

Leading Change in a Crisis Situation: A Case Regarding Management of a District Assembly in Ghana

Remy Nyukorong

Swiss Management Center (SMC University), Switzerland

Postal Address: Burgemeester Cortenstraat 26, GV 6226, Maastricht, The Netherlands

*Email: nyukorong.remy@student.swissmc.ch or nyukorongr@gmail.com

Abstract

This current article provides a case study that explores organizational behaviour ideas in the management of a district assembly in Ghana. It reviews and presents a critical examination of leadership behaviour and change management problems. Applying narrative methodology, the case narrative commences with a conflict between a District Chief Executive, newly assigned to head a district and a leader of protesting farmers. The District Chief Executive known as Bagah Badari resolves to handle the problem with an aggressive approach. The District Chief Executive orchestrates to have Muri Gandaanaa, the farmers representative detained when he moves into the district capital to stage a protest rally. Concurrently, Badari introduces change effort in the District Assembly's management. The District Chief Executive exploits the tensed condition generated by the Gandaanaa's detention to keep the staff of the District Assembly on their toes. The District Chief Executive would like the staff of the assembly to demonstrate more initiative, creativity and commitment. However, Badari shortly discovers that leading and motivating his subordinates is not easy. The case concludes with a study of the leadership style of the District Chief Executive and attempts to initiate change within the prevailing organizational structure of the District Assembly.

Keywords: case study, narrative technique, leadership style, change management

1. The Case Story

It was past midnight on the first day of June. Bagah Badari, the newly appointed District Executive Officer (DCE) sits comfortably in his arm-chair and mope his face despairingly. Badari has taken up his new position as DCE less than forty days ago. Every day, Badari left the house for the Office before 7.00 A.M. and returned to his house late in the night in order to get himself acquainted with the district. Badari is not in the least amazed at the spectacle unravelling before his eyes. However, Badari could not refrain from ruminating over the resolution he had made and thinking about it.

The palaver had altogether started with a telephone call which his District Chief Superintendent of Police (DCSP), Songnuba Boyela had picked up from an adjoining district. It had been reported to Boyela that a powerful and an influential farmers' leader of the locality, Muri Gandaanaa was arriving in Nadowli on 30th May rather than 1st June, as it had been announced originally. At various public meetings Gandaanaa had categorically stated that he would organize a demonstration at the premises of the Nadowli District Assembly, to campaign for the demands of the Ordinary Farmers' Union (OFU). The basic petition was on a touchy issue concerning compensations that were paid to some farmers of the district for land acquired from them by the Nadowli Land Commission (NLC) to be sorted out in favour of the farmers. Demands made by Gandaanaa and colleague-farmers were to cost the Nadowli Land Commission a hundred thousand Ghana Cedis (GHS100, 000). If Gandaanaa's demands would be granted, it would definitely have ripples in many of the top districts since there land had been outstanding lawsuits in the courts. Five years before, Gandaanaa had successfully organized protest rallies at the regional capital, in the open space opposite the office of the Regional Minister. All administrative work had come to a halt during that time. The Regional Co-ordinating Council (RCC) could only manage to dismiss the farmers' loans up to ten thousand Ghana Cedis (GHS 10,000) to each of them. The Regional Co-ordinating Council also suspended the increase of electricity tariffs approved then by the Electricity Corporation of Ghana (ECG). These latest arrangements were key achievements obtained by the OFU and a victory for Gandaanaa.

More issues were discovered about the District by the DCE immediately he arrived there. At the time the DCE joined the district, he discovered that the Nadowli district was categorized among one of the districts with the highest rate of crime in the Upper West region of Ghana. As alleged by Yokyil Konwayiri, a colleague of Badari, every week, an average of three affluent business people got abducted by criminal gangs in Nadowli. These victims were only freed after payment of up to two thousand Ghana Cedis (GHS 2,000).

During the same period, Nadowli was also one of the most highly developed industrial districts in the Region. A number of top business companies had commenced enterprises in Nadowli. Close to two thousand small and medium scale enterprises (SMEs) were in operation throughout the district. Badari felt very proud and pleased when appointed to Nadowli as District Chief Executive, as this was seen to be both an outstanding district though problematical one to oversee. This was the place Badari could set himself apart if he performed

well. Badari was sure not to believe in weak line of action. Nadowli district had been established more than ten years before Badari assumed his new position. Two thousand hectares of land had been obtained from 15 surrounding villages by the RCC. The land had been acquired by the government for developmental activities when the District Chief Executive had submitted an official notification in keeping with Section 1(1), of the State Lands Act, 1962 (Act 125). Arrangements were made with regard to payments of compensation. Beneficiaries signed written agreements pledging not to make any further requests or claims.

