## Index

Note: Page numbers followed by "n" indicate notes.

Absorption, 23 Accountability, 20, 30–31, 34–35, 37–38, 55, 83, 125–126, 129 Activist, 5, 176, 222 international human rights, 100 on-the ground, 4 Adaptability, 21 Adaptive leadership, 47–49, 52–54, 61–62, 65–67, 165, 237 Adhocrism, 22 Adoption, 17, 32, 55, 57, 63–65, 67–72	African continent, 96 African culture and traditions, 96–99 African diaspora, 221 African leadership and leadership in, 222–223 collective and constructionist, 227–228 cultural hybridity and implications, 225–227 and leadership, 221–222 practice approach, 228–229 synergy, cultural hybridity, and
Africa, 113	collective leadership
Catholic Sisters in, 205–206	challenges, 223–225
challenges faced by leaders in, 192–193	African healthcare leaders, 84, 87
coaching supports change makers	COVID-19 and implications for current and future, 88–89
in, 194	roles of, 85
Africa Academy of Management, 3	training of healthcare personnel
AfriCAN, 225–226	and leaders, 87–88
African business leadership, 120	African healthcare leadership
descriptions, 122–123	challenge of Ebola for, 77–82
perspectives on African leadership	healthcare leadership differs from
experiences, 120–121	other types of leadership,
transformational African	78–80
leadership styles, 123–131	social context of healthcare and
words and phrases, 121–122	disease, 77–78
African case sample	African healthcare sector, 53, 67
of collaboration to manage disease pandemic, 23	African healthcare systems, 49, 53, 57 African institutions and educational
of developing and preparing	policies, 3
followers for change, 24	African leaders, 11–12
of poor response to terrorism	African leadership, 2, 11, 36, 82, 101,
threat, 22–23	155, 235–240 (see also
of servant and authentic	Political leadership)
leadership, 21	African about, 2–4

application of practice, 53-55	Change management, 21
and leadership in African	Chief Executive Officer (CEO), 226
Diaspora, 222–223	Christianity, 1
lessons from Ebola epidemic, 82–87	Cinderella complex, 140
literature on, 2	Civic engagement for political
radical scholarship on, 4-5	movement, 164–165
theoretical/conceptual foundation,	"Classical" bureaucracy of
52–53	"administration", 30
African National Congress (ANC), 32	Coach training, 188
African philosophy of <i>Ubuntu</i> , 36	Coaching, 116, 188, 189–190
African political leaders, 13–14, 19,	challenges, 198–199
22, 38–39	challenges faced by leaders in
African scholars and practitioners, 2	Africa, 192–193
African Union (AU), 159, 226	Elizabeth's story, 193–194
African VUCA, 11, 16–17, 21	Jacqueline's story, 196–197
Agency, 67–68	Kathleen's story, 195
Anticipatory judgment, 21	leaders guild births coaching
Apartheid public service, 32	program, 195–196
Appreciative Inquiry (AI), 123, 125	Margaret's story, 191–192
Artificial intelligence (AI), 87–88, 129	opportunities and strategies, 197–198
Authentic leadership, African case	supports change makers in Africa,
sample of, 21	194
Avoidance, 23	TLG, 200
	Collaboration, 179
Batho Pele principles, 27, 29, 35	and group approaches, 87
Black girl magic, 139, 142, 144,	Collaborative leadership, 211
147–148	Collective approach, 227
Bootlickers, 141, 145, 148	Collective leadership challenges,
Boys network, 137–139, 141, 143–148	223–225
Bureaucracies, 29, 34–35	Colonialism, 1
Bureaucratic leadership, 33, 38	Communication, 68, 85
Bureaucrats, 33–37	Community, 79
	Community health strategies, reform
Catholic Sisters in Africa, 205–206	of, 83
setting scene, 206–214	Complexity leadership, 65–67
Center for Disease Control (CDC), 78	Conflictive movements, 176–178
Center for Global Development	Confucianism, 31, 36
(CDG), 103	Congregational leaders, 208–209
Central Eastern Europe (CEE), 31	Consensus movements, 176
Centre for Leadership and	Constituency for Africa (CFA), 226
Management (CLM), 190,	Constructionist approach, 222, 225
198, 200, 208	Contact zone, 122
Change, African case sample of	Conversation, 124
developing and preparing	Corpora-nation management, 16–19
followers for, 24	Courage, 19

