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**MASTERS IN PEACE AND DEVELOPMENT STUDIES
Leadership and Direction**

**ATLANTIC INTERNATIONAL UNIVERSITY HONOLULU, HAWAII
26 FEBRUARY 2022**

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Introduction: purpose of the topic

It's not enough to get a team to work, you need them to invest their hearts and minds. (Cuervo, 2015). The author is right; it is unimaginable to have any successful institution without some form of leadership and direction. This can determine the fate of any institution or community.

Leadership is the ability to influence a group to achieve common goals, and conducting business efficiently and effectively in a team. It can be seen that leadership is all about people; the leader, their followers and the two-way relationship between the leaders & the followers can either lead to success or failure. I therefore chose this course so that I can learn the fundamentals of leadership and direction. This will not only help me in my personal life but also will equip me to deal with communities, organizations and businesses that I will be involved in or will be leading. The other reason which prompted me to read more about leadership and direction is the failure and destruction of Sudan and then subsequently the state of South Sudan as a result of lack of clear leadership and direction. "Moreover, the art of government and good governance for that matter was a challenge for many of the SPLM leaders and cadres" (Adwok, 2019). This statement summarizes the problem that led to the mess in the youngest nation. The failure of leadership to have a clear vision and direction, will actually lead to mismanagement of social, political and economic aspects of both the state and nation building.

Description

The paradigm concept which states that when people are seen as commodities or resources they are commoditized and abused. I agree with the proponents of this approach. Humans cannot be treated as communities or resources, or else we would be inviting back the dark ages of slavery when humans were viewed as communities.

The direct process of leadership and control; which says a leader with a vision must communicate it to allow the members become part of the visioning process is important. In cases where the vision is not shared or well communicate, it normally leads to failure. It is very clear in (Adwok, 2019), the leadership of South Sudan seem to have lost the vision as to why they fought in the first place. This is why, they have engaged in tribal wars after winning the hearts of international community and their very people who trusted them with the nation.

I have also learned the concept of leadership and delegation of authority where by a leader delegates some of his roles and responsibilities so that he can tackle the most important work that will guide the overall direction of the team. He becomes the torch bearer of the team other than taking on all the work.

Leadership concept. We have known that a good leader is not born but can learn the leadership skills and improves through practice and continuous learning. It is believed that while leadership can be learned their skills and knowledge processed by the leader can be influenced by his or hers attributes or traits such as beliefs, values, ethics, and character. For followers, a leader must know his people well in order to know which leadership style will best fit the person or people he is leading.

Communication. This has been noted as a two-way process. What and how the communication has been handled can either build or harm the relationship between the leader and their followers. This has been summarized in “Bad leaders are good teachers of hard lessons” (David, 2015). This indicates the concept of learning through the leadership process. This is not only for the leaders but rather both the leaders and the followers learn lessons through communication for better approaches of achieving their shared vision and common goals.

Leadership classification. It is noted that there are several criteria to classify the types of leadership, either from the original position by the results obtained by the type of relationships that generates, or by the influence it has on the fans. These include, **formal leadership;** leadership preset by the organization: It is attributed to management positions. **legacy leadership;** Pass through families or trusted employees. **spontaneous or emergent leadership;** Leaders innate highlights from the rest and rise. **Paternalist;** They take decisions, make use of rewards and punishments to motivate, inspire confidence and trust, and seek the good of the team. **Proactive;** Encourage the development of individual and group potential, encourage participation, consult, seek consensus, evaluate and correct the behavior. **Autocratic;** direct, control, make decisions and take full responsibility for the results. **Democratic;** fosters discussion and exchange of ideas to make decisions, appreciate the participation, establish and communicate clear rules, seek consensus in solving problems. **Liberal;** They delegate the actions and decisions to fans, stepping in and support only when asked, without making judgments or evaluations. **risk-takers;** They have a great ability to relate to people and institutions, are risky, persuasive and enthusiastic. **Charismatic;** Transform preset patterns, break paradigms, and propose new alternatives, convinced followers, magicians and they share in the search for new

strategies to ensure change. **Authentic**; promoting dialogue and self-knowledge, are controlled themselves are fair, generous; negotiators can achieve reconciliation between conflicting interests. Singles these are people who by their actions, serve as examples to others. positively influence the organization, planning and control of a project. Institutional: These are organizations that hold high levels of recognition and reliability of the collective. Other leadership styles include, conveners, delegates, copycats and pedagogical.