However, a handful of farmers had appealed to the district court demanding higher amounts in compensation. A decision on their case was pronounced the following year and valid compensation rates were increased.

In the interim, the State Lands Act had undergone some amendments with the introduction of new clause which was seen as a breakthrough: Clause 1(d). Clause 1(d) permits supplicants to call for a re-determination of the compensation amount that had been compensated. Upon assuming office as DCE, Badari educated himself on Clause 1(d) with the hope that this would "open up a Pandora's Box" for him to capitalize on.

Badari was indeed right. Following the introduction of the new clause, the District Assembly received more than one hundred and twenty applications in which petitioners were seeking enhanced compensation amounts. The result set compensation payment at twice the amount approved previously. Soon after that the Nadowli District Land Commissioner appealed to the court that compensation needs to be set at a more reasonable and realistic amount. It looked as if the matter could be resolved affably, though the NLC decided to pay reparation at this realistic rate. This was the compensation sum which had been accepted by the RCC. The former landowners also agreed to be paid at this new compensation arrangement.

Badari quickly found out that the NLC had not been financially sound enough to settle compensation payments. Consequently, the Nadowli Land commission filed a writ petition opposing the order granting compensation payments based on the new rate. The issue was put before the Regional High Court where the appeal of the Nadowli Land Commission was thrown out. So when Bagah Badari assumed office, the Nadowli District Assembly was dealing with a predicament. As the writ petition filed by the NLC to cease issuing further compensation payments had been rejected by the Regional High Court, the Deputy District Commissioner of Nadowli had begun making payments. Twenty farmers got their compensation. The full amount paid is said to be forty thousand Ghana Cedis (GHS 40,000).

The National Development Authority (NDA) wrote a letter to the Nadowli District Assembly maintaining that payments in accordance with Clause 1(d) of the State Lands Act should be stopped. Badari as DCE was served with a copy of this letter which was the latest perspective of the government on the issue of land acquisition in Nadowli district. Badari ensured that the letter was kept safe. The motivation behind this was to set an example in scrupulous record-keeping. The letter mentioned that *ex gratia* payments had previously been paid to farmers when the land was initially acquired at the time the farmers had signed a document known as a "compromise agreement" pledging not to take issues for constitutional review.

Even though a photocopy of this document was on hand with the Deputy Commissioner, it could not be traced in the payment files of the Nadowli District Assembly. Nevertheless, when the Nadowli District Assembly received this letter from the NLC, they put a stop to issuing further payments. The district at this time was under Badari's stewardship. Out of the blues, the District Assembly received instructions from the Regional Coordinating Council (RCC) to recommence making payments to the farmers of one of the biggest villages within the district. Bagah Badari thought he had been appointed to Nadowli to carry on the good work which his predecessor had started. Badari sought to employ an assertive leadership style to deal with the issue. He was convinced that he got the support and cooperation of the RCC to effect positive changes. For the time being, the RCC was pushing corrupt and ineffective bureaucrats to inconsequential placements.

At the time Badari had assumed leadership position, Nadowli District was being governed by a newly appointed team of public servants. The DCSP, Songnuba Boyela, had assumed office just one day after Badari. The rest of the newly distinguished officials in the top-management team of the Nadowli district comprised the Regional Coordinating Director, a District Judge and the District Planning and Development Officer.

The hard work of Badari's predecessor and his team of administrators had gone a long way towards putting sanity into the administration of the district. More significantly, the populace had observed a considerable decline of corruption in the administrative machinery. Badari intended to forge ahead with the good work, though at a faster rate. Badari now and then made use of the Keynesian expression, "in the long-run we are all dead" and also "speed is critically essential".

The skirmishes disseminated by Muri Gandaanaa shortly Badari took office offered the latter the occasion he was seeking to demonstrate his determination. "I have to be assertive and aggressive. Only and only through this can I introduce sweeping changes in the District," was a frequent chorus Badari chanted to himself. He thus dedicated himself comprehensively to managing law and order quandaries. Badari gave little attention to developmental activities.

