



The Role of Effective Leadership for the Establishment of a Good Governance

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Abstract

Executive Summary

Good governance and leadership are the essential requirements for an organization to be successful. The leadership and governance concepts encompass strategic direction, plans, politics, motivation, and regulation, which are the building blocks to achieve good results. The increasing complexities and requirements arising from a constant change in society with a constant push for the higher levels of productivity require effective and ethical leadership. Several literatures reveal that the qualities and skills of leadership associated with its leader. It can be considered that if a leader is not performing up to the required standard, the team will obviously not give out their best as well. For processes to be successful, very important that given under charge to effective leader who has all leadership qualities and skills. This shows that without effective leadership and good governance at levels organization, arguably virtually impossible to achieve and to sustain effective administration, achieve goals, sustain quality and deliver any services. There is a direct relationship between a good governance and effective leadership for economic prosperity in a country. So, effective leadership and good governance are two sides of same a coin. Without effective leadership one may not envisage a good governance, in reality, a good governance might be succeeded with maintaining cultural, psychological, social and sociological impact and differences. The implementation and perception vary in line with the level of the development of societies and demands since; few countries try to achieve good governance in its totality. Therefore, aim of the paper is to recall the knowledge and skill required to tackle leadership challenges.

Keywords: Effective, Good Governance, Leadership, Principles

1. INTRODUCTION

The concept of leadership is as old as human history, interest in leadership increased during the early part of the twentieth century. It is the most observed but the least understood phenomena within our communities on the changing and dynamic nature of our globe. It is both a research area and practical skill encompassing the ability of individual or organization to lead or guide other individuals, teams, and entire organizations. That is a process of social influence in which a person can enlist the aid and support of others in accomplishment of a common objective, and directs in a way that makes it more cohesive and coherent.

The process by which individual influence others with outcome of achieving a common goal through commitment and willingness of both leaders and followers. It is about working with and guiding the people in a new direction with integrity and trust to attain a positive interaction between the leaders, followers, customers, employees and shareholders. The leaders aren't born, while they made, and they paved the way, that they can learn what makes him a great from their mistakes and successes. Therefore, leadership relates to the ability of an organization to set the tone from the top through openly communicating organizations' strategy, culture, values and behavior's and by demonstrating how these embedded throughout.

2. Review of Literatures

2.1. Characteristics of leadership

2.1.1 A positive attitude

Able to stay positive in the difficulties and approaching the challenges with a smile, set subordinates, and done their homework in terms of the science of positive thinking. Positive attitude is not just about keeping the mood upbeat within the team, can provide better results for the team in terms of productivity and innovation. The positive attitude doesn't mean the leader is blind to problems or suffering. It simply the approach for solving problems and finishing tasks in a positive than a negative, or instead of thinking downside of the job ahead, leader wants to focus on the good aspects.

2.1.2 A focused approach

The implementations of the specific visions, a person to be able to stay focused, and ensure the team to work efficiently towards achieving the objective. A person who guide the way and if the leader unaware of where is going, the team quickly find someone else to follow. It does not just mean staying in touch with the here and now. The importance is always on top of what is going on that is essential to look ahead as well. Hence, to maintain focused, a leader have a plan of action that has details for overcoming the different obstacles to be thrown in the way.

2.1.3 A decisive mind

Able to decide different plans within a set of time frame, most likely doing something good either to have knowledge to be decisive enough to make a stand. Decision-making matters because leaders don't often have luxury of time, hence needs to be always ready to make a judgment on where to go next. The challenge is naturally steeper as a leader can't make a decision, still to ensure the decision is correct and benefits the team. The key to understand here is why that explores the different opportunities instead of just sticking to primary idea and to stick on the decision once made. No matter how big or small the decision, evaluating afterwards to understand how effective in achieving what you wanted to achieve.

2.1.4 An empowering character

A leader is often only as good as people around him or her. Although it mean the structure of power is more hierarchical than equal, doesn't imply a leader is the only person to get things done. In fact, leader focuses more about developing people's skills than performing tasks. Attainment and fulfilling leader's vision becomes easier when team's skillset is enhanced. When empowering and nurturing talent around teams, they achieves their goals faster. Thus, empowerment is important beyond the practical aspect of teaching people new skills.

2.1.5 A communicative ability

A leader needs to be able to communicate the vision clearly, and motivating others behind his or her cause. It isn't simply about the ability to explain things to others, but also about the ability to read, and listen to what the people around are saying. Besides, when communicating, the need to be first clarify the message to yourself. Always ensure to be aware of the core message the person want to get from the discussion since this can add a lot of clarity to the discussion.

2.1.6 An empathetic nature

Leaders are almost considered as dictators, who don't care the employee while pursue the objectives no matter the consequences. However, the people realize how important the softer values in terms of successful leadership. Empathy and the ability to consider other people while pursuing the vision, are part of leader's agenda. Empathy and real concern for is not only a strong motivational tool for getting things, also helps to better implement the vision. The ability to understand what other people are going through helps in decision-making.

