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Inclusive Leadership in Nicaragua and the DRC
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Introduction

The conference at which this chapter was originally introduced started with the question: What is the meaning and role of ethics in effective leadership and corporate social responsibility in an age of globalisation? (Jones and Millar, 2009). Globalisation has had controversial effects (Beck, 2000; Castells, 2000). Recent outcomes of this process are ambivalent: while there has been substantial growth in the GDP of certain countries, we have also witnessed new forms of social exclusion (Mària, 2007:71f.). The mechanisms of this social exclusion are multifaceted: individuals are excluded for economic, political, social, or cultural reasons. Therefore, the struggle for a more inclusive form of globalisation is equally multifaceted (Mària, 2008:214f.).

In this struggle, inter-organisational relationships play a crucial role. Examples of experiments where groups of organisations have succeeded in addressing social exclusion are microfinance and social enterprise (Yunus, 2006; Wille and Barham, 2009). These initiatives include the development of relationships between NGOs, local communities, public administrations, SMEs, and large private enterprises (Austin, 2000). The literature relating to such experiments can be classified around three main concepts: ‘partnerships for development’ (Business Partners for Development, 2002; Casado, 2008; Reed and Reed, 2009); certain working models at the ‘bottom of the pyramid’, or BOP (Prahalad and Hammond, 2002; Karnani, 2007; Hahn, 2009; Wille and Barham, 2009); and the more general domain of ‘networks’ (Inkpen and Tsang, 2005; Biggs and Shah, 2006; Mesquita and Lazzarini, 2008). In this literature the question of leadership is not always explicit, although it is considered important (Wille and Barham, 2009:4). Therefore, this chapter
addresses explicitly the question of leadership in groups of organisations that are oriented towards the creation of economic and social value in developing countries. It presents the special traits and challenges of leadership in these contexts by comparing two conceptual approaches and illustrating this comparison with two practical cases.

The chapter starts by presenting and comparing the theories of Responsible Leadership (Thomas Maak and Nicola Pless) and of the Work of Translation (Boaventura S. Santos), selected because of their orientation towards inter-organisational relationships directed at social inclusion. This comparison is then illustrated with the two cases of FENACOOP and CADICEC (economic development organisations in Nicaragua and in the Democratic Republic of Congo, respectively), with special emphasis on the leadership characteristics displayed by their leaders, S. Cáceres and M. Ekwa. We then discuss leadership traits derived from both the theories and the cases, and conclude by proposing the extension of these leadership traits to business leaders wishing to work towards a more inclusive form of globalisation.

**Responsible leadership**

Thomas Maak and Nicola Pless understand responsible leadership as ‘a relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in the purpose and vision of the leadership relationship’ (Maak and Pless, 2006:103). Their understanding of leadership can be summarised as ‘the art of building and sustaining good relationships to all relevant stakeholders’ (Maak and Pless, 2006:104). They argue that, in a globalised world, this is becoming more of a requirement than an option, because good and ethical relationships with stakeholders are increasingly necessary for firms to secure both long-term profits and their short-term license to operate (Maak, 2007:330).

These stakeholder relationships are built through a process which is not merely instrumental. It is more than just give and take, more than generalised ‘norms of reciprocity’: ‘In other words, the way an organisation conducts its business, how it interacts with stakeholders, which stakeholders it considers relevant and what stakeholders perceive as a responsible business (and business leader), depends considerably on how both business leaders and stakeholders think about it. If they think alike, tapping into common social resources may be easier. If they think differently, some “bridging” needs to be done to align the cognitions’ (Maak, 2007:335). A responsible leader, therefore, is asked to