Badari first got information concerning Gandaanaa's planned demonstration in Nadowli towards the end of May. He came to learn that Gandaanaa proposed to march down to Nadowli Township with his supporters of around one thousand farmers and hold a demonstration in the open space within the district administration. As Badari was resolute in improving law and order problems in the district, he straight away made a desperate telephone call to his superior, the District Chief Police Commander to obtain an arrest warrant for Gandaanaa. However, the District Chief Police Commander pleaded with Badari to do everything possible to uphold law and order, aside from arresting Gandaanaa. Badari next made a call to the Regional Chief Police Commander. "Gandaanaa should be arrested immediately" was what Badari said to the Regional Chief Police Commander. After he had finished talking to the Regional Chief Police Commander, Badari cleaned the droplets of sweat from his forehead with the towel which he kept at the back of his easy chair.

At this moment, the die was cast. The upper echelons at the District Assembly began making detailed safety measures to counteract any hostile reaction arising out of the arrest of Gandaanaa. Badari considered it practical to arrest Gandaanaa before he gets into the district capital. An option was to trick Gandaanaa to conduct himself in a way that would trigger arrest. This involved letting Gandaanaa to court arrest by holding a demonstration in front of the District Assembly. Nevertheless, this would require the exercise of force. Badari did not encourage this.

As Gandaanaa travelled closer to the district capital, a police patrol vehicle followed him. The district headquarters was kept posted from time to time about the movements of Gandaanaa.

In the end, Gandaanaa was arrested by the police on 1st June. In addition, over one thousand of his supporters from neighbouring districts were arrested and kept under detention.

The press reported the statements given by both the District Administration and Gandaanaa. The public, fed up with what it now perceived as Gandaanaa's unruly actions welcomed the arrest. On 4th June at 6.00 p.m. Gandaanaa was freed from police custody as silently as he was detained.

In the meantime, supporters of Gandaanaa were continually arrested on daily basis for staging mini assemblies at the District Assembly premises. June 4th was not an exception. At 2.00 p.m. the next day, when Badari appeared from his office all set to go home for lunch, he saw a district leader of the OFU standing on top of a Jersey Ferguson tractor parked at a lookout tower. This venerable leader was speaking to the multitude using a raucous loudspeaker. This local leader moralized on the numerous weaknesses of the district administration. Dispensing with these allegations, Badari marched smartly towards his Pajero Car, which was parked in the entryway of the Assembly. As he stared at Badari entering his Pajero Car, the OFU leader incited his listeners to obstruct the car from going further.

A multitude of women surrounded the car at once. They were yelling at the top of their voices that the revenue from their land was being mismanaged and misappropriated by senior officers of the district administration. Unable to keep the women away, Badari was compelled to beat a hasty retreat and go back to his office. Badari now had no option but to forego his lunch. This made him feel as if the end of his security has come. When Badari was inside the Office, he sent for Suraju Lawal, the District Chief Security Officer. Similarly, Badari gave orders to all security personnel to convene at his office.

With controlled anger, Badari rebuked all the people gathered in his office at their laxity in providing adequate security at the entrance of his car. "Yah, I do not want to be like other characters I know", Badari shouted. Then taking hold of his cell phone, he gave a call to the District Chief Superintendent of Police.

Badari now authorized DCSP Boyela to dispatch a contingent of police to the demonstration grounds to facilitate the detention of the OFU leaders, if it became necessary. Badari next sent out Lawal and all the security officers to effect arrests. Learning that the police were on their way to the scene, a considerable number of the crowds run away. Those who remained surrendered calmly and were marshalled into long coaches that transported them to different detention centres. Badari had a philosophy of life which had influenced many of the decisions he made. He was convinced that his reference point was the Regional Chief Police Commander and not the District Chief Police Commander. Badari sought to achieve changes without delay. Therefore, he was ready to sidestep the chain of command and go straight to the upper echelons to get what he wanted done.

Badari made use of the excitement caused by the Muri Gandaanaa apprehension to keep the personnel of the Assembly awake. This was to ensure that they remained diligent and committed to their tasks. On June 5th, the day following Gandaanaa's release from detention, Badari threatened that if he should return to the district capital Gandaanaa would be re-arrested.

The whole organizational mechanism was kept fully awake that night. Nonetheless, Muri Gandaanaa this time was not detained. Badari had planned it to be a preparation for June 16th, a day Gandaanaa had stated he would stage a protest rally farther away from the District Assembly grounds. However, the members of staff of the district administration were not happy with Badari's manoeuvres. They believed that Badari was behaving himself in an inconsistent, unpredictable and authoritarian manner. The district staff did not counter what Badari spoke to them in his large office. Nevertheless, they were never hesitant of expressing their discontentment with Bagah Badari when their views were required outside that office.

