

## African leadership behaviour the “Catalyst” to homegrown economy

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### Abstract

This paper aimed at highlighting the influence behaviour of African leadership has in the growth of home economy. The paper also examined encouraging challenges that African leadership behaviour pose to the growth of economy. These challenges invited innovative indigenous thoughts that brought about new knowledge towards the economic growth. The Ubuntuism as behaviour is an important value of African culture that can form the basis of a management truly congruent with the peoples of Africa. Accordingly, Ubuntu implies a leadership approach emphasizing teamwork, attention to relationships, mutual respect and empathy between leader and followers, and participative decision-making. The paper employed both qualitative and quantitative research methodologies and data was collected through structured and unstructured questionnaires. The findings will go a long way in encouraging better African leadership behaviour for positive economic growth through effective and innovative business strategies.

**Keywords:** African leadership, catalyst, Ubuntuism, innovativeness, homegrown economy

### 1. Introduction

Africa has a rich birthright of leadership, but it lacks uniformity though a sense of similarities and differences are exhibited by geographical environment, race and time. The world from the West and its values deeply affected Africans by viewing the African continent as a place plagued by corruption, dictatorship, military coups, rebellious leaders, greediness, misuse of power, incompetent leadership, politically as well as economically ineffective and suspicious leaders who undermine their own democracies. Currently Zimbabwe is used as a classic case of such myopia by the Western world. The differences of African leadership were affected by the Christian and Muslim faiths, as they were introduced in Africa. As a result, the leadership behaviour of those on the influential positions was negatively shifted from the rich heritage of leadership through cut and pasting the western leadership styles. The first decade from independence of most African countries was superior with positive economic growth insinuated by the rich African leadership behaviour.

### 2. Background of the study

Woolf (1981:647) defines leadership as “Guiding and directing on the course and as serving as a channel”. Leadership has to do with someone who has commanding authority or influence within a group. African countries were ushered into the global economy as basic suppliers of raw materials and consumers of finished goods from industrialized countries, especially from their former colonial capitals, thus entrenching the uneven international division of labour that existed during the colonial period (Nahavandi 2000).

Most African countries attained political independence in the 1960s, ending almost a century of colonialism and imperialism. This period witnessed the emergence of the post-colonial development state in Africa, described as Africa’s “Golden Decade” and characterized by political freedom, fresh enthusiasm and self-realization (Blunt, P. and Jones, M. (1997)<sup>[6]</sup>. As African countries gained independence within this period, the era was vehemently characterized by a virtual

economic growth and increased standards of living.

However, the gains made within this period were quickly eroded by a sustained period of political instability, autocratic one-party or military dictatorships, greediness, corruption and economic decay which restricted development across the continent, particularly from the 1970s through to the 1990s (Mbigi, L. (2000)<sup>[22]</sup>.

All major indicators of economic and social development showed that Africa had been left behind by the rest of the world. Images of mass poverty, famine, starvation, disease and ignorance were ingrained on the minds of the rest of the world and constantly flashed across the pages and screens of the global media (Allen, Chris. 1995)<sup>[11]</sup>

During this period, the political and economic landscape of the continent was characterized by macroeconomic volatility and, in some countries, social and political turmoil in the form of authoritarian one-party rule and military dictatorships, corruption, power greediness that limited the political space for citizen participation and empowerment. Coupled with unsustainable fiscal and trade deficits, high inflation rates and internal and external debt that stifled growth and social development (Mbigi, L. (2000)<sup>[22]</sup>

However, towards the end of the 20th century, a combination of continental and global factors, African ubuntuism, the birthright of African leadership enabled Africans to re-evaluate the continent’s development route and re-strategize for the new Millennium.

In Africa, a leader is viewed as someone who is a servant to the clan, tribe, community or group. In other words, African people treat a leader by virtue of being a king, priest or ruler chosen by virtue of the office in order to serve the nation (Nahavandi 2000).

