

THINKING LEADERSHIP IN AFRICA

What the next generation of leaders in Africa needs to know

ALLAN BUKUSI

This book traces the triumphant, treacherous and turbulent tale of leadership in Africa through centuries past to the present day. Africa, in 2005 was the only continent to have become poorer in the last forty years. The call for a decisive leadership development strategy for a prosperous tomorrow emerges as an urgent reality and a pressing concern. Perceptive leadership will prepare Africa to face tomorrow's challenges. The vision of this book has a sell-by date. A puzzling new set of global realities await leadership in 2055. Will leadership in Africa be ready?

ISBN 9966-809-04-X,

©Allan Bukusi 2004, 2017

allanbukusi@mdi.co.ke

MANAGEMENT DECISION INFORMATION®

Postal Box 18567–00500,

Nairobi Kenya

Rights

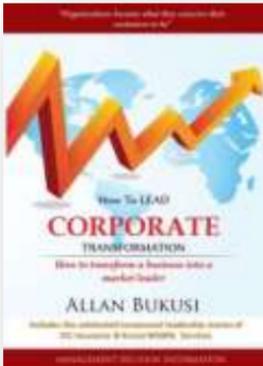
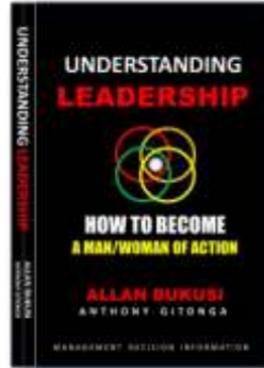
All rights reserved. No part of this book may be reproduced for commercial purposes or sold in any form or by any means including electronic or mechanical including photocopying, recording, storage in an information retrieval systems, or otherwise, without the written permission of the author or publisher

.

OTHER BOOKS BY ALLAN BUKUSI VISIT

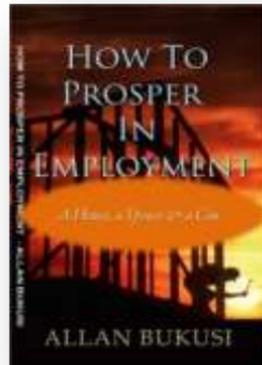
<http://alanbukusiauthor.blogspot.com/>

Understanding Leadership outlines the core principles all professionals and organization executives and business leaders need to know



How to lead corporate transformation is an ongoing challenge to keep businesses current and relevant in the business environment – Allan explains how to go about it.

Every employee in Africa needs to master these principles of wealth creation for personal success – first published in 2005. Over 15, 000 hard copies in circulation in two languages. Also available as an Ebook



For God, Nana - my daughter & Africa - my country

AUTHOR

Allan Bukusi is leadership trainer, speaker, and entrepreneur. He trains corporate organizations on leadership, management and personal development. He has conducted assignments in West, East and Southern Africa training participants from different parts of Africa. Allan has a first degree in science, postgraduate in Education and is a Masters In leadership and enterprise. He is a Fellow of the Institute of Human Resources Management (K) and chairman of the Professional Trainers Association (K). He can be reached on email at allanbukusi@mdi.co.ke or allanbukusi@gmail.com

ACKNOWLEDGEMENT

All those who have gone before and have left a trail that can be evaluated have aided this work. I acknowledge that challenging norms and questioning accepted principles might not be easy without causing some measure of discomfort to those with divergent views. I hope that focus on the issues rather than positions will help us all refine and improve leadership practice.

A lot of exploratory reading and research went into this book to review leadership development in Africa from a compressed historical perspective. It was not our aim to make it an academic text. It had to qualify first as readable, challenging and empowering. In preparing this book, I reviewed writing on cultural themes, records on slavery and missionary activity,

documentation on colonialism in Africa, current documentation on UN Africa initiatives, NEPAD documents, Leader biographies, material on leadership, news reports and a series of discussions with Stanley Chege on cultural themes and leadership in Africa in late 2003.