COVID-19	epidemic, 82
and implications for current and	reactive health systems to resilient
future African healthcare	health systems, 82
leaders, 88–89	Ebola Action, 85
pandemic, 49–50, 77	Eco-justice, 124–125
Critical thinking, 125	Economic emancipation, 11–12, 14,
Cultural change, 121	16, 19, 239
Cultural hybridity, 222–225	Effective decision-making, 210
and implications, 225–227	Elasticity, 23
Cultural intelligence, 21–22	Employee Performance Management
Culture, 79, 171, 222	and Development System
Culture of fear, 34, 38	(EPMDS), 33
Cyber activism, 164–165	Entrepreneurial leadership, 2
Cyberspace, 165	Entrepreneurs, 113
	Environment, 171–173
De-campaigner, 104	Environmental justice, 173–176,
Decision-making, 18, 31, 53, 64,	181–182
124–126, 129, 210–212	Ethical collaboration, 121
Democracy, 29, 32, 35–36, 163, 176,	
179, 182, 238	Family, 79
Democratic space, 181–182	Female entrepreneurs, 115–116
Department of Public Service and	Field data from five-year evaluation,
Administration of South	209
Africa (DPSA), 32–33	Field Epidemiologists training
Developmental state concept, 14	program, 82
Diamonds for development	Financial viability, 37
campaign, 100, 103-104	Fourth Industrial Revolution (4IR),
Diaspora, 221	21, 37, 173–176
Diaspora Civic Engagement Project	Framework, 222
(DiCEP), 226	
Diffusion, 55, 63–65, 68–70, 72, 224	Gender biases, 51, 56–57
Digital technology, 165	Gender-based violence, 52
Disease pandemic, African case	Gendered leadership, 139
sample of collaboration to	analysis, 144
manage, 23	black girl magic, 147–148
	boys network and dismantling of
Ebola, 77	sisterhood, 141, 145–146
African healthcare leaders, 87–89	imposter syndrome, 141–142,
African leadership lessons from	146–147
Ebola epidemic, 82–87	literature, 139
challenge of Ebola for African	methodology, 142-143
healthcare leadership, 77–82	Queen Bee, 140
COVID-19 and implications for	sting of queen bee, 144
current and future African	theory, 143–144
healthcare leaders, 88–89	Ubuntu142, 147–148

Ghana, 11, 13, 113–117, 158–159, 163, 228 Global Leadership and Organizational Effectiveness study (GLOBE	Human Trafficking, 50, 52 Humanity, 19, 79, 102, 171, 193, 204, 239 Hybridity, 223–224
study), 222–223, 226	
Good governance, 30, 36, 39, 95,	Idealized influence, 54
103–104, 163 in South Africa, 36–38	Imposter syndrome, 139, 141–142, 146–148
Government interaction, 86–87	Inculturation, 209 <i>n</i> 7
Grassroots Leadership, 163, 166, 207,	Indigenous knowledge, 4, 125, 199, 239
238	Indigenous leadership, 2
Grassroots movements, 157, 161, 164,	Individualized consideration, 54
166–167	Information processing capabilities, 18
Green Belt Movement (GBM), 173	Innovation, 113, 115
Green creativity, 123	initiation, 21 Innovative entrepreneurship, 113
Health and Hygiene Committee, 87	female entrepreneurs, 115–116
Health system, 78, 105	innovative recruitment and
Healthcare innovation, 65	selection, 116–117
context for conundrum, 63–65	innovative training, 114–115
implications, 71–72	Innovative training, 114–115
practice for promoting promise, 70	Inspirational motivation, 54
theoretical and conceptual foundations, 65–70	Integrity, 182 Intellectual stimulation, 54
Healthcare leadership, 237	Interactive voice response systems, 85
differs from other types of	Interdependent participation, 121
leadership, 78–80	International Coaching Federation
"Hippo Generation" of leaders, 25	(ICF), 189, 195
HIV/AIDS scourge, 95	International community for
African culture and traditions;	assistance, 102
sexual behavior patterns,	Interpersonal interactions, 124, 130
96–99	Intersectionality, 143
diamonds for development campaign, good	Italian port cities, 77
governance, and women	Joint United Nations Programme on
empowerment, 103–104	HIV/AIDS (UNAIDS), 105
legacy of hope and positivism,	Justice, 19
104–107	
Mogae ascends to Presidency of	Kenya, 11, 13, 126, 171, 173–175, 178,
Republic of Botswana,	182, 185, 189–190, 195,
99–101 Mogae launches war on HIV/	199, 209, 215, 236
AIDS, 101–103	Leader
Hope, legacy of, 104–107	as model and filter, 86
HR practices, 114	as motivator, 86