Africa’s leaders at the turn of the 21st century adopted New Partnership for Africa’s Development (NEPAD) as a socio-economic development framework of the African Union (AU), putting the continent on a path of sustainable growth and development. (NEPAD Agency (2010)<sup>[26]</sup>. The political freedom and democracy through majority rule arising from the

end of apartheid in South Africa served as a major catalyst for a “New Africa” as far as homegrown economic growth is concerned (NEPAD Agency and Report 2011) [25].

The NEPAD founding framework, an initiative from African leadership, is the most extensive, comprehensive and far-reaching scheme for Africa’s transformation. Africa has made tremendous progress since NEPAD’s inception and is entering the future with optimism and hope, having achieved improvement in all basic development indicators since the 1980s and 1990s (NEPAD Agency (2010) [26]. This bright initiative among other African by the leaders had a positive impact on the growth of the economy of the African countries. The African leadership behaviors stimulated a positive gradual change on the economic growth of various independent African countries though the Western world viewed the continent as the poorest.

### 3. Literature Review

#### The conceptual framework of Leadership

Despite the current level of interest in leadership, it remains an elusive and contested concept on which general agreement is highly unlikely (Grint, 2005) [13]. Amongst the many perspectives on this topic, four broad categories of theory can be identified, as described below.

#### 3.1 Essentialist

These theories take a broadly objectivist perspective on leadership whereby it is presented in a rather unproblematic way as something done by ‘leaders’ to ‘followers’. The trait and behavioral models dominant until the 1970s typify this approach, as do subsequent situational and contingency perspectives (Fiedler, 1967; Hersey and Blanchard, 1977) and, to a considerable extent, ‘transformational’ leadership (Bass, 1985). In each case, good leadership is represented as either residing in the personal qualities of the leader, the behaviors they enact and/or the functions they perform. Without doubt this remains the most prevalent approach to leadership in organizations and fuels research that aims to identify what constitutes an effective leader and what they do, in order to inform leader selection, appraisal and development.

#### 3.1 Relational

The theories that consider the other side of the coin by arguing that, leadership resides not within leaders themselves but in their relationship with others. In a review of this literature, Uhl-Bien (2006: 668) [34] defines leadership as “a social influence process through which emergent coordination (i.e. evolving social order) and change (i.e. new values, attitudes, approaches, behaviors, ideologies, etc.) are constructed and produced”.

From this perspective, leadership is no longer regarded as an attribute of individuals but “is probably best conceived as a group quality, as a set of functions which must be carried out by the group” (Gibb, 1954, cited in Gronn 2000: 324). It calls for recognition of the emergent nature of leadership processes and the distributed nature of expertise and influence (Bennet *et al.*, 2003).

#### 3.1 Constructionist

This perspective draws attention to the manner in which the notion of ‘leadership’ is utilized to construct shared meanings that enable people to make sense of their predicament (Ospina

and Sorenson, 2006) [27]. From this perspective, leadership is fundamentally regarded as a process of sense-making (Weick, 1995; Pye, 2005) [35, 28] and leadership development as a means by which participants can reframe their understandings (Fairhurst, 2005; Foldy *et al.*, 2008) [11].

### 4. Leadership in Africa

According to Jackson (2004) [17] who, through collaborative research in a number of African nations, demonstrated that, African leaders/managers tend to be highly skilled in many aspects of management and leadership, in particular dealing with cultural diversity and multiple stakeholders and enacting ‘humanistic’ management practices.

Jackson (2004) [17] identified the key values that shaped leadership in Africa that include sharing, deference to rank, sacredness of commitment, regard for compromise and consensus, and good social and personal relations. Furthermore, he highlights the ‘hybrid’ nature of management and leadership practice in Africa shaped through a complex and multifaceted social, cultural and historical context:

Within Africa itself, recent years have seen a call for an “African Renaissance”, whereby Africans are urged to liberate themselves from colonial and post-colonial thinking and to reengage with an African value system (Mulemfo, 2000; Ntibagirirwa, 2003). These ideas have found resonance across the continent and have subsequently been applied to business and community leadership (e.g. Mbigi, 2000; 2005) [22, 23], with educational reform as fundamental pillar (Obiakor, 2005).

