrace diversity, and empower leaders for transformation.
- Create a 'hybrid' space where western and indigenous ideas on '*leadership*' can converge to better position 'leaders' for the future.

CLOSING THE GAP

- Need for a "third or hybrid space" that makes sense of both <u>mainstream</u> ("western") and <u>indigenous</u> leadership theory
- "Hybrid" leadership development must be a process within the experienced realities in Africa: its socio-cultural terrain and the shifting dynamic present.
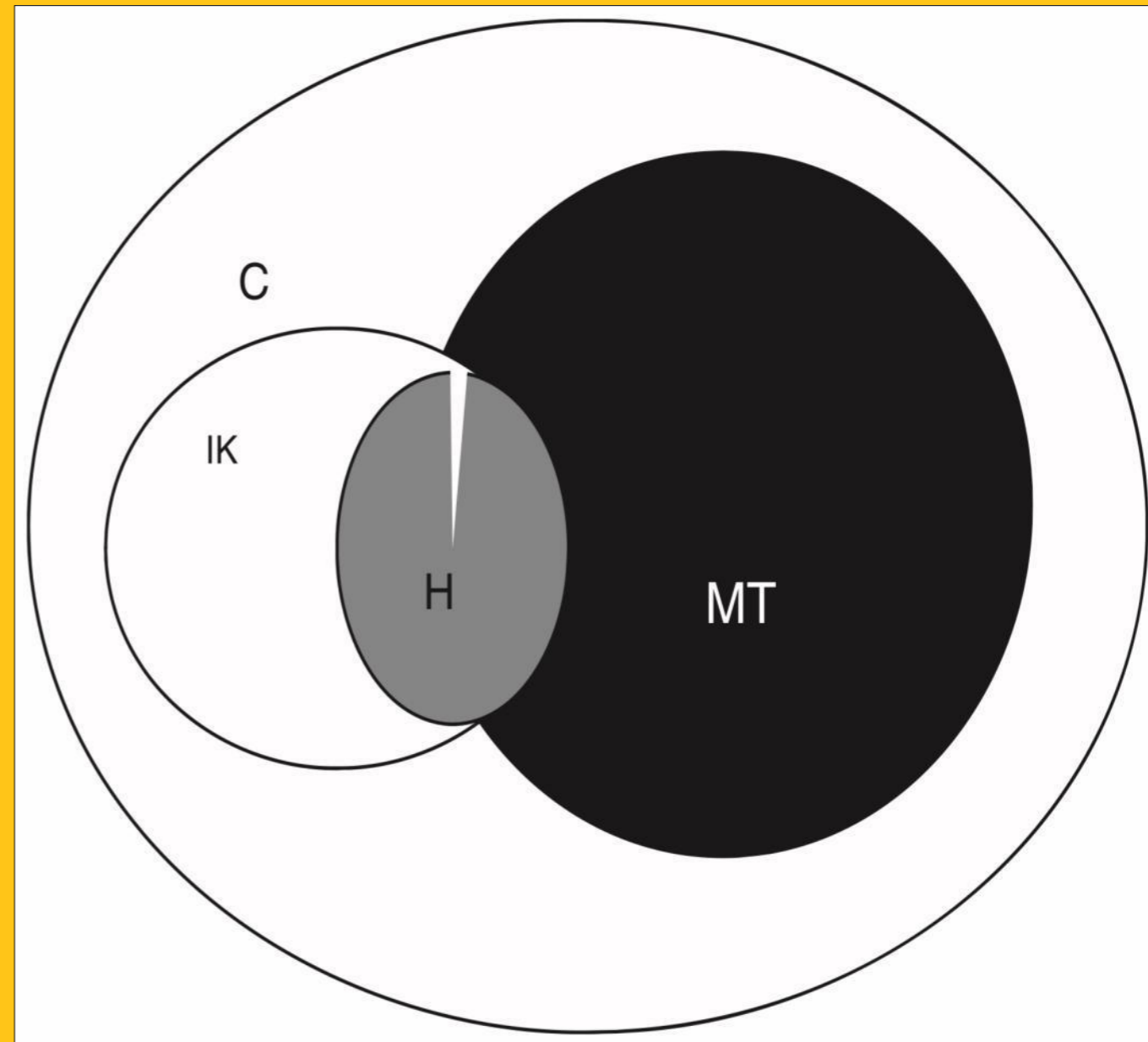
IK: Indigenous Knowledge   C: African Society
MT: Mainstream Theories   H: Hybrid
A "Third Space" for leadership development (Iwowo, 2015, p.424)