2.2 Qualities and Traits of Effective Leadership

The effective leader can be considered, if s/he is performing up to or not to the required standard. A team working under will perform the best from the other organization's practices. Hence, qualities of effective leadership may vary from person to person based on the context in which s/he was brought up and molded. Leader possesses certain traits of which all the personality to maintain the behavior not necessarily the intentions/thoughts that are crucial. Moreover, effective leader vary from one another based on areas of operation and expertise such as business, religious, military or political leader. Here under are some of the qualities and skills for an effective leader.

2.2.1 Competence

The leader must be seen as being an expert in certain field. A credential either specialized experience and capable of leading an organization to a success, difficult to be respected, admired/followed. The greater competency achieved can be gains the more the experiences. The other is how one understand different levels of responsibility and kinds of leadership approach applied properly to the right level. Therefore, both professional and leadership competencies are important, while the former is not indispensable to great leadership. A person might lead with only having leadership competency, if leadership competency is strong. Thus, a professional competency is important for effective leadership, a person may not become competent in all professions. Competency does not necessarily to the technical abilities rather the ability to

challenge the challenge. It is leader's quality to inspire, enable, being role model and encourages others to be visionary with sufficient understanding, mission and goal of their organization.

2.2.2. Accountability

A concept often used synonymously with as responsibility, answering ability, blame worthiness, and liability and associated with expectation of account giving. Accountability is the acknowledgement and assumption of responsibility for actions, products, decisions and policies including administration, governance and implementation within the scope of the role or position and encompassing the obligation to report, explain and be answerable for the resulting consequences. Accountability can be manifested by taking risks for both success and failure of an organization. It is not something blaming others for failure rather taking part in every process to reach at best destination by learning from the events to be good or bad. Therefore, as a leader have to be accept personal accountability for actions and have to accept accountability for their omissions by means not doing what ought to do.

2.2.3. Integrity

The openness to accept a change or new idea. Since change is an undeniable part of life, the leader has to be ready to accept it. The reality is that the life stops when the change stops. It is recognizing and adapting to change and making choices about how the change happens when need to. Change is feared by most people, and understandable that they resist to. It's ability to choose the direction of change and recognize the opportunities when change occurs. When a leader become open to change could choose the kind of change that happens, and how it work for our organization. Thus, openness consists integrity, though it build personal integrity that strong internal guiding principles one does not compromise.

2.2.4 Language

The way people communicate have a positive or negative impact on their relationships with others. Communication skill is important quality irrespective of which field being taken in to a consideration. A leader should exercise a means of communicating ideas across the table in an effective manner. Language is not restricted to delivering the speeches from the stage or addressing people, includes communication at the grass roots and taking their feedbacks. A leader may address various issues at different level but ignoring the differences, while it costs a lot if not to use constructive terms. It is not mere types of language people speak rather than style of receiving and giving certain information while uses constructive words than negatives. Also expected to communicate positively towards irritating issues and able to see not only the negative but also its positive side.

2.2.5. Values

The quality or excellence that renders a thing useful or desirable. A core belief of what is right and fair in terms of one's actions and interactions with others. It is the tool to use in making a decision. It is what you build through the process while living in a given society. Hence, the values may be based on knowledge, aesthetic consideration, moral grounds or combination of these. Value reflects culture and has social elements, principles or standards that are accepted by a group of society over a long period of time. Since, it tells what is right and wrong while making a decision that affects positively or negatively an organization or society while you are acting as a leader.

2.2.6. Perspective

This gives the ability to see things from different angles. One who is equipped with this says the way I see the things not the only ways. It mean that there is possibility to change the view to give new insights for actions, entails a great intellectuality and philosophical humbleness. So whatever the task may be it helps to have the right approach towards various work-related issues. A leader able to visualize the goals from the different angles and plans the things accordingly that enable proper distribution of tasks and ensure productive results.

2.2.7. Power

The way individuals impose to influence over others and kind of shape in their performance. Some taught that leadership is a position, but when you are in esteemed position, it does not follow that everyone follows you. It means that you do not lead through the structure while through influence. The positional leader only influences positional followers and real leaders influence everyone that mean having a position does not mean influencing others. Position does not make the leader but leader make position when influence other willingly and enthusiastically. Hence, power is influencing the people to commit to the vision and mission of an organization. It is not having position of certain level and exerting the force over others.

2.2.8. Humility

Though leaders have the maximum responsibility, and though they are the ones who work harder than anyone else in the group, a leader needs to be down-to-earth. He should not think of himself as someone special, he should understand that he is just a leader and not the owner of his people. Only if the leader is humble, people will approach him. It is the

duty of a leader to motivate his people and only if a leader is a humble will he be able to guide and support his group members.