Africa is part of the world, and the new wind of leadership that is democratic encourages participation and guarantees the rights and freedoms of its citizenry has become the order of the day. The days where African leadership was a replete of abuse of power are fast giving way to a more participatory process where every citizen has a stake in how the state is governed (Male, Development Worker, Ghana, 2010).

The political attitude towards the colonial masters in the 1950s, the decade of independence struggles laid down the basis of Africa and still has some impact on modern day African leadership.

The literature reviewed below highlighted how few of the best African leadership behaviour brought about similar results, the home-grown economic growth on different African nations.

#### 4.1 Zambia

Zambia faced many challenges after gaining independence from Britain in 1964. The economy was dominated by the foreign interest and relied on a single commodity copper for export earnings and foreign exchange. The rural sector, where the majority of the population resided lacked basic services such as schools, health facilities, good infrastructure, agricultural facilities and other amenities.

Under the leadership of Kenneth Kaunda, the Zambia’s first president, to deal with such problems, fundamental reforms became a priority for the first post –independence government. The fundamental reforms measures based on the philosophy of Zambian humanism or African humanism as it was popularly known was enacted (Mwaipaya 1981) [21]. The humanism was adopted as Zambia’s national philosophy and the basis for the building a humanist society in Zambia. The humanist dominated and shaped Zambia society during reign of Kaunda and it was the centerpiece of economic reform and development strategy during the first decade of Kaunda’s

tenure.

The government of Zambia presented Humanism as a set of philosophical guidelines rooted from the Zambian cultural heritage to unite the country in the common task of economic, social and political development (Chibaye *et al.* 1990) <sup>[7]</sup>.

In the Zambian view under Kaunda leadership, the philosophy of Zambia humanism was the alternative ideology, which would reconcile the powerful forces of the western world, which during the period have been aggressively shattering in their individualistic approach on the African society. The humanism as noted by Mwaipaya (1981) <sup>[21]</sup> relied heavily on the norms of social behaviour of traditional African society. The humanism philosophy had objectively advocated for; Establishment of fair principle of taxation and distribution of wealth

- Increasing Zambian participation in the control of the economy
- Providing free education and medical facilities to all Zambians
- Expansion of infrastructure construction
- Stemming out abuse of power, corruption, victimization and any other forms of injustice

The major tenets of the Zambian humanism included egalitarianism, inclusiveness, acceptance, mutual and man-centeredness, respect for human dignity, hospitality or generosity, kindness, hard-work and self-reliance, communalism, co-operativism, and political leadership as trusteeship, respect for age and authority (Meebelo *et al.* 1977) <sup>[20]</sup>.

#### 4.1.1 The Liberalization of the Zambian Economy

Since its independence in 1964, Zambia has experienced a rare political stability in Africa, with no war, conflict or political turmoil to report. However the country took a three decades-long socialist turn, nationalizing its economy. Since its return to multiparty politics and a liberal economy in 1991, Zambia has experienced steady economic growth, especially in the last decade. According to the World Bank, a combination of prudent macroeconomic management, market liberalization policies, and steep increase in copper prices helped drive investments in the copper industry and related infrastructure to achieve an average annual growth.

#### 4.1.2 The Zambian Economy Current Outlook

In its annual 2014 Doing Business ranking, the World Bank ranked Zambia as the 83rd best country in the world to do business, compared to 90th in 2013. According to the World Economic Forum's 2014-2015 "The Global Competitiveness", Zambia is the 8th most competitive economy in Sub-Saharan Africa, out of 33 economies analysed. The same report ranked Zambia as the 96th most competitive economy in the world out of 144 countries. According to the London-based rating agency, Fitch Ratings revised its outlook on Zambia's Long-term foreign and local currency Issuer Default Ratings (IDR), the country's good management of public finances continued efficient government policies allowing a good business environment. Because of stable leadership behaviour, Zambia was among the leading investment destinations in Africa in 2015, according to the recently published 2016 African Economic Outlook (AEO). The AEO is a product of collaborative work by three international partners: the African Development Bank (AfDB), the OECD Development Centre

and the United Nations Development Programme (UNDP).