CLOSING THE GAP: LEADERSHIP DEVELOPMENT

- Ensure to consult diverse leaders (gender and age) during design of investment programs.
- Involving both women and youth leaders as change agents, they often hold the values and have the experience to support the intended change.
- Invest in education and human capital: design and implement hybrid leadership development programs.
- Introduce internships for youth leaders, and teach people (peer) mentoring skills.

A SUSTAINABLE APPROACH

- Provide support to, and link with, youth organizations and initiatives that challenge the status quo so that they can suggest innovative solutions and policy changes (incubators, think tanks, technology).

- Provide leaders with "hybrid" leadership development skills that enhances their confidence as leaders and ability to carry out their role effectively, and define clear roles and responsibilities and mandates.

- Invest in strategies to actively promote women and youth to (higher) leadership positions to act as change agents.

- Define leadership competencies and expectations at various levels and incorporate these in performance assessments.

RECAP

- More appropriate to think of 'Leadership _in_ Africa' rather than '_African_ Leadership'.

- There are many aspects of leadership within the African context, however some themes are common such as various forms of Ubuntu.

- Within the common themes, there is a paradigm shift that is requiring (demanding) different attributes in leaders driven from the youth and women in leadership roles as it relates to the Community, Hierarchy and Humane Orientation.

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RECAP
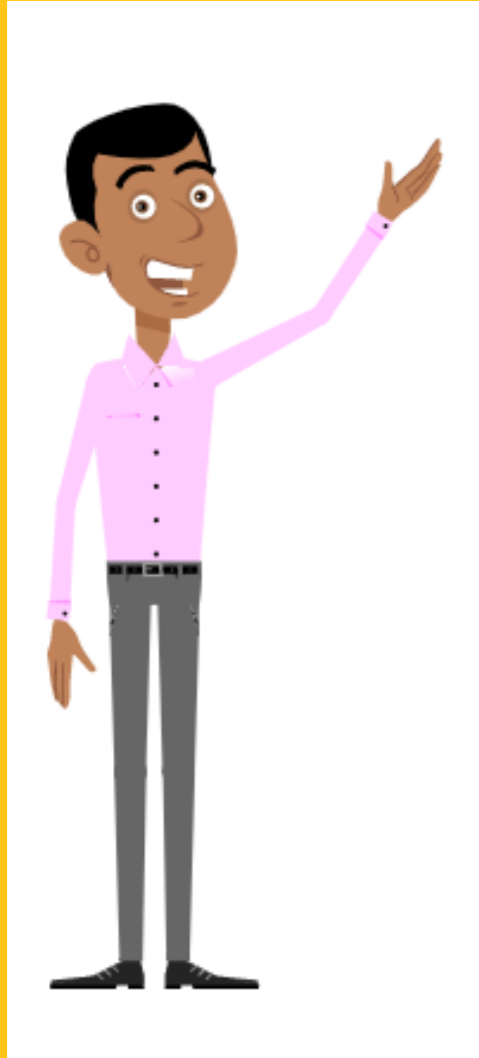
The shift in expectation does have an impact on how organizations can expect to be successful in Africa.

Although this paradigm shift is rarely supported by leadership development, awareness of this shift and leadership development is clearly becoming a key success factor for organizations to consider.

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