The Introduction of Chingombe Eagle Intelligent Transformational Leadership Strategy

Dr Cainos Chingombe
PhD Leadership and Governance (UNILUS), PhD- Leadership, PhD-Magn, Msc in leadership, MPA, BEd, HND-HRM, Dip-PM, Dip-MT, certificate in mgnt of training, secondary Tr’s certificate, certificate in Education
City of Harare, Women University in Africa (WUA)

Abstract: From time immemorial, organisations without effective leadership have failed to demonstrate any enduring philosophy and have remained vulnerable to pressure at any given time. Most public institutions therefore need efficient and self-confident leaders who are not only active creators of great ideas but totally committed leaders to the development of their organisations. This paper examines the transformational leadership and develops eagle leadership model that shows how leaders can influence effective result in organisations.

Key Words: Leadership, Transformational, Intelligent, Strategy, Culture Transactional Leadership

1. Introduction

Research on leadership is not a new phenomenon but has been done recurrently across cultures while being premised on different and in some instances oppositional theoretical underpinnings. Various authors and leadership researchers have proffered differing and contesting theoretical and philosophical perspectives on the dynamics and anatomy of leadership. This paper however, focuses on transformational leadership and the introduction of Chingombe Eagle Intelligent transformational leadership strategy.

2. Historical background of Leadership

Leadership and study of it is not a new phenomenon as it can be traced back to the ancient Greeks, Egyptian rules and biblical patriarchs (Wren, 1995). After the Greek dark ages, where villagers started to band together, in part for protection and in part for more organised trade, villagers brought together and formed structures that enabled them or gave them strong trading centers. These groups of villagers that banded together were called city-states. The history of mankind revealed that the most powerful of the Greek States were Athens, Sparta, Corinth, Magara and Argos. These Ancient Greek States had a foundation on local government administration. In early African states, the ancient Egyptians reflected a strong leadership when they built pyramids as tombs for the pharaohs and their queens which today are great symbolic of African pride. The construction of the pyramids which was not a one-night event but a decade process was a sign of visionary leadership with a strong foundation of integrated culture. In South Africa, when the union of South Africa was formed in 1910, the colonial South Africa included the defeated Boer Republics who had well-established systems of local government. According to Kotze and Jeppe (1974:165), successive South African governments since 1910 decided to maintain the status quo of local government administration in each area by vesting the various provincial governments with the power to control local government matters.

The leadership of Kingdom of Swaziland which lies between the Republic of South Africa and Mozambique also adopted the same principle as that of South Africa (Hlatshwayo, 1998). In the Zimbabwean context, leadership can be traced back to the civilised Muhumutapa Empire now known as Great Zimbabwe which was one of the most significant civilizations in the world during the medieval period. Many European travelers from Germany, Portugal, and Britain who once visited Zimbabwe could not believe that Africans could have built such an extensive network of monuments made up of granite stones as they were of the opinion that Africans were lacking visionary leaders who could organize themselves and work together to accomplish the task they defined for themselves (Chakaipa 2010). The leadership of organised Mutota and Mbire Ruler saw the construction again of smaller and less spectacular Madzimbabwe in the Dande area by the late 15th century when they moved to this area from Great Zimbabwe because of hunger and famine.

On the other side of the country by then, the Ndebele state which was comprised of Zansi, Enhla and Hole had also established their way of governing themselves under the leadership of chosen leader (Chatiza, 2010). This
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scenario continued in such a manner until it was disturbed by the colonisation of the Country in 1890, when King Lobengula was deceived by the white minority colonizers. The then white settlers in 1890 brought some order in the management of communities. During the colonial era, the white minority divided the country into towns and rural settlements. This was the beginning of an organized settlement and management of communities. Industrialization took effect, urban cities emerged, towns developed, growth points developed as market areas where black communal farmers could sell their farm produce.