Zambia, unlike most of its neighbors, has managed to avoid the war and upheaval that has marked much of Africa's post-colonial history, earning itself a reputation for political stability. The landlocked country has experienced rapid economic growth over the last decade as Africa's second largest copper producer after the DR Congo (BBC News dated 5/08/2016).

#### 4.2 Ghana

When Ghana achieved independence from colonial domination in 1957, the first country in sub-Saharan Africa to do so, it enjoyed economic and political advantages unrivaled elsewhere in tropical Africa. The economy was solidly based on the production and export of cocoa, of which Ghana was the world's leading producer; minerals, particularly gold; and timber. It had a well-developed transportation network, relatively high per capita income, low national debt, and sizable foreign currency reserves. Its education system was relatively advanced, and its people were heirs to a tradition of parliamentary government. Ghana's future looked promising, and it seemed destined to be a leader in Africa.

In the late 40s already, Kwame Nkrumah who had just graduated from Lincoln University in the United States had clear ideas of what his political fight would be. 'The first is freedom of the individual. The second is the political independence not just for Ghana or for West Africa, but for all Africa' (Nkrumah, 1961: 5). With his exceptional oratory skills, he opted for soft methods that would not suddenly shake the colonizers' minds.

He decided to undertake a program of industrialization on a massive scale, a brilliant Leadership style that promoted the growth of the economy. It was to be life-size push industrialization, thus a pervasive industrialization in a broad front of industries. Not only would his industrialization replace the imports but also it would produce products that Ghana was too poor to have imported. This behaviour of leadership reflected a people oriented vision and a strong economical foundation establishment.

Flight Lt. Jerry Rawlings, the successor continued from where Nkrumah has left. By mid-1995, Ghana had emerged at the forefront of change in sub-Saharan Africa. Its structural adjustment program was a model for other developing nations on the continent, and its pursuit of popular, representative government and democratic institutions made it a pacesetter in the political realm. Endowed with both human and natural resources and with a political leadership seemingly determined to reverse decades of economic and political decline, Ghana had the potential to become one of Africa's leading nations once again and probably would resume its status as the "Star of Black Africa" envisioned by Kwame Nkrumah (Uhl-Bien, M. 2006) <sup>[34]</sup>

#### 4.3 Tanzania

A graduate from Edinburgh University, Nyerere knew that his success relied in the methods he would choose. Like Nkrumah, he excluded bloodshed and abstained from immediately discussing sensible topics to avoid the anger of colonial masters who qualified him as a moderate (Van Harn, 1972: 19). The first president, Mwalimu Julius Kambarage Nyerere, knew enough about the challenges of development facing a poor, postcolonial African country like Tanzania. In that year, like

Kaunda on *Zambian Humanism*, when in power, Nyerere issued the *Arusha Declaration*, which called for the implementation of an economic programme influenced by African socialist ideas. He also established close ties with the Chinese government under, and introduced a policy of collectivisation in the country's agricultural system, known as *ujamaa*, "socialism" in the sense of "family hood" or "extended family"—the Swahili word for socialism comes from the word *Jamaa*—which literally mean "family hood" and the (Van Harn 1972).

Among other things, he distilled four core prerequisites for Tanzania's development:

#### 4.3.1 Land

The focus was on agriculture and rural development. Nyerere believed that Africa could best develop by making maximum use of what it had, in this case land, for food security and economic growth through processed agricultural commodity exports. He believed that because Tanzania did not have money, it could not depend on money for development unless it was willing to sacrifice its hard-won independence.

#### 4.3.2 People

This was with regard to human development, human resource capacity and skills development, and sheer hard work.

#### 4.3.3 Good policies

For promoting self-reliance and which for essentially egalitarian, comprising three main components:

- Villagization Program (*Ujamaa* villages) as a cornerstone of rural transformation and development through collective production and distribution (from each according to his ability, to each according to his needs), as well as the facilitation of social service delivery and development infrastructure;
- The public ownership and centralization of main economic activities; and
- A basic industry strategy to add value to agricultural commodity exports and for import substitution.

#### 4.3.4 Good leadership

This included training for capacity building and stringent standards of integrity and ethical behavior.