General analysis

There are several leadership types, traits, qualities and uniqueness of each leader. These varying aspects explain why some leaders are successful why others have seen the institutions or people they are leading face more challenges and desolation. Several leaders have a vague vision of how they perceive change that they desire. Once such a vision is not clear enough, the followers also do not understand what is expected of them. But having a leader with a clear shared vision with all stake holders indicates clear direction they team as a whole is heading towards. “The Power of Shared Vision addresses how to develop goals that unite people around a common cause and secure employee ownership of changes that improve the quality of their work.” (Cohen, 2015).

For example, Dr. John Garang De Mabior of South Sudan was in position to Mobilize the people around his vision of liberating his people from enormous suffering under the hands of the ruling minority Clique in Sudan. He managed to rally support and enthusiasm from people of all walks of life and build a strong army that fought for 22 years on volunteer’s basis. “On 7 February 2011, the referendum commission published the final results, with a landslide majority of 98.83% voting in favor of independence”. But he was not in position to nurture strong cadres who would run the country after liberation. This could possibly explain why a country returned to war

just two years after achieving its independence from Sudan. **This means it is not enough to have a shared vision but rather a sustainable shared vision.** An objective leader must ensure that they develop institutions and mechanism that can well sustain his vision and achieve desired goals whether in the presence or absence of the leader.

The cases of unstainable shared visions are the major causes of setbacks in many institutions and communities. the sustainability of shared vision will be achieved through building strong institutions, strong capacity of the subordinates owns the process and nurture that shared vision irrespective of the presence of leader who initiated the vision and direction. The case of South Sudan is a classic example of shared but unsustainable vision. The followers as if thought the vision had died with the leader. This is because nothing was put in place to ensure sustainability of the vision. Such is common with leaders who remain in power for very long. This cannot just be seen at national level but even with other social, political or economic fields. The leaders must focus more on the sustainability of the shared vision in order to achieve the set goals and objectives.

Actualization

The failed leadership and management in South Sudan after independence of 9th July 2011.

The history of people of South Sudan has been marked by stages of sadness and short lived euphoria. The first Sudanese civil war (1955-1972) in which an estimated 500,000 people died during the twelve-year conflict. (Derek, 2020). It was marked by short lived euphoria that ended in 1983 when the second Sudanese civil war broke out 1983-2005). “The civilian death toll is one of the highest of any war since World War II”. (Derek, 2020). “Roughly two million people died as

a result of war, famine and disease caused by the conflict. Four million people in southern Sudan were displaced at least once (and normally repeatedly) during the war”. (Wikipedia, 2022). It was a sad period for the people of Sudan and particularly South Sudan, Nuba Mountains and Blue Nile regions. The 2005 ecstasy of the signing of CPA was again dashed off with the tragic death of Dr. John Garang de Mabior the founding father and charismatic leader of the SPLM/SPLA liberation movement. For the people of South Sudan, they again experienced euphoric moment on 9th July 2011 when the country gained its independence from Sudan in a plebiscite that saw 98,83 yes vote for independence.

The people of South Sudan had a lot of hopes for building their state and nation after gaining the independence. The South Sudanese refugees all over the world were pouring into country to take part in the process of nation and state building. The world and the population of South Sudan were dismayed barely just after two years of celebratory mood to see their leaders dragged them towards the direction of civil war. “The liberation leaders still suffered from the war hangover”. (Adwok, 2019). Instead of directing the nation towards the process of state and nation building, the south Sudanese leaders were engaged in power struggle.

If the leadership in South Sudan had adopted the transformational form of leadership which enhances the motivation, morale, and performance of followers through a variety of mechanisms, the people of South Sudan would not have gone back to war. Instead it became struggle for power based on tribal affiliations. The national course was undermined and individual interest was priorities. As the leaders of South Sudan representing two major ethnic groups; the Nuers and the Dinka battled for control of presidential seat, other tribes gradually lost direction and took sides. Had the leadership come back to their senses, stopped the senseless

war and stirred the country back towards peace and reconciliation they would have won the trust of their people who hoped for stability and development after a long and tedious war that culminated into CPA that gave birth to the Republic South Sudan.