The colonial Zimbabwean’s local government was made up of two sections in the same city which were the European and African townships (Jonga 2012). These two townships were managed differently with the African townships being discriminated in the aspects of education, health, housing and recreation facilities. When Zimbabwe obtained her independence in 1980, she continued with the local government administration systems and the set up except that of dividing the town into two strata of high and low density areas with different leadership (Hlatshwayo, 1998). These sections were merged together and one township was managed uniformly but preference of service delivery remained biased to those areas previously predominated and labeled white areas (Low Density Areas).

The history therefore can tell that local authorities’ administration in Zimbabwe is an old phenomenon created by a legal framework. This legal framework set up structures that enable cities and towns to carry out their mandates as enshrined in the country’s constitutions. People who include politicians and administrative staff are employed to perform various tasks ranging from policy formulation to making decisions that drive forward local authorities. The judicial framework for local government is set out in several pieces of legislation. The principal act governing local government in Zimbabwe being the Urban Council Act Chapter 29:15, Urban Councils Amendment Act Chapter 29:16, Rural District Council Act Chapter 29:13, Chiefs and Headman Act Chapter 29:01, Communal Land Act Chapter 20:04, the Provincial Council and Administrative Act and Traditional leadership Act of 1998 and many statutory instruments defining the legal parameters of municipalities.

3. Transformational Leadership

The body of theory referred to as “transformational leadership” originates from Burns’ (1978), early work in which he distinguished between transformational (that is mutually beneficial processes) and transactional (that is exchange-based processes) leadership. Although still leader-centric in many ways, Burns’ theory refocused leadership as necessarily concerned with followers’ needs and the pursuit of shared goals. He argued that positional leaders should develop capacity in followers and empower them to become leaders themselves. This theory is considered as the most current and has been extensively studied under profit making organisations and donor agencies (Bass and Avolio, 2004). The review of the literature, however focused mainly on those theories that guided the conceptual framework adopted for this research specifically the transformational, democratic and behaviour based which informed the Leadership Practice Inventory model.

4. Transformational Model

The work of Burns’ (1978) gave birth to transformational leadership styles which were first studied under political set up and has of late been used as organisational psychology. The transformational model is commonly known as the visionary or charismatic model. It is a two way process where the leader and the follower help each other to advance to higher levels of morale and motivation. Bass (1985), perceptively notes that transformational leaders can be measured on how they impact follower motivation and organisational performance. Transformational leadership may be found at all levels of the organisation that is teams, departments, divisions, sections and the organisation as a whole. This model is made up of four attributes namely idealised influence, inspirational motivation, and intellectual stimulation and individualised consideration. The figure below depicts the transformational model that was used to guide this paper.

![Transformational Leadership Model](image-url)
The transformational model that was adopted in this article included the transactional aspect of leadership though the latter had no specific objective. The four aspects of the transformational practice plus the involvement of the transactional component resulted in the expected organisational performance. The model adopted for this study had four attributes namely individualized consideration, intellectual stimulation, inspirational motivation and idealised influence. Various researches undertaken on leadership have shown that transformational and transactional leadership positively predicts positive performance outcomes including individuals, groups and organisations (Bass and Bass, 2008). Burns distinguished transactional and transformational styles even the two sometimes have been used interchangeably in business practice. Transactional leaders do not strive for cultural change in the organisation but work in the existing culture while transformational leaders change organisational culture for the good of the organization (Ibid). Organisational culture which plays a significant role in the leadership practice adopted by municipal leaders with a potential of influencing the overall performance of the organisation was also considered as an independent variable with a mediating effect and had a specific objective to be investigated.

5. Chingombe Eagle Intelligent Transformational Strategy

Informed by the above model, the researcher proposed the Eagle Intelligent Transformational Strategy which presupposes that, like an eagle, the leaders must possess the zeal to renew their organisational performance whenever the need arises. Renewing the organisation calls for organisational change, that is service delivery focused change. It is a fact that the Integrated Results-Based Management Model, which requires managers to regularly think through the extent to which their implementation activities and outputs have a reasonable probability of attaining the outcomes desired, and to make continuous adjustments as needed to ensure that outcomes are achieved, if supported by the proposed model can achieve positive service delivery. Thus, for results-based management to be
successful, organizations need to develop and nurture a culture of results where enquiry, evidence and learning are considered essential to good management. As intelligent transformational leaders, municipal leaders should be determined to undergo a painful change process and transform the traditional operations through RBM into modern operations while taking on board the entire workforce in the process.