Clearly, Julius Nyerere was a socialist idealist and visionary, but his focus on leadership was not misplaced, and it has now entered the mainstream of development. Mwalimu Julius K. Nyerere is used as a reference point in discussing a number of African leadership behaviour issues. Others would not want to remember him for his economic achievements, but for the leadership in creating a united and politically viable, stable, peaceful, cohesive, and sustainable nation, where before independence was none.

Africans aspire for leadership founded on humanistic principles, and a desire for more inclusive and participative forms of leadership that value individual differences, authenticity and serving the community and promotes economic growth (Collinson 2005). Hence, the African notion most closely associated with this is "ubuntu", a highly humanistic concept of interdependence that "dictates that, to be human, there is need to recognize the genuine otherness of our fellow citizens" (Collinson 2005). It offers a powerful frame for sense making capable of holding the paradox of individual

and community in dynamic and interdependent tension.

#### 4.4 South Africa

Mandela was a gifted visionary. He exercised a full range of cognitive, emotional and behavioral abilities to bring about profound change in South Africa. All leaders who aspire to be strategic can learn from Mandela's six key behaviors that distinguish him as a true strategic leader. The white leadership under FW de Klerk reversed decades of previous policy and opted to release Mandela and go for black majority government that could restore labour discipline and revive profitability (James Morrison, 2013) <sup>[18]</sup>.

South Africa under Mandela and later Thabo Mbeki has seen some improvement in the living situation of the black majority, in sanitation, housing, electricity, education, health thus economically, ending the cruel and arbitrary control of movement and the inequality of the apartheid regime.

And now the rich whites are joined by rich blacks who dominate businesses and exert overwhelming influence over the black leadership. The emergence of a stable democracy is due to Nelson Mandela and his principled leadership. Apartheid was vanquished and in its place, the rainbow nation was born.

Much of that dream in economic terms was based on the Freedom Charter - the document signed in 1955 by Mr Mandela and others who opposed to apartheid. The charter promised work and education for all, and a sharing of the country's vast natural resources. In some senses, Mr Mandela and his political, the African National Congress (ANC) inherited an economy that was heading for bankruptcy.

Nelson Mandela, who died Thursday at age 95, was the most important leader in South Africa's history and one of the global giants of his time played a crucial role in building up Africa's largest economy. Nearly as consequential as Mandela's moral example was his skill in managing the transition from apartheid without widespread violence, repression, or economic collapse.

Mandela believed strongly in the link between economic and political progress. Soon after his release from prison, Mandela argued that there must be "a fundamental restructuring of our political and economic systems to ensure that the inequalities of apartheid are addressed (Tom Lodge 1994)

#### 4.5 Zimbabwe

Soon after independence in 1980 the Government set up goals for the country's economic development called *The Growth with Equity* document, which sought to achieve a sustained high rate of economic growth and speedy development in order to raise incomes and standards of living for all (Raftopoloulos B.2008) <sup>[29]</sup>. The new government under Prime Minister Robert Mugabe promoted socialism, partially relying on international aid. The new regime inherited one of the most structurally developed economies and effective state systems in Africa.

In 1980, Zimbabwe embarked on a programme of post-war reconstruction, which was supported by some foreign donors. In general terms, the reconstruction was successful as the economy was re-capitalised and reintegrated into the world economy (Chikulo, B.C. 2001) <sup>[9]</sup>

Subsequently, in early 1991, the Zimbabwean government through their Zimbabwean leader, announced the Framework for Economic Reform (1991-95), which set out a time frame for reducing support to parastatals. The objective was the

implementation of programmes for improving efficiency and management, as well as commercialisation and privatisation of public enterprises. Furthermore, in 1998, the Zimbabwe government launched the second stage of its economic structural adjustment programme, the Zimbabwe Programme for Economic and Social Transformation (ZIMPREST). ZIMPREST outlined macro-economic reforms through to the year 2000. The plan envisaged a real annual GDP growth of 6 per cent until 2000 and a creation of 44,000 new jobs per year (Zimbabwe Government. 1991, A framework for economic reform 1991-95)<sup>[37]</sup>

