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PROMOTING OUTSTANDING LEADERSHIP QUALITIES FOR SUSTAINABLE DEVELOPMENT: NEW CHALLENGES FOR AN EMERGING DEMOCRACY AND INCLUSIVENESS IN AFRICA.

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Abstract
Leadership has become an intellectual issue, a socio-political, cultural and economic development challenge in Africa. This is because of what Africa countries and economies have missed in terms of the emergence, practice and benefits derivable from outstanding leadership qualities expected from African leaders and elites for a rigorous and effectively driven implementation of sustainable political-economic, national, and millennium development. The paper examines the urgent need for the promotion of truly outstanding leadership qualities among African leaders at all levels for overcoming the challenges of emerging democracy, inclusion and sustainable development in Africa. Relevant literature on conceptual and theoretical frameworks on outstanding leadership qualities, the standard form of Western democracy autochthonous, the kind of democracy Africa needs, sustainable development practices in Africa in general and Nigeria in particular. The findings reveal that the persistent dearth and failure of leadership qualities among African political and elitist leaders. As regards policy implications the emergence of outstanding leadership qualities among these leaders constitutes the best practices approach in overcoming impediments to cost beneficial, democratic systems, the practice of good governance for the required masses oriented, empowerment, inclusive democratic systems and sustainable development for African Countries.

Key words: leadership qualities, democracy, governance, inclusiveness and sustainable development, African economies.

Introduction

It has been generally observed that leadership especially his outstanding qualities play a prime role in determining the fortunes of an organization, political systems, institutions and the entire societies. Today, leadership qualities is at the heart of discuss at any given opportunities in discussions lectures circuit, workshops development seminar in African countries and anywhere in the world (business day April 10, 2010). The outstanding qualities of a leader in Sectors and institutions have become philosophical and ideological and practical issues with serious implications for sustainable social political and economic development and challenges for emerging democracy.

The foregoing is due to the fact that the emerging African political systems and economics have missed in terms of the manifestation and practice of outstanding leadership qualities that would have effectively organized and systematically implement an autochthonous and sustainable social - political cultural and economic development as well as overwhelmingly the challenges of emerging democracy in Africa. That is with the objectives of this emerging African democracy measuring up to the best standards, criteria and principles of a truly democratic system vis- a-vis the rule of law, credible electoral and representative systems transparency, Accountability, good corporate governance, integration and participation of the masses, communities and collectivities for an autochthonous and sustainable development of a particular African country.

Number of factors has been observed for the dismal failure of the development enterprise

and its sustainability in Africa. These include the colonial legacy, ethnicity, socio pluralism and divisive tendencies socio-political conflicts, dearth of qualitative leadership, corruption, poor planning and incompetent management, impropriate policies, limited flow of foreign investment, the stance and regulations of the international regulatory bodies such as World Trade organization, International Monetary Fund and others *(Ake 2001, Adedeji 1990, Ndulor 2008).*

Alone or in combination, these factors constitute serious impediment to sustainable development in Africa. However by all indications, the dearth of visionary and leadership qualities combined with national and global political conditions are the greatest impediment to sustainable democratic and economic development in Africa.

Theme of the Paper

In its theoretical orientation, the study probes the concept of leadership qualities, their content and precise relationship with sustainable national development and challenges to an emerging democracy in Africa. The paper analyzes the theories and researches on leadership qualities, and characteristics of sustainable socio-political and economic development in Africa, the nature and characteristics of democracy in the advanced industrial economics as an emerging democracy in Africa. That is principles be necessary for a truly sustainable development of any particular African democracy political and overcome system challenges democracy.

Conceptual and Theoretical Framework

Qualitative leadership is a social influence process at individual and group levels in which leader tries to obtain the voluntary participation of the followers' employees or maxims in an effort to achieve societal or corporate objectives. A leadership quality entails more than wielding power and exercising authority and so is al

motivating leaders building teams, generate cohesion and resolve conflicts at the group and community level. Finally, such leaders build culture and generate change at the organizational and community levels. On the other hand, follower ship or the people, research has revealed, seek, admire and respect leaders who foster emotional feelings of significant community and Excitement and transformational change (Kreisler and Kris eke 2004, R.J 2001, R. Goffee and G. Jones 2001).