as representative of community,	Maathai, Wangari, 171
86–87	democratic space, environmental
sensory systems, 129	justice, and peace, 181–182
as stakeholder, 87	environment, 171–173
Leadership, 12, 139, 157, 159–160, 190	environmental justice, 173–176
in African Context, 3	Prophetic Imagination, 178
African diaspora and, 221–222	social change, 176–178
clash of leadership models,	society empowers women, 178–181
206–207	Management capabilities, 17
considerations, 166–167	Masculine domination theory, 143–144
continental endeavor, 157	Mentoring, 116
cyber activism and civic	Meta-cognitive transformative
engagement for political	knowing, 127
movement, 160–161	Military coup leaders, 12
leading grassroots change in	Mindset, 120
Zimbabwe, 157–159	Mindset of African political leaders,
pan-African leadership, 157-159	19–20
practice, 2	Ministry of Health, 64
Somalia, 163–164	Miscommunication, 85
Leadership and Motivation and	Moral suasionist, 222
African Diaspora study	Mothers' Campaign, The, 179, 181
(LEAD study), 223	Multiplier effect, 203, 206
Leadership capabilities, 12	Municipal performance, 34
case for political leadership	
paradigm shift, 14–16	National Strategic Plan 9 of Somalia
development models and strategies	(NDP-9), 164
of past and present	Neo-colonialism, 13, 159
political leadership, 13–14	Network analysis, 129
emergent capabilities for African	research, 69
political leadership context,	New African political leadership
16–18	context, 16
nascent capabilities for political	New Public Management (NPM), 30
leadership, 19–24	analysis, 33
new African political leadership	effects, 31
context, 14	New Zealand (NZ), 30
Leadership-as-practice (L-A-P),	Nigerian Youth Service Corp, 88
160–161	Non-Governmental Organization
Leading change, 161–162, 165	(NGO), 225
Learning, 23	Non-probability sampling, 143
Least developed countries (LDCs),	
163	On-the-job training, 114
Legacy of hope and positivism,	One Health
104–107	movement, 83
Load-shedding, 30, 126	platforms, 82–84
Low-level bureaucrats, 33, 37	One-party system, 11