One of the district magistrates advised that Badari should try to be more composed. Another officer submitted that on one occasion due to political tension he had to concede on a certain position pertaining to a specific case. What the officer meant was that it was pointless for a public servant to behave harshly in order to survive under political stress. This civil servant felt that Badari could demonstrate to his followers' part of the collaboration he set aside for his political superiors.

An administrative officer remarked, "Badari thinks by being pushy and aggressive people are going to agree on or align more easily with his vision. Badari's predecessor used to provide administrators the opportunity to give their opinion before openly scolding them. Certainly, his predecessor was not a dynamic person."

Another functionary at the District administration pointed out that it was not clear to him what Badari had gained by keeping junior staff all night at the District Assembly since some of the workers would begin their annual leave the day after and could no longer be prevented from leaving. During the period that the Gandaanaa furore occurred, a few officers at the District administration were irritated because of the stress of having to go through the unnecessary changes which Badari was introducing at the workplace. The situation was further aggravated because some officers had started work barely two months ago. Moreover, several officers had been newly elevated to their current positions and thus were yet getting acquainted to their new assignments.

It was Badari in particular who needed to familiarize himself to the new work environment at Nadowli. That was precisely what Badari was contemplating in the middle of night on June 1st, as he re-examined all the issues that had transpired since he assumed his new role as District Chief Executive. Badari still thought if he dealt with the Gandaanaa problem well he would be consolidating his executive position at the District. Badari was convinced that in the Ghanaian context subordinates respect a strong and authoritarian leader. Was this perception erroneous? Badari never doubted it! He got some consolation in the philosophical words of the first President of Ghana, Dr. Kwame Nkrumah, when he had delivered a speech to senior members of National Security on July 1, 1957 at the Independence Square (Accra) and remarked rightly or wrongly: "We have many difficult decisions to take. But there is only one barrier. Difficult decisions are not taken by soft men.... If any person desires to be a change agent, then that person must be ready to take a lot of criticisms from others. I have personally seen Commissioners, Deputy Commissioners, big as well as small officers' alike taking a great deal of criticisms and in this way achieving what they genuinely plan to accomplish."

2. Accompanying Teaching Note

This case has been examined characterized by retrospection in the complementary teaching note. This approach made it possible for the author to study in detail, issues of leadership and change management at a Ghanaian district assembly, a topic which is under-research. Johns (2006) has observed that context is frequently not given sufficient consideration in research on organizational behaviour. The case study methodology utilized in this current study has let the context to be properly given the necessary consideration. This paper addressed and investigated the following key questions, relevant to the case: What type of leadership style is Badari, the District Chief Executive utilizing? What specific recommendations would you give to Badari to enable him function effectively as a leader? What sort of change management endeavour is Bagah Badari pursuing? What alternative strategy could Badari employ? The paper addressed these questions based on existing theoretical world views.

2.1 Recommended Questions for Group Work

- 1) What leadership style is Badari utilizing to run his administration? What concrete recommendations would you propose to Badari to make him a better leader?
- 2) What sort of change management effort is Bagah Badari pursuing? What alternative approach could Badari use?

2.2 Case Review, Theoretical Analysis and Major Conclusions

- a) How would you describe the leadership style being used by Badari?
- b) What specific recommendations would you give to Badari to make him a better and more effective leader?
- c) Badari seems to be a follower of the trait theory of leadership. Briefly explain the trait approach to leadership?

2.3 Trait Leadership Theory

2.3.1 Leaders have personality attributes that set them apart from their followers

The trait theory conceptualizes a leader as an extraordinary and special person. This intellectual tradition further asserted that some specific personality characteristics distinguished leaders from non-leaders (Duursema, 2013; Malos, 2011). Leaders were recognized as managers occupying positions of power and authority. Badari thinks

that he needs to portray himself as a great man. He goes ahead to arrest Gandaanaa even though his immediate boss advised against it. Badari refused to take the advice.

2.3.2 The trait theory is believed to be obsolete as there is not much evidence to corroborate its validity

When Winston Churchill led the United Kingdom to fight Germany under the leadership of Hitler, he was considered a great man as it was believed that he possessed outstanding personality characteristics which made him a great leader in that epoch. Nevertheless, Winston Churchill was removed from office in time of peace. Regardless of his extraordinary traits, he lost the greatest number of elections in the twentieth century. The leadership attributes he possessed during war time were incompatible and out-of-place in the era of peace.