In the first decade after gaining independence in 1980, Zimbabwe had been a star performer in Africa in the provision of social services and in the reconstruction and development of its public infrastructure. Average life expectancy was on the rise; childhood mortality was down, and other measuring sticks such as the literacy rate and the technical skills capacity were encouraging. Moreover, most of this social growth was financed by government without jeopardizing relative macroeconomic stability (Chikulo, B.C. 2001)<sup>[9]</sup> Zimbabwe had specified its economic objectives as follows just like other African countries in adherence to their African leadership behaviour;-

- Equal land distribution to promote agricultural development
- Improve standard of living through employment creation
- Free education and health for all (within the constraints of the budget)
- Promote infrastructure development

This scenario resembles the rich heritage of African leadership behaviour towards the home grown economy though serious economic challenges are still being encountered throughout the African continent.

### 5. The current African Nations' Economical situation

According to the IMF, Africa is the poorest continent in the world despite containing a fifth of the total population of our little planet. Despite this, as a continent, Africa's economy has grown over the last few years. While the rest of the world went through an economic crisis, Africa was something of a "little engine that could", quietly chugging along at a respectable pace and increasing its total GDP (Gross Domestic Product) annually since the recession hit six years ago. Indeed, the economy of Africa grew by 5% in 2012 while the rest of the world was in the grips of economic recovery.

Ghana, South Africa, Angola, Kenya, Botswana, Zambia, Libya, Sudan and Tanzania among others are the African list of fastest-growing economies. This is due to the abundance of natural resources hence proper management from convincingly leadership behaviours of respectful African leaders.

### 6. Research Methodology theoretical Framework

The theoretical framework of the existing theory to explore the phenomenon of the African leadership behaviour as the center stage of the homegrown economy growth guided the research. The study employed the descriptive survey design because it is argued in research that: "...descriptive survey is a method of research that describes what people see over and beyond" (Babbie, E. 2010)<sup>[5]</sup>. Thus, the researcher chose this method as it allowed purposive selection of respondents to say exactly what they conceived of as an essential role of leadership behaviour of African leaders in the homegrown economic

development.

### 6.1 Data Instrumentation

The study used most common types of data collection for qualitative and quantitative research, document analysis and interviewing. Primary data were collected through interviews with thirty experienced individuals in the indigenous lead economic growth. Interviewing such experienced individuals assisted in identifying foundational economic endeavors perpetrated by the ancestors of the independence of African nations. Secondary data were obtained from historical economic literature and previous research articles.

A semi-structured interview guided by a list of open-ended questions was used and each interview was approximately (10) ten minutes in length. Open-ended questionnaires gave respondents an opportunity to elaborate on issues asked. Open-ended questions provide a response format that gives respondents the freedom to provide answers, which they care to make. The researcher then has to make sense of all the responses given, construct appropriate categories and then code the categories so that the data can be analysed. Open-ended questions are the most important questions on the survey by offering important and unpredictable insights into human behaviour (Burton, J. L. & McDonald. S. 2001)<sup>[3]</sup>.

### 7. Results and Discussions

Data was collected through the guidance of the following four broad questions, which were further broken into mini, and easy questions to avoid complexity and time wastage.

- What preparation for leadership did the first generation of leaders have that would have given them the capacity, the ability, and the skills to produce better homegrown economic results?
- What tools and resources financial, human, and institutional did some African leaders have at their disposal to design and implement positive economic policies?
- How was the internal and external policy and operational environment affected their leadership journey?
- Does the current economical environment based on the foundation built by the ancestors of the African leadership?

### Results

The following views and facts were solicited from the purposively selected respondents;-

#### Effective Leaders the products of Africa

Eighteen (18) respondents constituting 60% of the sample commended that Africa is capable and has since produced strong, effective, reliable and a class of its own leaders who effectively encountered difficult challenges of their time. Named but a few of the African leaders who exhibited effective leadership styles were the late Nelson Mandela, Kwame Nkrumah, Julius Nyerere, Kenneth Kaunda; Jomo Kenyatta, Samora Machael, former president of South Africa Thabo Mbeki and His Excellence President of Zimbabwe Robert G. Mugabe.