Leaders' Responsibilities

In Organization and societal settings, leaders have both general and specific responsibilities. In general, they have the ultimate responsibility to lead their followers to the achievement of set mission or goals. They do this mainly in the process of leading by examples as a role model with Vision, capacity for determination of a sustainable and credible goals or mission to pursue together with time frame, organizing leading moderating and rewarding, succession planning, evaluation and acting as charge agent *(Kreitner and Kinichi 2004)*

Theories on Leadership Qualities

Traditional

In trait theory. Historical leadership research did not support the notion that effective Leaders possessed unique traits from followers. However, recent researches carried out to confirm or reject the trait theory of qualities of leadership showed that people preferred as leader individuals that possess one or more of these trails; intelligence, dominance are perceived as leaders. .A study also revealed that people valued credible leaders, described as honest, forward-looking, inspiring and competent and that men and women were seen as displaying more task and social leadership. Ohio State University Studies revealed two independent dimensions of leadership

leadership qualities, author of the leadership theory proposed that leaders should adopt styles that demonstrate high concern for production and people.

The contingency model explained relationship between leaders' effectiveness and situational control with regards to leadership, qualities leaders are either task motivated or relationship motivated. Task-motivated leaders are effective under situation of both high and low control Relationship-motivated leaders are more effective when they have moderate situational-control of the leader-member taste structure and position-power in the path goal theory: there are 3 key changes in the reviewed theory. Leadership quality and effectiveness depend on employees of follower hip characteristics and environmental factors. Leaders expend more efforts to foster motivation through empowerment. Leadership is shared among people or employees within an organization. On the situational leadership theory effective leadership qualities depends on the level of the followership as regards to direction, participation and delegation.

Transactional and Transformational Leadership

Transactional leadership focus on the interpersonal transaction between the two leadership and followership. It is a developmental. There is a fundamental different between the two leadership qualities. Transformational Leadership takes a long term view of the enterprise or nation being led Furthermore while transformational leadership deliberately focuses more on mission- critical strategic issues such as how to continuously increase both the responsiveness of the enterprise or nation to charge and its ability and readiness to exploit charge opportunities.

Transactional leadership focuses more on the guide pro quo (this-for-that) of the leader and follower relationship. It is so easily default into an unbroken cycle of deals that are mainly design to maintain the status quo.

Charismatic Leaders motivate followers to pursue organizational goals above their interest and organization culture and value systems, and aspiration. The follows hips are important for qualitative and charismatic leadership.

These forms of leadership are important for organizational success and sustainable national development. The best leaders, research as revealed, are charismatic and transformational and leaders can be trained to acquire these qualities, Leader-Model Exchange Model of Leadership; Revolves around the development of dyadic relationship between the leader and the fellowship. Servant Leadership is another form of qualitative leadership. It is another qualitative leadership, it is based on the promise that great leaders act as servants putting the needs of others including employees, customers and communities as their first priority. The characteristics including Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of the partnership-leadership style this is a another concept depicting leadership qualities, cooperation of groups, and other collectivities, most especially national and international networks for the promotion of social political and economic growth and development as sustainable project.

Sustainable Development

Many factors are the been offered for the dismal failure of development enterprise in African Economies Nigeria inclusive. The political context of the development enterprise during colonial acid post - colonial has rendered it improper able. The colonial state exhibited absolutism and arbitrariness and showed hardly any interest in transforming this domination into socio - political and economic development. In post - colonial African, the premium on state power was exceptionally high - political competition among the political and ethnic elite tends to assume the character of warfare marginalizing everything including the quest for a suitable socio - political and economic

development. The ideology of development in the 60s and 70s was abstract and represented only the interest of African political elite and their external patrons (Ake 2001 UNDP (2008)

Similarly the United Nations in its International Development strategy for the second Development decade declared that for sustainable development the ultimate objective of development must be to bring about sustained improvement in the well - being of the individual and bestow benefits of the individual and on all. If induce Privileges extremes of wealth and social injustice persist, then development fails in its essential purpose Qualitative and structural change in the society must go hand in hand with rapid economic growth and existing disparities, regional, sectoral and social should be substantially reduced.