2.3.3 The trait approach to leadership fails to take into consideration leaders need to be self-regulators

People who are self-regulators usually modify their behaviour to match with their leadership style bearing in mind the needs of their context. Badari failed to take into consideration the desires and wishes of his followers including their anger at being treated as second class.

During the period the events under review in this paper's case have disclosed, Badari appeared to be an advocate and supporter of the trait theory of leadership. He indicated that he has faith in leaders who possess characteristics that made them specifically competent for their tasks. Trait theories recognize many personality characteristics which set apart leaders from subordinates as critically examined by Stogdill (1948). Even though trait leadership approach was proposed and investigated more than 50 years ago, the trait theory is considered to be one of the most important leadership disciplines that have some bearing on real-life practice even in modern-day period (Antonakis, Cianciolo, & Sternberg, 2003).

Personal Charisma is a critical element of the trait approach to leadership (Conger & Kanungo, 1987). It is also a fundamental aspect of transformational leadership (Weber, 1947). Transformational leadership as well inspires followers to carry out their work at great levels (Agle, Nagarajan, Sonnenfeld, & Srinivasan, 2006). In this manner transformational leadership is built on the trait leadership approach preferred by Badari, at the same time as proffering integrity with reference to followers' positive response to it. Transformational leaders demonstrate the following behaviours: mission oriented, eagerness to coach, laying emphasis on problem-solving and seeking to empower subordinates to find new ways of achieving organizational objectives (Quisenberry, 2011; Ginsburg, 2009; Pearce, Sims, Cox, Ball, Schnell, Smith & Trevino, 2003). These integral behaviours are what Badari or any other person can cultivate. Empirical research has shown that transformational leadership can be taught, cultivated and reinforced (Kelloway & Barling, 2000; Bass, 1996; Barling, Weber & Kelloway, 1996). In the meantime, Bass (1985) has distinguished four transformational leaders' qualities which can be transformed into germane behaviours. These qualities are (a) inspirational motivation; (b) intellectual stimulation; (c) individualized consideration; and (d) idealized influence. There are several ways in which Badari could utilize these qualities in his leadership activities. This leadership style would have appeal for and fascinated Badari, since transformational leadership involves charisma that Badari greatly admires and esteems in leaders.

Badari regards it significant to be recognized and accepted as a leader. He also wanted to consider extraordinary person with paranormal powers that distinguished him from ordinary human beings. The enormous powers he enjoys by virtue of the position he held (as District Chief Executive Officer), endows him with the delusion that he superior with no equal. However, he was confronted with the fact that he had no authority or power to dismiss or fire non-performers. He could only suspend a subordinate. Moreover, a District Chief Executive Officer only is appointed for definite period of time, usually for four years. In this sense, Badari can correctly be seen as a bird of passage and for that matter short-term though painful source of constant irritation to people. Hence, the trait approach to leadership has restricted application in the circumstances under which Badari is going through. Badari could be at an advantage if he made the effort to be a transformational leader.

2.4. Transformational Leadership Theory

2.4.1 Transformational leaders are charismatic

Crisis and leadership are intimately interconnected (Zhang, Jia, & Gu, 2012). Under crisis conditions, subordinates usually depend on the leader for focus and direction (Yukl, 2010). At that point, if the leader provides vision, inspiration and motivation to organizational members, communicates a positive expectation on the subordinates likely behaviour as well as the organizational attainment of new life in the immediate future, all of these ways will compel a framework on the subordinates' value system (Zhang et al, 2012). Therefore, Badari could make use of his aspiration to be perceived and understood as outstanding by focusing his energies into becoming a charismatic leader. This would have compelled him to offer a vision to organizational members. Subordinates could then become implementers of an organizational vision that they support rather than simply being executors of his authoritarian and self-centred orders.

2.4.2 They are also inspirational

It is important that Badari communicates his expectations and ideas so that his subordinates buy into them. Badari scolded his subordinates following his being prevented from entering into his Pajero Car. In other words, Badari became wise after the incident. As an alternative, Badari could have convened an emergency staff meeting following the decision to arrest Muri Gandaanaa. During that period, Badari could have communicated the motive for wanting to arrest Gandaanaa at the least opportunity.