The four elements of transformational leadership were not observed at all levels of Social, economic and political systems in South Sudan administration.

individualized Consideration; in which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. This at a national level would mean consulting with traditional leaders, local authorities, religious leaders, the parliament and other stake holders on how to handle the looming conflict. This did not happen. People of South Sudan were just dragged into conflict by their leadership. If they were consulted, I am sure many would have opted for peace instead of war. They did not exhaust the peaceful means of solving the conflict.

Secondly Intellectual Stimulation; the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. This element too was not considered. There were so many voices in South Sudan that were cautioning the leaders to take peaceful direction but all were ignored. These were mainly echoed by many south Sudanese young musicians. (“kifaya, Kifaya” meaning enough, enough with the war, let us share whatever we have and avert the war”. (Emanuel, 2011).

Inspirational Motivation; this refers to the degree to which the leader articulates a vision that is appealing and inspiring to followers. Dr. John Garang, the founding father managed to inspire the followers to rally behind the liberation course, but after his demise, the successors mobilized the

people to vote for independence but never took it further. Their leadership lost direction and steered the nation into civil war in 2013.

Idealized Influence; This refers to the degree to which the leader acts as a role model for their followers. The leadership in South Sudan after gaining the independence acted a negative role modeling to the followers. After the 2013 war, many other rebel factions have formed, each paying allegiance to a certain leader. They continue shifting sites in search for political greener pastures forgetting the suffering of the civilians. Many other institutional vices have rocked the nation. These include, nepotism, corruption, lawlessness, injustice and many others. Since no clear justice system is in place to correct the wrong direction taken by the South Sudanese leadership, some followers have seen these bad behaviors as the way to go and have emulated it. The war in South Sudan is a classic of leadership that has failed in its responsibilities as well as in directing its followers towards the right direction to achieve the national vision. By leadership here, we mean all different groups of south Sudanese leaders leading different rebel groups as well as the central government. All have contributed in one way or another to the current pitiful situation in the country.

General Recommendations

“South Sudan is in the middle of a civil war that has shattered the hopes of a transition from war to peace”. (Adwok, 2019). The stage at which the civil war has reached requires multiple solutions. Several rebel groups affiliated to different tribal hegemonies have acted as kind of war lords that found war as a lucrative business not easy to let go. The youth, women elderly and others not in the game of gaining anything from the civil war are hoping that war would end so that they could rebuilt their shattered hopes and livelihoods. They also hope for end to the

anarchy, insecurity, corruption and the injustice that has befallen the nascent state. The following recommendations might salvage the youngest nation from the current political turmoil that has held the nation hostage to transformative growth.

The first recommendation is to silence the guns all over South Sudan. This will pave way for dialogue that might culminate with peaceful solution to the current civil war. The current “Revitalized Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) in September 2018” (Sandra, 2019), needs to be given at most attention. This agreement has two phase “First, the Pre-Transitional Phase (PTP) has an eight-month time frame in which parties to the agreement, through the National Pre-Transitional Committee (NPTC), will prepare for the implementation of the R-ARCSS. Phase Two, effectively, is the implementation phase: a three-year period of a Revitalized Transnational Government of National Unity (RTGoNU) to begin at the end of the PTP. The three-year period of the RTGoNU is then to be followed by national elections”. (Sandra, 2019).

Once this agreement is given attention, there will be a chance of silencing the guns and bringing on board different rebel groups to participate in the national elections. Since the agreement was signed in 2018, There has been complains of lack of budgets and several conflicts broke out risking the breakdown of the R-ARCSS. This needs to be supported by stake holders who have interest to end conflict in South Sudan.