Both the United Nations and the World Bank now use a wider array of indices to indicate Comparative levels of development amongst nations, Average gross industrial produced (per capital), annual rate of inflation, adult working Life Expiatory, Population, Nutrition, Arnong Education, Transport and Service, Communication Industry Foreign Trade, general examine inductors and technology and recently the Human Development index However, despite institutional, refusal and globate efforts. All over the world there is growing gap between the rich and poor at the levels of individuals and nations. The process globalization has brought about many possibilities for rapid economic advancement of humanity for the poor and undeveloped countries alike.

The tragic and unfortunate irony is that developing countries especially those in Africa, continue to be spectators in the globalization process, a process that is undoubtedly irreversible, with devastating results for the millions of people in these countries. Through out much of the developing world, the awakening to globalizations down side has been one of resistance and resignations, a feeling that

states by the capitalist centers of West.

Whatever the reality is, in this view, the perception of a seize and unless the basic principle of equity and liberty are defended in the political economic area and advanced as critical conditions for economic growth, globalization will continue to wreak havoc in developing countries and may suffer rejection, as stated by James Wolfensohn, former president of the world Bank in his address to the tenth UNCTAD meeting in Bangleok 16, February 2000.

Leadership Characteristics and Qualities

Determination of Goals and Objectives: Leaders determine goals and objective between collaboration with their followers or subordinators. They also determine the time frame for achieving goals, the leader has the primary responsibility to lead, set up appropriate machinery process and also needed resources with plain to archival objection reasonability both skill and luck for ranging people and materials lawyers. He will need in particular, the Cooperation and Support of both this follower and all other relenent persons and bodies he will more likely

Succeed if he his focus and character. He also often needs experience it. The knowledge of precedence, to guide his decisions against costly errors. Legitimacy Above all these, the leader Legitimacy, in the sense of achieving leadership position through proper procedure and not through fraud or similar methods. More important still he needs the Divine Spirit to guide his actions, just as he would not have become leaders in the first instance, without Divine Help Illegitimate leaders, like that those become leader, through electoral fraud, treachery, or similar vices, have a more fundamental problem of gaining the acceptance and recognition of followers and all other relevant persons.

Self opinionated and self righteousness:
Leaders with these regulative qualities have problems. They characteristically believe that

wrong on pertinent issues. They therefore normally stick to their views, however untenable such view may be.

Power and Authority: Another notorious aberration of leaders is the tendency for some to rely mostly on the use of authority in dealing with their followers or subordinates. These concerned ignore somehow the widely known limits of the use of authority as a weapon for influencing the behavior of subordinates the issue therefore is that in order to achieve the objectives, leaders will rely less or the use of authorizer but more on trying to influence followers through the force of example and efforts to convince them that they are pursing a wonting cause along with the leader. This is variously the ideal for achieving success -generally whereas however, followers are supposed to be vigilant always and to checkmate their leader for any excesses success generally or wrongdoing. Cases abound where followers behave contrarily Leadership recruitment

Leadership Recruitment: on the question of style generally, leader will adopt styles that are appropriate to the occasion, but in which also produce conducive climate for work or development hence the popular belief that, generally speaking a country is great or small, according to the quality of its leaders. For this and other reasons, leaders should be selected very carefully, in due consideration of their various responsibilities as outlined above and any peculiar qualities which the position will demand from them. They will also often need to be trained specially for their new roles, so that they can perform optimally and avoid unnecessary pitfalls. On their own part they (the leaders) should always try to perform well. Furthermore, in general and at the expiration of their term, good leaders are always remembered for one thing or the other. The bad ones are remembered for nothing, except may be their non performance or the harm they did, white in office.

Accountability, Transparency and Probity Corrupt leaders in general, constantly face predicaments which they will naturally wish to escape from, using various strategies which however usually fail. Leaders create problems unduly for themselves and for others wherever they abuse their offices to the extent of being tried and failed ultimately. It happens also that, in organization and open societies, leaders who also should normally be harbingers of peace and harmony, are instead seen sometimes to be the very ones sometimes trouble and disturbing public peace.

On a similar note are cases of leaders who believes that the end always justifies the means, will proclaim a do or die or rough and ready to approach to political contests, instead of the more civilized approach of taking it easy and following due process. All these, put together make followers wonder aloud sometimes, asking rhetorically, what sort of leaders are these and what do they think they are doing. Do they have conscience at all Leaders are supposed to always be at peace with everyone, but most especially with their deputies.

