

Transformational leadership

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Renewed hope for transformational good governance and leadership: The 2030 Agenda

- The relevance and need for capacities for good governance, public Administration and transformational leadership have been heightened by the 2030 Agenda and the ongoing covid-19 pandemic.**
- Concerning the Covid-19 pandemic, it has demonstrated, that pandemics attack societies taking advantage of their weak points.**
- The principles and values embedded in the 2030 Agenda offer another strategic hope for developing capacities for good governance effective public administration and transformational leadership for people-focused sustainable development.**
- These values and principles are the meeting point between good governance in any country and global governance especially given that the bureaucratic public administration and New Public Management were tilted towards benefitting the western world.**
- It is hoped that this time the world will not bungle this strategic hope.**

The need for transformational leadership in every country

- **The 2030 Agenda formulated as a supremely transformational and ambitious strategy aimed at transforming the world to achieve social, economic, ecological and inter-generational sustainability.**
- **The implementation of the Agenda imposes specific challenges to Governance, Public Administration and Leadership**
- **Success in implementing the strategy depends on the extent to which countries succeed in transforming their governance institutional and human capacities including transformational leadership especially in terms of principles and values**

Transformation in terms of values and Principles of the 2030 Agenda

Value-based Transformation : Embracing the Values and Principles of the 2030 Agenda: Should be the core of Transformational Governance and Leadership

The notion of transformation

Integration

Leaving no one behind

Collaboration & Partnerships

Effectiveness

People focus & Inclusion

Accountability

Social protection & Social security

Resilience

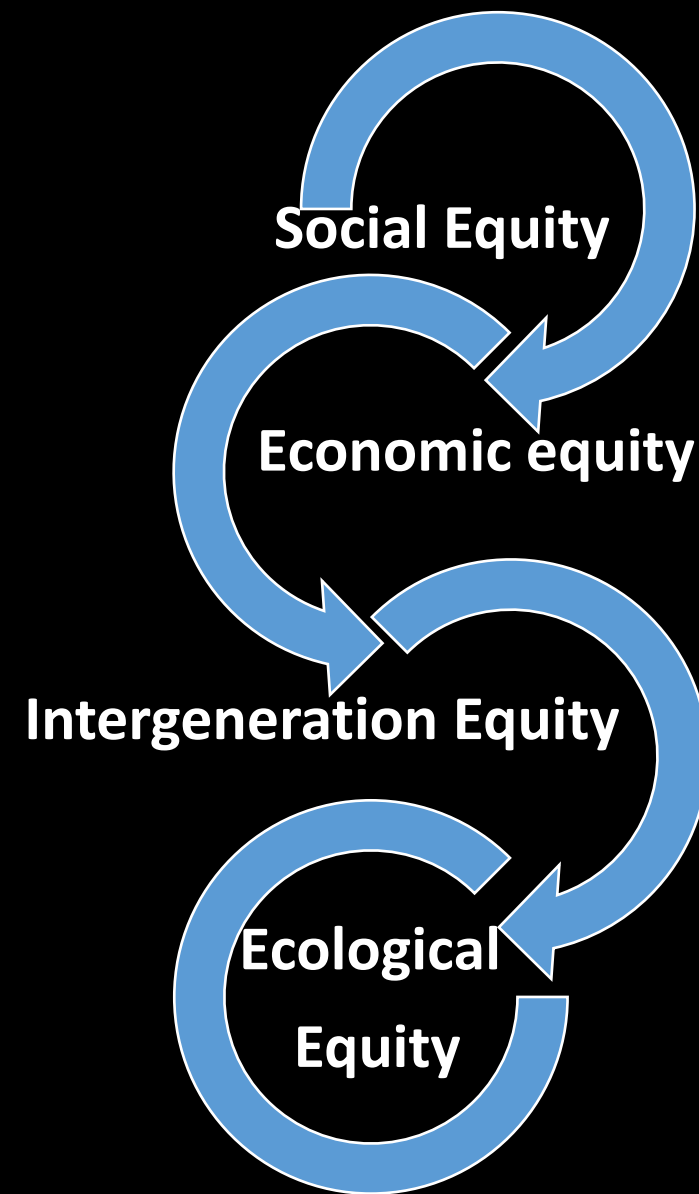
Equity & Equality

Peace, Safety & Security

Future orientation & preparedness

Respect for Diversity

Equity in its four dimensions is a key Value/Principle to be embraced in transformational Governance and leadership in all countries