2.4.3 They offer individualized consideration

This aspect of transformational leadership is an attribute of leaders who provide a supportive environment wherein they listen carefully to the needs and aspirations of their subordinates. Hence, leaders play a role as counselors and coaches. Also, leaders make an effort to help followers to achieve their goals in life or attain self-actualization (Northouse, 2013). In his obsession with making an impact on the system, Badari had focused on just giving orders in an unfriendly fashion, mostly to executives next to him in position. Instead, Badari could have established warm and cordial relationship with them. His District Chief Superintendent of Police could have acted positively if Badari had used a participative approach. Through that DCSP's views could have been keenly sought. Suraju Lawal, the District Chief Security Officer may have delighted being openly commended during a staff meeting for his wisdom, experience and level-headedness. Junior members of staff may have gained a lot from being instructed with Badari offering more specific coaching to them and elucidating the kind of outcomes he anticipated. Offering "individualized consideration" would necessitate a commitment of energy and time on the part of Badari. The investment, moreover, would bring some positive returns in the form of increased performance. Badari's personnel did not foresee that he could be stopped from getting into his car. These people were either not trained to plan in advance or, most likely due to the fact that staff were never given the opportunity to exercise their leadership competencies. The necessary action could have been taken to thwart such an occurrence. The personnel of Badari did not take action based on their personal initiative. This is so because Badari's style of leadership did not permit that. The leadership of Badari was incompatible with the transformation that he urgently desired to introduce.

2.5 What Type Of A Change Management Endeavour Is Bagah Badari Trying To Implement? Is There Another Methodology That Badari Could Employ?

The students are made to understand that in the case story, Bagah Badari is making an effort to initiate some changes, starting with the application of a more aggressive and authoritarian style of leading a group. The students may then be asked to give their views as to whether change effort need to be introduced in an incremental or radical manner bearing in mind the distinction between the two approaches as suggested by Ackerman (1997). The two approaches have their advantages and disadvantages. The particular approach to adopt would be based on the contextual realities.

In a district Assembly context, change pioneered in an incremental approach may be preferable. Several studies have emphasized the merits of incremental change (Huy, 2002). Dunphy & colleagues (2003) have discussed the benefits of a gradual change of which the most relevant and useful aspect of incremental change is the facilitation of the acquisition and enhancement of change competencies. The personnel at the Nadowli District Assembly can bring about many positive changes at their level by allowing them to internalize and sharpen up their change management competencies.

Another way of managing change is by initiating it radically. Researchers have observed that radical change turns out well because it generates momentum and dynamism (Miller & Chen, 1994). Different points of views have also been put forward regarding the significance of sustaining that momentum (Amis, Slack & Hinings, 2004). Kotter (1996) is one of the gurus in the field of change management. Kotter (1996) has extensively explained the need for demonstrating a sense of exigency when leading the change process. He encourages that the sense of determination is first cultivated among key employees in order that the leader is skillfully supported by key employees. To make use of the best ideas of Kotter and do better, it is essential to keep in mind the system of belief of organizational development. According to Cummins & Worley, (1997) organizational development entails the application of knowledge from behavioural science that is employed in an intended and structured manner. An aspect of change management that is underscored by practitioners of organizational development is the effective participation of all members of the organization in the preparation, planning and implementation of the change project. The significance of employees' active engagement was first expressed in the archetypal Coch & French investigation (Coch & French, 1948). Quite recently also, scholars have highlighted the importance of communicating with key stakeholders before, during, and after the change project (Charan, 2006). Therefore, whether the change process is launched gradually or radically, it is handled successfully when the leader elicits support from organizational members (Umble & Umble, 2014; Heydenfeldt, 2010; Worren, Ruddle, & Moore, 1999). The relevance of engaging subordinates and all stakeholders in a change attempt by means of 'individualized consideration' makes transformational leadership specifically

appropriate for Badari. There is corroboration for the view that transformational leadership makes easy change effort and organizational development. In a meta-analysis involving 39 empirical studies on transformational leadership reveals that this leadership style correlates significantly with organizational effectiveness as well as organizational change (Lowe, Kreek, & Sivasubramaniam, 1996).

The most important learning point from the case study is the following: Bagah Badari needs to bear in mind that irrespective of whether he employs a gradual or a radical approach, he needs to get the support of followers at the workplace. This will most likely guarantee that his followers carry out his orders unequivocally and with responsibility. If not, subordinates will execute their jobs in a half-hearted way or try to sabotage Badari in obscure ways.