Lukakha's critique of the initial draft (which was more of a collection of essays) helped formulate the final form of the book. Integrated alongside is my own experience and exposure on leadership development in the corporate environment. The condensed lessons and leadership models are intended to make the book a useful record and reference tool for leadership development in all spheres of society in Africa. Thank you Ida for going through the final copy. It's been a long trek to get the work done and I am lucky, grateful and fortunate to have had my family support, great colleagues, customers, clients and Gods blessing of Life to get it all done. Thank you

THE LEADERSHIP CHALLENGE

Leadership is indeed about the way we think, approach, influence and affect matters around us. Leadership starts with and emphasizes the thought process. If leadership is about the way we think then everyone can participate in the leadership process. This does not mean that leadership is a free for all after the manner of a brawl. Leadership is a discipline that calls for social responsibility rather than individual freedom. Leadership must make a value adding contribution within an organization and society at large. Leadership is a matter of considered opinion rather than simple expression. It must be condensed

wisdom that is evaluated in terms of social value rather than a mere point of view. Everyone exercises leadership whenever they accept, take up and act in line with their social responsibility. To add value to the reader and help unravel a better understanding of the concept of leadership and applications of leadership in organization we choose a point of reference. Africa; Home of our interpretation, position of perspective and point of reflection. We discuss leadership as a collective responsibility and a collaborative effort for the success and future of Africa and so the title; THINKING LEADERSHIP IN AFRICA.

Our challenge to you is to think leadership, exercise leadership and take up leadership as a personal responsibility within society. Each of us can help create and contribute to social improvement, empowerment, positive change and corporate growth by actively participating in leadership in Africa.

By being part of the process we can harness individual efforts, contributions and participation into a great momentum for change that will transform Africa into a vibrant socio-economic enterprise. This must be a leadership initiative and not an imposition. If this book provokes you to think about participating in leadership, it will have served its purpose. If you take up your role in leadership in Africa your environment will change. If you accept your responsibility, Africa will be transformed.

CONTENTS

INTRODUCTION, 8	
CHAPTER 1; AFRIKA	9
CHAPTER 2; SOCIAL ORDER	11
CHAPTER 3; LEADERSHIP	14
CHAPTER 4; THE SECOND DAY	18
CHAPTER 5; 1900	21
CHAPTER 6; INFORMAL ORGANIZATION	23
CHAPTER 7; 1900-1950	25
CHAPTER 8; THE GREAT ONES	28
CHAPTER 9; INTERVAL	34
CHAPTER 10; FORMS OF LEADERSHIP	37
CHAPTER 11; 1950-2000	45
CHAPTER 12; ORGANIZATION & ORDER	49
CHAPTER 13; COLONIALISM	57
CHAPTER 14; THE BIG-MAN	61
CHAPTER 15; THE BUREAUCRATIC ENCOUNTER	67
CHAPTER 16; NATIONAL AFFAIRS	73
CHAPTER 17; SOCIAL SECURITY	85
CHAPTER 18; ECONOMICS	90
CHAPTER 19; RECESS	94
CHAPTER 20; LEADERSHIP DEVELOPMENT	96
CHAPTER 21; THE CORPORATION	101
CHAPTER 22; CULTURE	104
CHAPTER 23; THE LEADER VACUUM	108
CHAPTER 24; LEADER PROCESSING	112
CHAPTER 25; LEADERSHIP II	114
CHAPTER 26; THE THIRD DAY	116
CHAPTER 27; THE LEADERSHIP PLATFORM	119
CHAPTER 28; THE SHEPHERD OF AFRICA	122
CHAPTER 29; 2055	126
CHAPTER 30; THE PEOPLE	134
CHAPTER 31; THE CONFERENCE	138

INTRODUCTION

As we trace our discussion through Africa, evaluating how Leadership has fared in practice, we need to organize our thinking on matters of leadership responsibility and explore leadership as a means of realizing the full value of the corporate potential and social energy of the people of Africa. Africa is not a geographic location. Africa is home. Africa lives in the hearts, history and hope of her people.

Our intention is to show leadership as a social and shared corporate responsibility, to give leadership currency (relevance today) and to enable leadership to positively impact the future. To do this we will review history to highlight the development of leadership in Africa and look at some conditions, contexts and events that have shaped leadership and leadership thinking in Africa. We will also use this reference framework to derive models to influence the way forward for leadership practice in Africa.

We will challenge the central role given to the leader to provide leadership and the assumption that the people are assigned to mere follower-ship. There is harmonized distinction between leaders and leadership in effective and successful leadership practice.

Before you make up your mind we must take you on a thirty six hour journey that starts from a slow, sedate, sheltered beginning through tempestuous, trying territory to very intense times that bring us to the threshold of a third nail biting

beginning of a millennium of opportunity on the third day. All we ask is a little patience in unraveling this empowering story of Leadership in Africa.