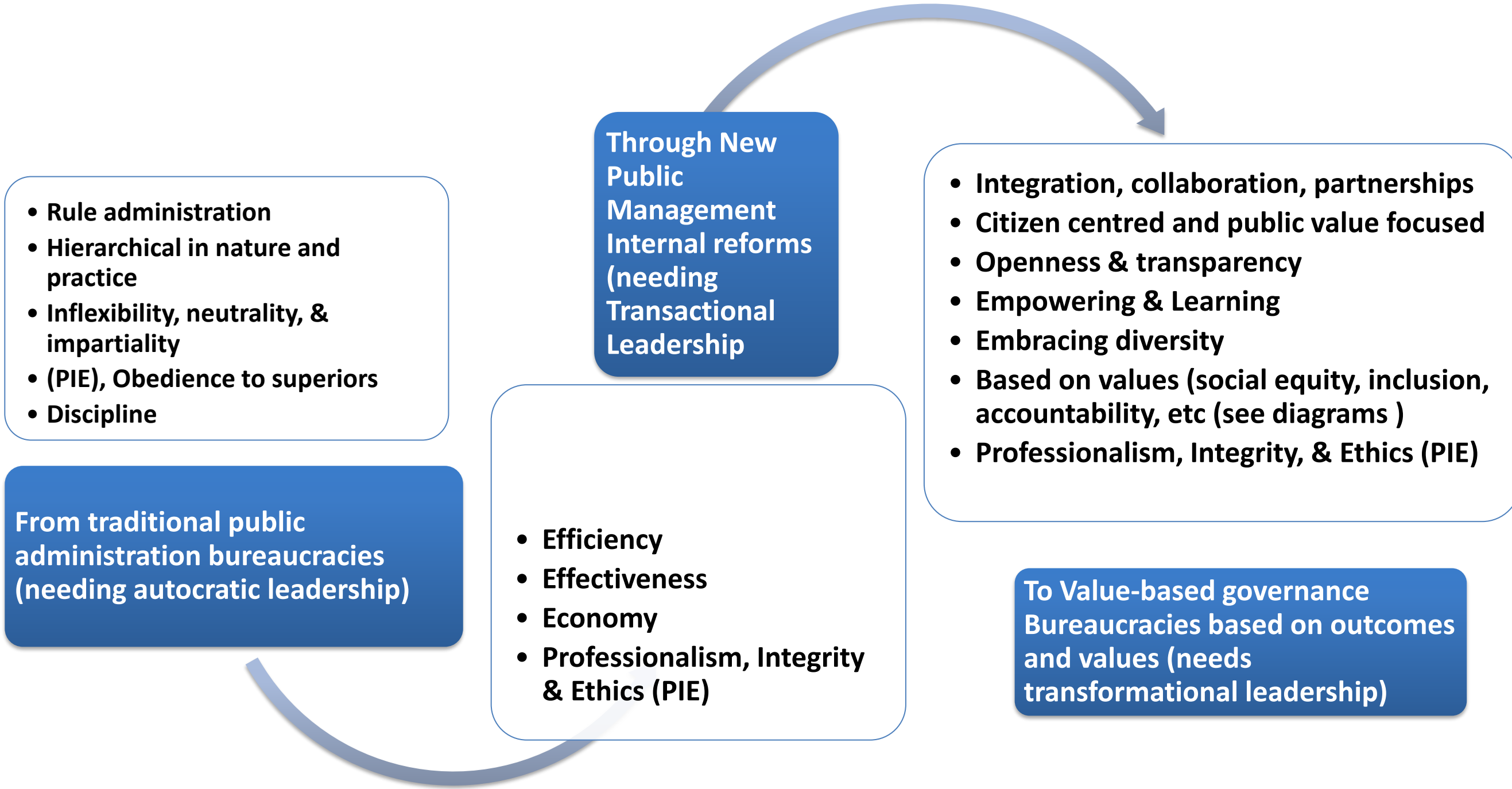


Respect for Diversity

- **Diversity is a fundamental characteristic of societies all over the world.**
- **Depending on how diversity is valued and harnessed, it constitutes a force for development. However, in many countries Diversity is regarded as a problem instead.**
- **The 2030 Agenda commits to respecting diversity as a principle and value of good governance. In fact, it should have focused on valuing diversity. There is a difference between respecting and valuing**
- **Respecting diversity may lead to tolerance. But valuing diversity leads to harnessing it as a force for development:**
- **Unity in diversity requires a thorough understanding and consideration of the vicissitudes of each part and relating it to the whole.**
- **Unfortunately, diversity is being used to fuel destructive conflicts and violence among people**
- **Eg: Gender, race, ethnicity, Culture, Geographical, Beliefs (religious, political etc), Knowledge, Skills**

Value-based Governance Transformation vs Efficiency-based Public Administration Reform: The Need for 4 Es of Governance:

From traditional public Administration to value-based good governance

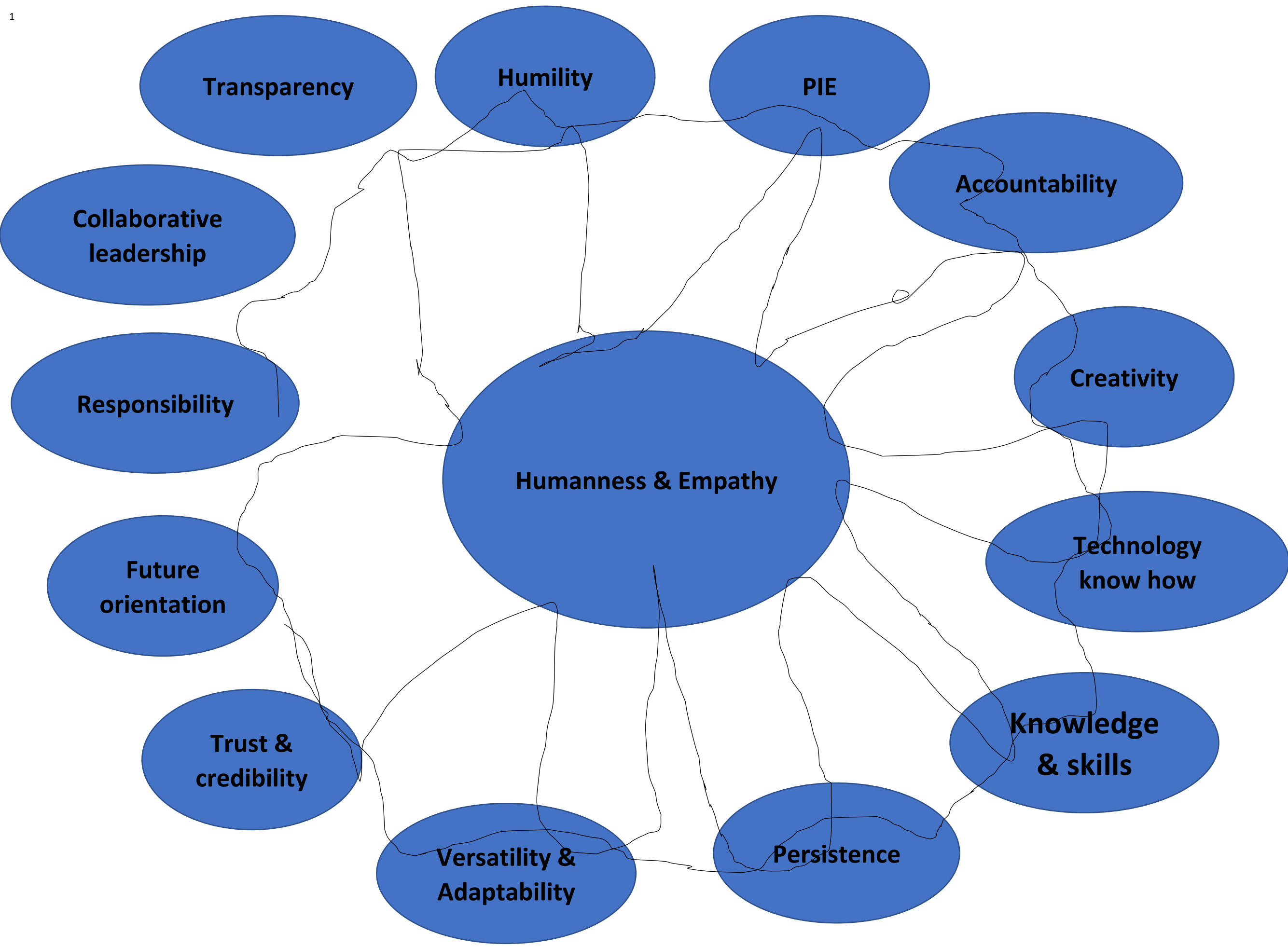


Transformational Leadership Focus Action Areas in the context of the 2030 Agenda: Action Oriented Transformational Leadership Model

- L**everage Community potential for transformation and sustained development
- E**ngage all actors and secure their support, commitment, energies, resources and action
- A**lign development plans with national, regional, and global development goals
- D**evelop competences at community, political, managerial, administrative and technical levels
- E**nsure mobilisation and frugal utilisation of both internal and external financial resources
- R**ely on local capabilities to ensure creativity and innovation, resilience and sustainability
- S**tate achievements and shortfalls honestly using the two to sustain and improve performance
- H**arness an ideology/mentality that puts people at the centre of all policies, plans and actions
- I**nstil Values & Principles of Good Governance including professionalism, accountability, etc
- P**ursue a collective vision for the future generations built on the achievements of today.

Transforming the DNA of a Public Servant: Bound to Humanness & Empathy

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Concluding debate: Who will spearhead the transformation? Strong leaders or strong institutions? A missed symbiotic relationship

In 2009: Barack Obama, said that Africa does not need strong men; that Africa needs strong institutions.

Looked at critically it is a misleading statement

The strength of public leadership lies in two critical things: people-centered achievements; and trust and support of the people. These two are mutually reinforcing.

Strong men and women create institutions that fit into and guide the country's development. It takes a strong leader to subject himself/herself to the dictates of governance institutions they create.