2.6 Proposed Approach to follow by the District Chief Executive (DCE)

2.6.1 Consider Change as an Ongoing Process

Badari needs to understand change management as a process and not as a product of his leadership style. The establishment as a whole has to be involved with the change struggle on a continuous and incessant basis. In creating a sense of exigency, Badari will have to explain to co-workers why and how the change effort will be useful to them as well as the entire District Assembly. Badari therefore needs to form a trustworthy alliance who will give backing to the change effort rather than questioning Badari's schemes. If the members of the alliance are interested in the change process and assigned a specific role to participate, they would be as committed to the change process. Bagah Badari is going through hard times because he is struggling to endure the burden of the change effort single-handedly. Psychological ownership is crucial to producing passion and dedication to the change effort. Hence, the best situation is that each and every major team member gains some emotional ownership of the change effort. The outcome might have been that rather than organizational members "building brick walls to block the initiative, people will run through the bricks walls to implement it" (Umble & Umble, 2014, p.18). Badari needs to learn how to delegate and let go of holding on to power. This will however require empowering others to act positively and freely instead of frequently referring all issues to himself. It may further compel Badari to fill his authoritarian leadership style with developmental qualities. Finally, Badari need to incentivize his staff for every landmark that they reached in the change process. The compensation should have a motivational outcome. Badari is an extraordinarily stimulated District Chief Executive, who needs to know how to motivate and inspire his co-workers, as effectively as he stimulates himself.

2.6.2 Allow Culture to Guide Change Effort

The organizational culture of the Nadowli District Assembly needs to be developed in such a way that it supports change attempts. When Bagah Badari was appointed as Chief Executive Officer of the Nadowli District Assembly, it was (like many District and Municipal Assemblies in Ghana) caught up in bureaucratic snares. One possible solution for Badari could be the application of certain methods such as strategic management schemes and management control systems. Badari however is a bureaucrat and leader in a terrific speed to create an impression and change the sluggish tempo at which the Assembly performs its tasks. Regrettably, by hastening head-over-heels without winning the support of his personnel or the right organizational culture in position, Badari was accomplishing just little. As an alternative, if Badari had devoted time in surmounting some of the opposition to change entrenched in the Nadowli District Assembly, he would have been able to accomplish a lot. Also, the change would have been more long-lasting. Therefore, the change Badari needs to envisage and dream of has to be organization-wide and systematic. Badari will not be able to accomplish change through extemporized means.

2.6.3 Make Use of Strategic Human Resource Management (HRM) Practices

Badari may like to think up HRM policies that engender behaviours that encourage change. Some specific actions could include giving out tokens or awarding certificates of appreciation to outstanding implementers of his change endeavours. Badari cannot offer cash incentives, as compensation to District Assembly personnel since this is usually decided by government regulations. However, it is within his powers to confer non-financial rewards and incentives. It is unclear whether Badari spent some time to reflect and to go through a process of introspection after the Muri Gandaanaa incident. Badari story is significant because it insinuates that a well brought-up leader should occasionally think things over and examine past activities carried out and how he is performing since it is at all times possible to do better and make progress.

3. Conclusion

This case study is an investigative enquiry into leadership and change management efforts in a public establishment. It focuses explicitly on what transpired when a new District Chief Executive determined to see change through by taking charge. It is realized that to accomplish the change plan which the DCE had envisaged, Bagah Badari needed to adopt a transformational leadership style. It would also be necessary that Badari makes

some adjustments in the current bureaucratic set up prevailing at the District Assembly. This research recommends that change should be implemented in an incremental manner.