Courage: Another outstanding quality of leadership is courage this in the capability to sacrifice personal inference are's life includes and ideologies for the collective interests and stood against or depilatory and ingeniously deal with appositional groups, cabals ensure and other

Travesty Of Justice: Jega (2006) posited that this is one of the major problems bedeviling the administration of justice and rule of law in Africa. This is because, it is as if there no leader with integrity in this country. political party A and B contest for an office because of loopholes in the constitution, political party A declares the winner of the election, instead of the regulating body INEC to wait for the appeal, to come up with their findings such will be declared the winner even if it is so glaring like that of some countries in Africa. Nobody and no one is doing

anything to avert the situation that is the reason why outstanding leader with proven integrity is a bedrock for Africa to take bold step the global world and to ensure that the perpetrators of these travesties of justice are brought to book Featus Keyamo (2010).

Corruption: Femi Falana (2010) opined that is a cancan warm which has eaten deep into the fabric of our society. Political offices in our country are now being targeted by businessmen who see it as give and take. Karl Marx (1848) posited that the main motive of these elite class is to exploit and oppress the masses with sole aim of maximizing profits. With the huge sum of money invested either directly or indirectly such will be expected to come in triple folds, by aspiring for their gains lead to; frauds, financial misappropriation, mismanagement, double-standard, inflation of contracts, transfer of money to foreign account, etc. unless and until, a honest leader mount the podium in this Africa development is going to be vicious circle that can only be targeted with no result Nuhu Ribadu (2010).

High Cost of Living: Total fall in standard of living has led to lots of Nigerians indulging in something that are inhuman by subjecting the majority of Nigerians to unknown hardship and servitude. Jega (2010) posited that such leads some to sell their babies, crime, prostitution, rituality hide under disguise of religion to exploit innocent hardworking people, exploitation, maternal mortality, infant mortality, fake drugs, labour migration etc. All these need to stop now. The only viable way such economic turnover and growth can be achieved in Africa is through leadership quality that possess exceptional quality of pro-activeness.

Challenges Of An Emerging Democracy In Africa Nigeria Case Study: In the context of sustainable national Socio-political and economic development, It is necessary to define democracy. Emphasising the

context of development practice in any Africa, it country has been suggested that Africa requires more that the crude variety of liberal democracy that is being foisted on it, and even more than the impoverished liberal democracy that prevails in industrialized countries (Ake, 2001).

Democracy is inimical to the idea of people having effective decision making power because its essence is the abolition of popular power and its replacement with the rule of law, it evolved, liberal democracy got less democratic as its democratic elements such as the consent of the governed and popular participation came under pressure from political elites all over the world a, well as man stream of social science (Ake 2001) Western democracies have constantly reflected it to the determined of democratic values. The West Attitude to Democracy in African according to the interest group theory of democracy, the citizen is no longer real or potential law makers a particular in sovereignty but only a supplicant for favorable policy result in accord with artificial interests. *(Almond ad verbal (1980)*

As people decide to settle for protection, sovereignty disappears. In the hurry to globalize democracy in the wake of cold war, democracy has been reduced to the crude simplicity of rnulti party elections to the benefit of some of the world notorious autocrat, such as Daniel Afar mol of Kenya and Paul Diya of Cameroon (Ake 1991). From the early 1990s issues of democratization and human rights began to dominate the west interest in Africa.

But Africa is so marginal that it is difficult for non Africans to bring themselves to care about what happen on the continent, including democratization, particular when it entails some. the west are more interested in economic policy reform than democracy. The west continues to collude often profitability, in making arms available to African government, arms that are used for repression rebellion and forms of self determination such as in the Niger Deter

The kind of Democracy African Needs:

A having discuss the kind of democracy that is unsuitable for Africans, it is time to redress, the balance by taking account of the social political and economics realities of Africa. And the suitable democracy for an African country relating such as Nigeria would have the following characteristics. *(Ake 2001 OAU 1986)*

i. A democracy in which people have some real decision making power over and above the formal consent of electoral choice.

ii. A social democracy that places emphasis on concrete political, social and economic right as opposed to a liberal democracy that emphasis abstract political right.

iii. Democracy that puts as much emphasis on directive rights as it does on individual rights.

iv. It will have to recognize nationalities, sub nationalities, ethnic group and communities as social formation.

iv. A democracy of incorporation to be inclusive as possible, the legislative bodies should in addition to nationality groups have special representation of mass organizations especially youth, the labour movement and women.