#### Economical stability

Twenty-six (26) respondents representing 87% agreed that the current positive economical status is based on the foundation built by the ancestors of African leadership except of other nations who diverted from the original and indigenous

economic tenets, which are based on African culture phenomenon.

### Agricultural Sustainability

Land as a natural tool to agricultural sustainability and any nation's economic development, twenty-four (24) respondents constituting 80% revealed that, land was among limited resources such as financial, human and institutional African leaders experienced in the implementation of economic policies hence their wealth leadership skills, resilience and sacrifices were their strong ammunitions towards economic development.

### External forces effects

Twenty-eighty (28) respondents representing 93% agreed the notion that African leaders felt the negative effects of external policies and operational environment in their leadership journey thus this is perpetrated from continuous coercion by ex-colonizers on independent governments to support external environment's agendas and also the instigated plus aided coups against democratically elected African governments.

### African leaders' Economic Objectives

Thirty of the respondents, a 100% representation agreed that, the economic objectives of the African leaders in the first decade from respective independence were almost similar as they all emphasized on agricultural development(land redistribution),equitable distribution of wealth, free education and health (human capital development) and infrastructure development among others.

Fifteen of the respondents, representing % concurred that most African leaders practices either Visionary, transformational, human-oriented, team-oriented, value-based and transactional leadership behaviours and ten respondents, a % of the sample argued that African leaders mostly preferred autocratic leadership style.

## 8. Discussions

Immediately after independence, the new African nations under African leadership started concentrating on their economic and political survival, which many of them centred on African socialism, a concept they defined and applied differently. African leaders were all guided in their actions by the same demand, thus independence, which was considered to be indispensable in order to free themselves more effectively from the colonial yoke and build the foundations of a true nation.

### 8.1 Economical Growth through positive leadership behaviour

Africa really produced leaders who were and are transforming the continent's economic growth. Leaders like the late Nelson Mandela, used transformational leadership principles while working to abolish apartheid and enforce change in South Africa (Schoemaker, P. 2013) <sup>[33]</sup>.Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Judge, Timothy A., and Ronald F. Piccolo 2004) <sup>[19]</sup>.

Transformational leaders are described to hold positive expectations for followers, believing that they can do their best.

As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance, thus the leadership behaviour Nelson Mandela advocated for and implemented. Nelson Mandela transformed and promoted the growth of South Africa's economy.

Also leaders like, the late Julius Nyerere a soft-spoken, unpretentious, small of stature, and quick to laugh, was widely credited with impressive oratorical skills and unusual powers of political perception. A charismatic leader of sharp intellect and great personal integrity, he welded a country and a national identity from over 120 ethnic groups, united by their language Swahili and by a social harmony constructed on the ideals of peace, justice, unity and personal commitment towards the economical development of Tanzania. His pursuit of an equitable socio-economic society through collective self-reliance was difficult but effective of the economy of Tanzania. Additional among visionary leaders, Nkrumah of Ghana whose behaviour of leadership reflected a people oriented vision and a strong economical foundation establishment.

## 9. Conclusion

Leadership in Africa bears many similarities to that in other regions of the World but also that cultural and contextual factors have a significant part to play in its construction and enactment.

Africa's leaders at the turn of the 21st century adopted NEPAD as a socio-economic development framework of the African Union (AU), putting the continent on a path of sustainable growth and development. Today the discourse on African development is increasingly focusing on capacity for leadership and governance, as well as on its role in engendering economic growth, promoting development, and ensuring poverty reduction. Today Africa is enjoying the well establishment of the Report of the Commission for Africa, the African Development Bank and the New Partnership for Africa's Development (NEPAD) and its Africa Peer Review Mechanism (APRM), as well as the establishment of several African leadership training initiatives and institutions.

## 10. Recommendations

The following are the recommendations identified;-

- Promote tranquility and harmonious economic environment through productive leadership behaviour.
- Initiate regular leadership development programmes for African leaders
- Continuous heavy investment in human capital development
- Promote and support African leadership behaviours that stimulate economic growth

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