References

- Ackerman, L. (1997). Development, transition or transformation: The question of change in Organizations. In V. Lies, & K. Sutherland (Eds.). *Organizational Change*. London: National Co-coordinating Centre for NHS Service Delivery and Organizations Research & Development.
- Agle, B. R., Nagarajan, N. J., Sonnenfeld, J., & Srinivasan, D. (2006). Does CEO charisma matter? An empirical analysis of the relationships among organizational performance, environmental uncertainty, and top management team perceptions of CEO charisma. *Academy of Management Journal*, 49 (1), 161-174. DOI: 10.5465/AMJ.2006.20785800.
- Amis, J., Slack, T. & Hinings, C. R. (2004). The pace, sequence and linearity of radical change. *Academy of Management Journal*, 15-39.
- Antonakis, J., Cianciolo, A. T. & Sternberg, R. J. (2003). *The nature of leadership*. London: Sage Publications.
- Barling, J., Weber, T. & Kelloway, E. K. (1996). Effects of transformational leadership on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81, 827-32.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 19-31.
- Bass, B. M. (1998). *Transformational leadership: Industry military and educational impact*. Mahwah, NJ: Erlbaum.
- Charan, R. (2006). Home depot's blueprint for culture change. *Harvard Business Review*, 61-70.
- Coch, L. & French, Jr. J. R. P. (1948). Overcoming resistance to change. *Human Relations*, 1, 512-532.
- Conger, J. A. & Kanungo, R. N. (1987). Toward a behavioural theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12 (4), 637-647. DOI: 10.5465/AMR.1987.4306715.
- Cummins, T. G. & Christopher, G. W. (1997). *Organizational development and change*. Ohio, Mason: South Western Cengage Learning.
- Dunphy, D., Griffiths, A. & Benn, S. (2003). *Organizational change for corporate sustainability*. London: Routledge.
- Duursema, H. (2013). *Strategic leadership: Moving beyond the leader-follower dyad*. PhD Dissertation. Erasmus University Rotterdam.
- Ginsburg, J. P. (2009). *Determining the personality characteristics that identify a successful global virtual team members* (Doctoral dissertation). Retrieved from ProQuest Dissertation and Theses database. (UMI No. 3394314).
- Heydenfeldt, J.A. (2010). Leading through crisis: Applied neuroscience and mindsight. *Performance Improvement*, 49 (7), 33-37. Doi: 10.1002/pfi.20164.
- Huy, Q. N. (2002). Emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative Science Quarterly*, 47, 31-69.
- Johns, G. (2006). The essential impact of context on organizational behavior. *Academy of Management Review*, 31, 386-408. DOI: 10.5465/AMR.2006.20208687.
- Kelloway, E. K. & Barling, J. (2000). What we have learned about developing transformational leaders. *Leadership & Organizational Development Journal*, 21(7), 355-62.
- Kotter, J. P. (1996). *Leading change*. Harvard Business School Press, Boston.
- Lowe, K. B., Kroek, K. G. & Sivasubramaniam, N. (1996). Effectiveness correlates of transformation and transactional leadership: A meta-analytic review of the MLQ literature. *Leadership Quarterly*, 7, 385-425.
- Malos, R. (2011). Leadership's trait theories. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*, 215-220. Retrieved from EBSCO Database.
- Miller, D. & Chen, M. J. (1994). Sources and consequences of competitive inertia: A study of the US airline industry. *Administrative Science Quarterly*, 39 (1), 1-23.
- Northouse, P. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: SAGE.
- Pearce, C. L., Sims, H. P. Jr., Cox, J. F., Ball, G., Schnell, E., Smith, K. & Trevino, L. (2003). Transactors, transformers and beyond: A multi-method development of a theoretical typology of leadership. *Journal of Management Development*, 22 (4), 273-307.
- Quisenberry, W.L. (2011). *Common Characteristics and Attributes of Self-Managed Virtual Teams*. (Doctoral Dissertation). Walden University, U.S.A.
- Sir Winston Leonard Spencer-Churchill. [Internet]. 2014. The Biography.com website. Available from: <http://www.biography.com/people/winston-churchill-9248164> [Accessed 22 Sep 2014].
- Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25 (1), 35-71.

- Umble, M. & Umble, E. (2014). Overcoming resistance to change. *Industrial Management*, 16-21.
- Weber, M. (1947). In A. M. Henderson & T. Parsons (Eds.). *The theory of social and economic organization*. New York: Oxford University Press.
- Worren, N.A.M., Ruddle, K. & Moore, K. (1999). From organizational development to change management: The emergence of a new profession. *Journal of Applied Behavioural Science*, 35(3), 273-28.
- Yukl, G. (2010). *Leadership in organizations* (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Zhang, Z., Jia, M., & Gu, L. (2012). Transformational leadership in crisis situations: Evidence from the People's Republic of China. *The International Journal of Human Resources Management*, 23 (19), 4085-4109.

Author Biography

Remy Nyukorong is a Doctoral Candidate in Business Administration at the School of Business at the Swiss Management Center (SMC University) in Switzerland - Transknowlogy Campus. He expects to graduate in October, 2015. He holds an MBA in Accounting and Finance from the Maastricht School of Management (MsM), in The Netherlands (2007) and a Bsc.Ed majoring in Mathematics from St. Mary's University of Minnesota (Nairobi Campus), in 2003. He was a lecturer at the Wa Polytechnic Business School in Ghana from 2008 until 2013. Subjects he taught included Business Finance, Quantitative Methods and Organizational Behaviour. His research interests lie in management and leadership in organizations, entrepreneurship, cross-cultural diversity and human capital theories. Currently, he is the General Treasurer of Stichting Kongregatie F.I.C. in the Netherlands.