Like an eagle, the wings represent the exemplary and democratic elements of the leader’s ability to model the way, encourage the heart, challenge the process, and enable others to act, influence satisfaction, involvement and commitment. The eagle believe in its wings to fly to greater heights and goes against the wind for purposes. Whenever the wings are no longer serving the purposes, the eagle goes through self-renewal where it sheds off excess feathers and develops new ones for it to fly again. Leaders who adopt this strategy have the ability to adopt exemplary and democratic strategies ideal for the organisation to propel depending on the obtaining situation and once such strategies become irrelevant continuous transformation is the norm.

The tail winds which help the eagle to soar without flapping their wings represent the prevailing culture. The strong and weak cultures need to be identified and proper transformational cultures that promote organisational efficiency and effectiveness adopted without delay, otherwise service delivery challenges being witnessed will continue like that. The normal winds surrounding the eagle represent the ever changing political and organisational needs. Leaders should be able to detect the political demands of municipal organisations and the needs of various stakeholders and work towards achieving these demands taking cognisance of the business strength and opportunities.

Direction sensing large eye (with dual cones and fovea) that is used by eagles to differentiate and stay focused on its journey is the overall transformational strategy. In this model leaders are able to focus the future needs of municipal organisations and thereby implement change oriented strategies supported by key relevant policies. The Eagle’s intelligent Transformational Leadership Model is hitched on the following leadership characteristic: vision, fearless, tenacity, and focus for innovation, principle, vitality and commitment. Eagles have a keen vision so municipal leaders should have vision that guide and lead their teams towards achieving the forecasted goals of the organisation using the RBM systems and all its supporting frameworks.

The following figure is a description of how the integrated transformational model can be operationalised within the municipal organisation set up. The key variable to be taken on board on this model is the effects of the democratic principles, exemplary principles and cultural and political influence. Municipal leaders under the democratic principle are supposed to be ethical, integral and principled.

6. Conclusion

It has been established that leadership is not a new phenomenon. The development of leadership gave birth to transformational leadership which calls for positional leaders who have magnitude of followers to empower. A true leader is the one who give birth to new leaders. Chingombe’s Engle Intelligent Transformational leadership strategy was developed in order to incorporate the integrated results based leadership concepts. If no positive results are seen, then leadership has been a failure as positive leadership result in effective change.

References


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Profiles of author and photograph

Dr Cainos Chingombe is the Human Capital Director in the City of Harare with more than twenty seven years experience on leadership positions, well travelled nationally, regionally and internationally. A founder and the brains behind Canonbury Preparatory Group of Schools. He is a renowned educationist. On the professional arena, Dr Chingombe is a Fellow Member of the following professional Boards-Institute of People Management of Zimbabwe and Zimbabwe Institute of Management. He is the current Chairman of the National Employment Council for the Motor Industry and a Board Member of Zimbabwe National Productivity Institute Board under the Ministry of Public Service, Labour and Social Welfare. Chief Negotiator of National Employment Council and Chief Negotiator of Harare Municipality undertaking. The founding of Canonbury Group of schools is the fulfilment of a deep passion of a man who holds education in high esteem. He holds a plethora of educational qualifications which include: PhD in Leadership and Governance (UNILUS), PhD in Leadership (Aldersgate University-UK), PhD in Management (Commonwealth Open University -UK), Msc in leadership and Change Management (Leeds Metropolitan University- UK), Master of Public Administration (MPA - UZ), Bachelor of Education Degree (BEd-UZ), Higher Diploma in Human Resources Management (Honors)(IPMZ), Diploma in Personnel Management (IPMZ), Diploma in Management of Training (IPMZ), Certificate in Education (CE-UZ) and Secondary Teacher’s certificate (STC-GTC).