PART – I AFRIKA

CHAPTER 1; AFRIKA

...the first day in living memory

For a thousand years Africa existed in harmony with the rest of the Earth. Each continent content in relative isolation managed its own affairs as best as each knew how. Out of touch and physically challenged by distance. Apart from minor interaction on coastlines, the world was a big place, no need to know there, much less go there! The continent was a kingdom of communities. We can safely assume that culture was instrumental in governance of the community while villages provided essential frameworks for social structure. One would be hard pressed to find another explanation for the order of settlements one finds across the globe in quite independent and isolated circumstances.

The Family institution is also a global feature though regional setups differ the unit is easily identifiable wherever you go. And there is no question that it is the genesis of procreation and the proliferation of society. While family organization can be considered the nucleus of society, the village is perhaps the basic frame of social order.

Culture unified kingdoms under linguistic borders within geographical (topologic) locations. These kingdoms were essentially extended family groupings that could trace their origins to a common ancestor. Communities were bound and bonded by common heritage, history and homage. In these circumstances leadership facilitated the common good and the regulation of community interaction. Social issues were managed through communal objectives. Though survival may have been an occupying engagement there is plenty of evidence to show that industry, enterprise, education and innovation were not neglected. This points to leadership and leadership development in living memory.

The fact that communities existed and some survived on the earth is evidence that through the engagement of the people the land yielded sufficient resources to sustain its inhabitants. Whether resources were best utilized or utilized economically is perhaps an interpretation of culture. The communities that failed did so for reasons other than external competition or influence. The communities that survived, therefore, had sufficiently mastered the environment.

Kingdoms structured loose association or conflict with other communities, but the order of the day was mainly isolation. All this was to change forever at the turn of the millennium. Three intrusions would distort the face of Africa and disperse the kingdoms therein: Slave Trade, the Missionary and Colonialism. In between would flow the trader.

THINKING

An (isolated) organization cannot continue to exist in its current form when intruded upon by forces beyond its control. It will disintegrate.

CHAPTER 2; **SOCIAL ORDER**

Africa was first a nation of communities it would take a thousand years to make the transition to a community of nations. In the beginning the intricate web of race, relatives & respect made up the core of social order and organization. Strong community bonds ensured that interaction (between communities) was minimal, as kingdoms remained essentially ethnic.

Culture and tradition formed and formulated government. Values such as respect and honesty moderated and regulated social interaction. Though tradition (possibly) did not dominate social order it may have certainly controlled it. The social fabric, structures, conditions and circumstances that supported the practice of social values have since degenerated or changed to a point that has left the practice of some remnant traditions without supporting social contexts or currency. Should we retain everything from culture or carry forward the ageless values that formulate healthy social order?

Though leaders in each community were chosen by different systems, leadership remained a social function synonymous with age and experience. In a closed cultural system it is very

easy to see the relationship between age, experience and therefore wisdom. Leadership was a developmental function often marked by initiation or certification rites or graduation through social ranks.

FAMILY

The nuclear family of one-man-one-wife is not a sainted theme in much of Africa. Communal responsibility received more emphasis. Stepbrothers are just as much brothers as are (lateral) cousins or members of the same age group. The proffered assumption that the nuclear family was and is the basis of social structure may not be entirely accurate. Much of African social framework is structured in bands, layers or strata and groupings rather than the nuclear arrangements reflected in modern contexts. A family includes the extension of relatives and may literally include a whole clan. Family relations cut across society. A child born into society took up their place immediately as a father, mother, uncle, aunt, brother, sister, grandfather or “in-law” to somebody in society and was treated (given respect) as such. Society was tightly woven together. In the band structure, at birth, a child was born with social obligations. In a nuclear set up the child has no social responsibility until leaving the family unit.

In the modern description of society, social frameworks are built around the nuclear family. Leadership is determined by competition among nuclear units. The fragmented nature of nuclear society means that leadership is established by

competition between units. Leadership mobilizes (political) support from other units in the society.

The hierarchical structure of much of African society layered in Patriarch-order granted (assigned) leadership to Age-groups. Leadership was a social duty. A group (and not an individual) was charged with leadership responsibility. This translates into interesting dynamics in interpreting leadership today. Whatever the interpretation, leadership has always been a community concern and a social responsibility in Africa.

The switch in emphasis to nuclear family as the basis of social order has led to the breakdown of organization and order in community life. The conflict probably accounts for much of the confusion in society as traditional loyalists oppose (resist) modern developments. Although this line of thinking is interesting it is not our key interest. We shall leave it to social scientists to investigate. Suffice to appreciate that tensions exist in some places more strongly than others and that these issues sometimes present major challenges to leadership in Africa today.

