



TRANSFORMATIONAL LEADERSHIP (LESSON FROM MELES ZENAWI): THE LESSON OF EXEMPLARY MODEL FOR DEVELOPMENTAL STATE GOVERNANCE

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Abstract: *Leadership plays a great and important role in governance of a democratic nation. Transformational leadership components are interaction, empowerment, motivation, creativity, and passion. Hence this leadership framework changes people's operative attitudes, values, and beliefs from self-centered to higher selfless beliefs and attitudes (Starratt, 1995, P.110). This study proposes a framework of democratic leadership in democratic governance. The study considers sacrifice, courage, symbolism, citizen participation and vision as major characteristics in the sign of democratic leadership in various political, social and cultural contexts. Inferring to Meles Zenawi¹'s leadership; considering him as exemplary model of transformational leadership in developmental government for developing democracy who known by his new political ideology called "developmental democratic state". Meles Zenawi (1991-2014) can be seen as model of Ethiopia transformational leader who able to introduce a major economic, political, social positive changes. Before he came to power; Ethiopia was in a long lasting civil war and its name was more popular in drought and famine. Because of his dedication in coaching his followers, he had able to create other transformational leaders and currently they are becoming best leaders and sustaining the growth of the country.*

He has showed pertinent characteristics of transformational leadership, offering lessons for developmental governance. Even though, there are many challenges of the government like corruption, lack of transparency and accountability and external threat from that of historical enemy Egypt.

Key words: *Meles Zenaw , Transformational leadership*

INTRODUCTION

Since leadership plays underpinning contribution in democratic governance, understanding the nature of transformational leadership is crucial. Transformational leadership is defined

¹ Meles Zenawi was the former TPLF/EPRDF leader and prime minister of Ethiopia 1991-2014.



as motivating others to perform better than they originally planned and usually even more than they thought possible (Bass, 1985; Burns, 1978). Throughout their multiple leadership studies (Bass, 1985, Burns, 1978; Bycio, Hackett, & Aleen, 1995; Covey, 1992; Howell & Avolio, 1993), the framework incorporates main transformational leadership components are creativity, interaction, empowerment, motivation, and passion. Furthermore, this leadership framework changes peoples operative attitudes, values and beliefs from self-centered to higher, altruistic beliefs, attitudes, values (Starratt, 1995, p.110).

This study proposes a framework of democratic leadership in democratic governance. The framework includes contexts, motivations, characteristics, and outcomes of democratic leadership. The study considers sacrifice, courage, symbolism, citizen participation, and vision as major characteristics in the display of democratic leadership in various political, social, and cultural contexts. Inferring to Meles Zenawi's leadership, considering him as exemplary models of transformational leadership in developmental governance for achieving democracy who known by coming his new political ideology *developmental democratic state*". He has showed a pertinent characteristics of transformational leadership, offering lessons for developmental governance. On the other hand, there are many challenges faces the governance such as corruption, issue of human rights, lack of transparency and accountability and external challenges like that of the historical enemy-Egypt and terrorism.

PURPOSE

The purpose of this empirical desk review was to understand and review the common transformational leadership practice of exemplary model developmental state governance.

THEORY

James MacGregor Burns introduced the concept of transforming in 1978 For the first time in his research on leaders found in the area of politics. However, now a day it is also used in institutional psychology. The degree to which a transformational is indicated by in terms of his influence on the his subordinates.

The subordinate/followers feel trust, admiration, loyalty and respect for their leader. Furthermore, because of the special qualities of the leader followers are willing to be restless/hardworker beyond existing potential.



These outcomes are realized as the transformational leader gives to his/her followers something better than just working for personal income; transformational leader provides followers with motivating mission and vision and gives them an identity.

LEADERSHIP SITUATION

Meles Zenawi, the former prime minister of Ethiopia was a transformational leader and because of his transformational leadership, he contributes much more to his country. Meles inspired his followers and made them visionary and restless. He has tried to transform his country from civil war, repetitive famine and drought to relatively fastest growing economy in the world with double-digit growth and green economy. Because of his dedication in coaching his followers, he had able to create other transformational leaders and currently they are becoming best leaders. As a result, they are becoming successful in sustaining the developmental democratic system which puts the country in a fast track of development and transformation.

Ethiopia in Meles leadership and his followers shows progressive changes. Since 2004; Ethiopia is one of the fastest non-oil producing economies with annual growth rate 11%; it has also expected to achieve the millennium development goals; growth was broadbased with industry, services and agriculture growing by 15%, 12.5% and 9% respectively; Ethiopia demonstrated strong progress in the health sector under the flagship of health extension programs, and income poverty declined from 38.7% in 2004/05 to 29.6% in 2010/11 owing to sustained growth in per capita incomes.

ANALYSIS

The transformational leadership focuses on the behavior of the leaders, basically, giving credit for the celebration and equally/shared accountable for failure of the team. However, these approaches do not completely undermine the roles of followers.

Transformational leaders get a major positive change in groups, institutions, and societies at large (Burns, 2003). In the progression, supporters are transformed into leaders. All leaders and followers become successful and ethical. Burns (1978), who invented the transformational leadership, remarks; "Such leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality".



The success of leaders and leadership is measured by the degree to which intended change is exactly accomplished and peoples' needs and expectations are satisfied (Burns, 1978).

Meles Zenawi (1991-2014) can be seen as model of Ethiopia transformational leader who can able to introduce a major economic, political, social positive changes. Before he came to power; Ethiopia was in a long lasting civil war and its name was more popular in drought and famine. Furthermore, the country has many national and nationalities and diversified culture, religion and culture, traditions etc. however, with his special transformational leadership Ethiopia become able to shift to development running track race, with tangible and highly encouraging changes in wide socio-economic and political advancement. "Ethiopia's developmental democracy can be defined as a political regime in which a developmental party remains in power for a long time by sonsecutively winning multi-partiy elections, under which policies that punish rent seeking and encourage productive investment and technology absorption are implemented under strong state guidance."(Kenichi Ohno, 2012).

CONCLUSION

The paper has tried to review different literatures on Transformational Leadership, The Lesson from Exemplary Model for Developmental Democratic State Governance (Ethiopia). Describe how Meles used this form of leadership to transformed Ethiopian economy through the developmental democratic state governance track in achieving double-digit growth; and present an integrative view of transformational leadership that both summarizes past research and points to areas of promising future research.

Although a considerable progress has been made; much research remains to be done. In the review, I described how Meles used this form of leadership to transform Ethiopia's economy through the developmental state governance system and achieved the double-digit growth.

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