Realizing this kind of democracy will depend partly on how for the democratization process is driven by outstanding leadership qualities. The standing of the political elite's leadership styles suffers not only from evident management failure but also from their appearance or neither knowing what to do about the monitoring crisis nor being in control of event

African political elites have been further weakened by their poverty ideals and their humiliation due to lack of outstanding. in some countries while politicians as public officers are accumulating wealth police then are out of control and openly red extort money from citizens while poorly paid soldiers heave become bound its. A major asset to democratization that there is no alternative to outstanding leadership qualities and qualitative participative development.

A conference of more than five hundred groups representing non-governmental organizations, UN agencies and government convened in Arushai Tanzania in February 1990 pointed out that the absent of democracy is the main cause of the chronic crisis in Africa.

A strong movement for democracy is firmly in place in Africa, and it has had considerable success. An impressive number of African countries can boast of electoral competition, constitutionalism, popular participation and a respectable human right record. Botswana, cape verole, Senegal, Namibia, Mali, Zambia, Gambia etc. Many more have made attempt of democratic transition. These include Nigeria, Ghana, Cameroon, Angola, Tanzania, Niger, Congo, Burkina Faso; etc most of these have turned out to be false start

The Average annual growth rate per capital income for Sub-Sahara Africa between 1973 and 1980 was a minimal 0.1 percent: between 1980 and 1989 it was -2.2 percent.

We affirm that nations can not built without the popular support and full participation of the people, nor the economic crisis is resolve and the human and economic conditions improved without the emergence full effective contribution, creativity and popular enthusiasm of the vast majority of the people. African countries must realize that, more than ever before,, their greatest resource is their people and that it is through their active and full participation that Africa call surmount the difficulties that lie ahead. However, people driven democratization will continue to be challenged by lack of outstanding lack ably effort the elite-driven democratization that reduces democracy to multiparty electoral competition and generally exploits it as a strategy of power. it is by no means clear that people-driven democracy will prevail. But it has a four chance. Nearly every country or political regime, whether in Africa, Europe, Latin

America or Asia ciaims to be democratic, yet, what each of these regimes says or does is different. Democracy is suppose to bestow an area of legitimacy on modern political life, especially when aspects such as rules, electoral process laws policies and decisions appear justified and appropriate.

Promoting outstanding leadership qualities for sustainable development and effective democracy in Nigeria

There is urgent need to promote the transformational servant and partnership leadership qualities in the Nigeria leadership levels of presidency National Assembly the judiciary and public and private sector levels. The leadership must reduce corruption and abuse of office and exhibit sufficient courage to deal with those groups and others opposition, by social and political cabals and caucuses to transform the infrastructure of power energy needed for re engineering economic growth and development.

There is need to encourage such transformational qualities the leadership openness, transference and free and fair elections passage of the information bill and adoption of the Uwais report on electoral reforms. These qualities including effectual recruitment, legitimacy, the rightful use of authority and power as against selfish and of opinionated leadership can promote that democracy in which people have from real decision usual power over and about the formal consent introduction and development and attitudinal and paradigmatic change including the inculcation of outstanding leadership qualities. This will bring about a new era where the social democracy is been to faster pragmatically consecrate political social and economic right as opposed to the liberal democracy that emphases abstract political right. That is the established of a democracy that emphasize collective rights, self determination individual right, a balance federal system, nationalities ethnics group and community as social formation for suitable social - political and economic

incorporation to including the legislative bodies' recognition of youth, labour movement, civil societies and professional groups and behaviour change followership.

Conclusion

The problems and challenges of sustainable development and effective democratic system have been highlighted. These included the type of outstanding leadership qualities that will need to be promoted to established truly political democracy, cooperate governance and the realization of sustainable social - political, cultural and economic development in Nigeria and African countries.

This transformational and other outstanding leadership qualities will need' to be promoted to bring a new era and reform of electoral system grater infrastructural development and a paradigm of integrated participative and people centre realization of the milleuim goals

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