One of the problems is that at times strong men and women liberate countries and create institutions but are not strong enough to subject themselves to the control of the institutions they create.

There is a symbiotic interaction between strong men and strong institutions which is still on-going

“Strong leadership” is a demonstrated composite of:

- **Taking bold decisions taken in consultation with and ultimately benefit the people.**
- **Being confident enough to seek for and listen to people’s views to understand and respond to their felt needs**
- **Being resolved to implement what has been decided without hesitation nor procrastination**
- **Identifying, resisting and repelling external influence, when it is against people’s well-being or interests**
- **Containing the thirst of personal interest and resisting temptation to use power and public office for personal gain**
- **Knowing when to use force and use it without hesitation for the benefit of the nation and its people**
- **Reprimanding and correcting those who go and do wrong even when they are close to leadership**
- **Visualizing and planning for the country’s future and staying on course towards a better future even in the face of obstacles and challenges**
- **Asking for advice when necessary and knowing the limits of one’s knowledge**
- **Discerning the local, regional, and global forces working for and against you**
- **Working with and promoting professionalism, ethics, and integrity**
- **Winning and retaining the trust and support of the people through positive achievements and acceptance of responsibility over shortfalls**
- **Utilizing what is available and build what is lacking especially in terms of human capacity**
- **Building and developing strong institutions with agreed values and having the strength to subject oneself to the control of the same institutions**