CULTURE

Culture emphasizes rhythm; one has to look for reason. Culture thrives in isolation but once exposed is open to question. Lack of evidence of intermarriage probably shows that separation was promoted over cooperation and only entered into for political expedience rather than cultural integration. Politics therefore remained a marginal occupation with little or no impact on community development. Community independence

was a weak point of entry for intruders into African affairs and remains a thorn in the flesh of nationalism today.

CHAPTER 3; LEADERSHIP

We have covered enough ground to enable us to define leadership as a concept within the context of organization and order. We also need to do so at this point because tomorrow is a very long day.

When the word leadership is mentioned it is often used in reference to a particular leaders approach or personal style. The assumption being that leadership cannot exist apart from the leader. This is not altogether true. The leader is a key influence on group efforts but is really no more than a symbol of leadership. The leaders role is to galvanize leadership within a group or organization, harnessing potential to achieve corporate ends. Leadership can and does exist outside the leader. In fact it is the availability or unavailability of leadership within a group that determines the success or failure of a leader.

If we focused on leaders, our writing would have to concentrate on biographies and individual leader triumphs and tragedies. We would also be forced to distinguish between successful leaders and leaders who have failed. Much as this may make interesting reading, it would not help us identify much about the corporate character of leadership.

LEADERSHIP

Leadership is the (sum total) shared responsibility of all those in authority and control of institutional resources or charged with organizational responsibility to achieve corporate goals. Leadership is a multilevel distributed function. Leadership requires participation and contribution at all organization levels. Leadership is singularly responsible for the achievements of an organization. The responsibility for success or failure of an organized effort rests squarely on leadership. Leadership is a corporate organization responsibility shouldered by all members of that organization.

Leadership implies group participation. To attribute an organizations achievements to a single leader may sound glamorous, but it would deny and not recognize the support that leadership provided. It would deny that the organizational framework managed and controlled by leadership makes any contribution to corporate initiative. Failing to acknowledge group participation would suggest that there is no shared responsibility for success and that the team of people running, managing or organizing are mere adjuncts of the leader having no leadership competence to speak of.

To seek to change an organization by replacing its chief executive would be presumptuous without leadership support. The importance of the contribution of leadership in steering, implementing and realizing objectives cannot be understated. In short leadership is an organization competence or

institutional ability quite apart from the leader and the leaders ability to lead.

Leadership is an organizations corporate responsibility for the Determination, Direction, Discipline and Development of its business. Leadership comprises the principles, the process and the practice of participation in corporate affairs by every member of the organization. Leadership sums up the total contribution of each member to the success of the whole. Leadership performance can be evaluated by the effect, impact or efficiency of the organization in its environment.

LEADERS & LEADERSHIP

Leaders are singular. Leadership is corporate. Though the influence of leaders can be immense their impact cannot be realized without corporate leadership. Leadership is essential for organization continuity and growth. Leaders are transitory (replaceable) and can be fairly evaluated for specific interventions and periodic choice of direction. But an organizations success is due to the contribution and participation of its corporate leadership in performing its social responsibility.

THE LEADER

The leader is a critical element of leadership but not its core. The leader is a symbol of leadership and not the source of it. The leader is a leadership facilitator but not the force of it. The leader is instrumental to accessing leadership. The leader can stand in the way of leadership and can also be opposed and withstood by leadership. Leaders can dominate leadership and

vice versa. A great deal of attention is paid to the symbolism of the leader perhaps because of the magnetism and glamour of the power, pomp and privilege of the position.

LEADERSHIP ELEMENTS

LEADER Authority	SYSTEM Method
SUPPORT Participation	STRUCTURE Organization

The leader handles authority and power supported by systems and structure with the participation of the people in the organization. Weakness in any one box will destabilize leadership and will eventually incapacitate the organization. Over emphasis in any one box will render the organization vulnerable to instability and unsatisfactory performance. Leadership requires balance in the leadership box to avoid a mismatch between organization potential and performance. Leadership is required to turn organization capacity into ability and resources into results

LEADERSHIP AND AFRICA

In talking about Africa we can talk about leadership because we will be examining Africa's corporate achievements. The role and performance of leadership in Africa can be evaluated against these achievements. Examining the influence of the leader in the achievements of leadership will be important (in some

Thank You for previewing this eBook

You can read the full version of this eBook in different formats:

- HTML (Free /Available to everyone)
- PDF / TXT (Available to V.I.P. members. Free Standard members can access up to 5 PDF/TXT eBooks per month each month)
- Epub & Mobipocket (Exclusive to V.I.P. members)

To download this full book, simply select the format you desire below