2.3 Good Governance

Governance is a participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Furthermore, it seeks to ensure that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in the society are heard in decision-making. It is also responsive both to the present and the future needs of the society. The provision of the political, social and economic goods that any citizen has the right to expect from the state, and the state has responsibility to deliver to the citizen. The principles of sovereignty and non-interference in internal affairs made it all but impossible to be intrusive or interventionist even when there are obvious excesses against citizens.

Good governance is perceived as a normative principle of administrative law, which obliges the State to perform its functions in a manner that promotes the values of efficiency, no corruptibility, and responsiveness to civil society. It is therefore a principle that is largely associated with statecraft. While the government is not obliged to substantively deliver any public goods, it must ensure that the processes for the identification and delivery of such goods are concrete in terms of i) being responsive to public demands; ii) being transparent in the allocation of resources and; iii) being equitable in the distribution of goods. The principle of good governance has also been espoused in the context of the internal operations of private sector organizations.

Good governance is about working smarter, not harder by taking principles based approach to achieving objectives and aligning organizations' need to the interests of all stakeholders. A one-size-fits-all approach, while compliant is likely to be counterproductive to the value enhancement. Therefore, processes are in place to prevent mismanagement and fraud, while encouraging consistency in behaviors, effective transparency, growth and innovation. The governance involves designing an approach that provides enough checks and balances for the accountability but without diminishing either the ability of the board to guide strategic objectives, or management to take the actions needed to deliver.

2.3.1 Principles of Good Governance

Good Governance is ensuring respect for the human rights and the rule of law; strengthening democracy; promoting transparency and capacity in the public administration. To implement this it follows eight principles/characteristics.

These are:

- Participation - people should be able to voice their own opinions through legitimate immediate organizations or representatives.
- Rule of law - legal framework should be enforced impartially especially on human right laws.
- Transparency - information's should be accessible to the public and should be understandable and monitored.
- Responsiveness - the institutions and processes should serve all stakeholders.
- Consensus oriented - mediates differing interest to meet the broad consensus on the best interest of a community.
- Equity and inclusiveness - people should have opportunities to improve or maintain their well-being.
- Effectiveness and efficiency - the processes and institutions should be able to produce results that meet the needs of their community while making the best of their resources.
- Accountability - government institutions and the private sectors and civil society organizations should be held accountable to the public and institutional stakeholders.
- Strategic vision - the leaders and the public have a broad and long term perspective on good governance and human development along with a sense of what is needed for such development. There is also understanding of the historical, cultural and social complexities in which that perspective is grounded.

2.3.2. How to Achieve a Good Governance

Good governance to be effective and sustainable must be anchored in a vigorous working democracy which respects the rule of law, a free press, energetic civil society organizations and effective and independent public bodies as the commission for human rights and good governance, prevention of corruption bureau and fair trade commission. The commission is important in ensuring promotion and protection of the human rights and ensuring both transparency and accountability on part of the government.

Good governance requires transparency and efficiency in different government agencies. At the political level in the democratic practices including transparency in policy making and administration are important aspects of good governance. This is signified by a pluralistic political system that allows the existence of diversity in political and ideological opinions. No wonder that good governance is said to be more easily achieved and guaranteed in a multi-party system than in a mono-party system. It means the holding of regular elections applying the principle of universal franchise. In order to qualify as democratic, elections must be free and fair.

Good governance deals with the nature and limits of state power. The doctrine of the separation of powers is thus, relevant in the establishment of whether or not a country has a political system that is responsive to good governance. The doctrine of the separation of powers is based on the acceptance that there are three main categories of government functions: legislative, executive and judicial. The doctrine insists that the power and function of government in a free democracy must be kept separate and exercised by separate organs of the state.

3. CONCLUSION

There is a direct link between a good governance, leadership and economic prosperity. The Lack of effective leadership is the main cause for Africa's lagging behind from the rest of the world. Governance intertwined with the effective leadership is key variable. Without effective leadership may not ensure good governance. In fact, good governance may not be achieved in its totality due to cultural, psychological, social and sociological impacts and differences. The implementation and perception varies in line with the level of development and demands of the society. The current situation shows that without effective leadership and good governance at all levels in an organization it's impossible to achieve and sustain the effective administration, to achieve goals, sustain quality and deliver first-rate services. The increasing complexities and requirements arising from the constant changes in a globe, coupled with the constant push for a higher level of productivity, require effective and ethical leadership.

4. Recommendation

Every individual, particularly leaders are required to be committed to their words to discharge their responsibilities as leader and as individual commitment is the foundation for all other responsibilities; leaders are required to walk their talk; they are required to do practically what they have said by their mouth; readiness to accept change is another key element in ensuring good governance; so that the leaders nowadays and the emerging future leaders should have to be ready to accept change and go accordingly.

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