The second recommendation national reconciliation. When Kenya came out of the liberation war, they took several steps to ensure nation building. They had embraced dialogue in spite of differences. “The discussions demonstrate that quest for a national identity that is

inclusive at all levels". (Waiyego, 2019). South Sudan needs to hold national discussions as well at all levels to engage its population in the reconciliation process that can held the wounds of the effected persons. This reconciliation should put in place justice system where people who have committed crimes should be held accountable. Without accountability and justice incorporated into reconciliation process, there will be nothing that can act as a deterrent. At the moment those who commit crimes are not held accountable. This is because of the failed or lose justice system.

Thirdly will be initiation and organization of peace building workshops and awareness raising among the different tribes of south. At the moment different tribes of South Sudan are at war with each other. The civil war also is based on tribal connections. This means, in order to have peaceful coexistence, more peace building efforts needs to be done among different tribes and communities.

The peace building awareness should be integrated into education system. The nursery, primary, secondary as well as higher institutions of learning need to know and appreciate the benefits of peace, unity, democracy, justice and reconciliation. Once this is done, the future generations will appreciate the process of nation and state building. At the moment even the students of South Sudan are divide along the tribal lines. "Students often described that tribalism is still prevalent outside the school compound." (Sano, 2019). This means, even after school the concept of tribalism is taken into the work places as well as at government offices. Such tribal affiliations and attitudes will drive nepotism, injustice and corruption and many other immoralities that destroy the national spirit. It is therefore very important to design curriculums that does not encourage tribal segregation at schools among the students. After interaction with

a person from South Sudan it is very common to come across a question like what is your tribe? This in itself indicates the level of polarization on clannish or tribal nature of the population.

Holding of genuine national elections. “But in every election, there is a day of reckoning—election day—a day where you are privileged to cast your vote and let your voice be heard”. (Vincent, 2016). At the moment the leaders who are misleading the nation, were not elected, they were just appointed or got there through military ranks. But when elections are held, every citizen has the right to select the leaders of their choice and they reserve the right to hold them accountable. The author (Vincent, 2016) stated the following;

If you don't vote you really have no right to complain.

- It sets a positive example for your FBA colleagues.
- Voting means you believe in the FBA.
- If you don't vote, you are missing out on a great privilege.
- You should vote because you can.
- The reality is that your vote counts.

The summary (Vincent, 2016) gives is very important and highlights the citizens right to elections. The population of South Sudan need to exercise their rights to vote the leaders whom they can hold accountable. Just like the way they voted during the independence and broke away from Sudan, they can also vote out bad leaders who have devastated the country if free and fair elections are held.

The building of institutional infra structures and capacity building. The institutional infra structure as well as capacity building of all institutions needs to be priorities. This is every essential in providing services. Some of the institutions that need to be build include, higher schools, health institutions, justice system institutors such police, judiciary and parliament. Public transportation to link up the towns and other institutions will be very important to be upgraded or constructed.

The agriculture which is the back born of many citizens of South Sudan needs to be prioritized and developed. At the moment the government is putting most attention on petroleum sector. But in reality, this is not the main sector on which most of the south Sudanese livelihood is dependent. Most citizens are either pastoralist or farmers. “More than more than 70 percent of South Sudan’s total land area suitable for crop production”. (worldbank, 2012). “However, less than 4 percent of the total land area is currently cultivated and the country continues to experience recurrent episodes of acute food insecurity”. (worldbank, 2012). If more efforts are put on tapping on agriculture potential, the food insecurity problem will be resolved.

Conclusion: A new perspective

In today’s world that has been called a global village, in the information age, empowered by modern technology, only proper leadership and direction will be in position to spear head the growth and development of any institutions, community, county, region, continent and the world at large. Transformative leadership will be in position to encourage inclusive participation to lead and direct any institution or sector. Examples of miss guided and wrong leadership can be seen to day with the conflict that we are witnessing unfolding not only in small and young nations like South Sudan but also with superior nations like Russia’s Putin who is Testing his bigotry on

innocent civilians in Ukraine. Such kind of leaders that put the lives of their citizens at risk after having being trusted with leading and directing the nations are what we shall all discourage and put mechanisms in place to deter. More peace building efforts are needed not only with the developing nations but also among the developed nations. They should not take advantage of the technology and resources that they have amassed to be irresponsible and put the lives of global citizens at risk. Leadership and direction at all levels should be in the best interest of all humanity irrespective of the level of social, political or economic superiority.

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