Opinion leadership, 63, 65, 69–70	Proactive healthcare system, 84
Organization, 189	Problem-solving, 67, 124
Organization of African unity (OAU),	Professional Development of
159	Congregation Leaders
Organizational change, 122–123, 189	(PDCL), 209
Organizational culture, 189, 193	Prophetic Imagination, 182
	Provincial department, 33–35
Palgrave Studies in African	Prudence, 19
Leadership, 2	Public administration, 27, 29–30, 34
Pan-African approach, 157, 165	Public perception, 85
Pan-African leadership, 157–159	Public sector performance, 29
Pan-Africanism, 157–159, 161,	institutions, 29–31
164–167, 226	management in South Africa, 32-35
Paradigm shift, 14–16, 229	in Sub-Saharan Africa, 31–32
Participation, 37, 143	Ubuntu, good governance, and
Peace, 171, 181–182	wicked problem in South
Performance management, 29, 31	Africa, 36–38
Performance management systems	wicked problems, 35-36
(PMSs), 35	Public Service Act of 1994, 32–33
Phantom Bee, 140	
Phenomenological study methods,	Qualitative study, 142–143
123	Queen Bee, 140
Physical force, 222	sting of, 144
Policy-makers, 51	
Political emancipation, 11, 25	Radical scholarship, 4–5
Political emancipators, 11–13	Reactive health systems, 82
Political leadership, 38 (see also	Rejuvenation, 24
Gendered leadership)	Relations, 120
case for political leadership	Release Political Prisoners (RPP), 179
paradigm shift, 14–16	Resilience, 22
development models and strategies	Resilience of followers, 24
of past and present, 13–14	Resilient health systems, 82
emergent capabilities for African	Resource organizing and control
political leadership context,	capabilities, 18
16–24	Risk tolerance, 125
nascent capabilities for, 19-24	Role-modeling discourse, 54
Political will, 33–34	
Positive Action, 159	Security, 36
Positive behaviors, 86	Sensitivity, 79
Positivism, 104–107	Servant leadership, African case
Practice approach, 222, 225, 227	sample of, 21
Pre-colonial Africa, 222	Settler-colonialism, 158
Predictability, 37	Sexual behavior patterns, 96–99
Primary healthcare, 86	Sister-leaders, shifting perspectives of,
Princess Bee, 140	209–214

Sisterhood, dismantling of, 141,	Timeframe and impact, 79
145–146	Training of healthcare personnel and
Skillset, 21–22	leaders, 87–88
SMEs, 114	Transformational African leadership
Social change, 176–178	styles, 123–131
Social constructions of reality, 143	Transformational leadership, 54, 126
Social influence, 47, 55, 67	Transformative Experience
Social Mobilisation Action	Framework (TEF), 211
Consortium, 85	Transparency, 37
Social system, 68–69	Tribalism, 163–164, 223
Socialization of "Girl Child", 207	Truthfulness, 19
Somalia, 163–164	
South Africa	Ubuntu, 31, 138, 142, 190
public sector performance	belief, 19
management in, 32–35	in South Africa, 36–38
Ubuntu, good governance, and	Ujamaa (familyhood), 13, 19
wicked problem in, 36–38	United Kingdom (UK), 30
Specific, Measurable, Attainable,	United Nations of Africa (UNA), 163
Realistic and Time-sensitive	United States Agency for
(SMART), 34	International Development
State Capture, 38	(USAID), 85
Strategic influence, 67–68	Urgency, 84, 86
Strategic planning, 17, 208	US President's Emergency plan for
Street-level bureaucrats, 37	AIDS Relief (PEPFAR), 103
Sub-Saharan Africa, 96	
performance and public sector	Volatility, uncertainty, complexity and
institutions in, 31–32	ambiguity (VUCA), 4–5,
Sustainable Development Goals	14, 16–17
(SDGs), 49	
Synergy, 223–225	Western leadership ideals and texts, 2
Systems, 24	Wicked problems, 35–36
approach to care, 84–85	in South Africa, 36–38
thinking, 54–55, 84, 128	Women, 178–181
	conditions, 51
Tangaza University College (TUC),	context, 50
190, 198, 200, 208	empowerment, 103–104
Teamwork, 79	entrepreneurs, 113
Temperance, 19, 239	implications, 56–57
Tenacity, 125	in leadership, 48, 202
Terrorism threat, African case sample	World Health Organization (WHO),
of poor response to, 23	48, 63, 78
The Leaders Guild (TLG), 190,	7 1: 11 : 12
195–196	Zambian Humanism, 13
ThirdWayZW model, 162–163	Zimbabwe, leading grassroots change
Time, 68	in, 161–163