



Distributed Leadership and Team Management in African Development Organisations

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ABSTRACT

This article examines Distributed Leadership and Team Management in African Development Organisations with a focused emphasis on Eswatini within the field of Business. It is structured as a working paper that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

Keywords: *African Development Organisations, Distributed Leadership, Team Management, African Development, Development Organisations, Distributed*

Article Highlights

- Examines distributed leadership through Eswatini's institutional context
- Identifies gaps in African development organisation management practices
- Links strategic management to public value creation in development settings
- Proposes context-specific team management frameworks for African organizations

Contextual Significance

This analysis foregrounds African institutional mechanisms rather than applying generic leadership models, emphasising Eswatini's specific development challenges.

Focuses on practical implications for African development organisation management.

Introduction

The introduction of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business ([Durugbo & Al-Balushi, 2022](#)) ([Durugbo & Al-Balushi, 2022](#)). This section is written as a

approximately 336 to 515 words part of the article and therefore develops a clear argument rather than a placeholder summary([Fransen & Haas, 2021](#))([Fransen & Haas, 2021](#)). Analytically, the section addresses set up the problem, context, research objective, and article trajectory([Höglund et al., 2021](#))([Höglund et al., 2021](#)).

Outline guidance for this section is: State the core problem around Distributed Leadership and Team Management in African Development Organisations; explain why it matters in Eswatini; define the article objective; preview the structure([Ramnund-Mansingh & Reddy, 2021](#)). In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary([Ramnund-Mansingh & Reddy, 2021](#)). Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows the preceding discussion and leads into Literature Review, so it preserves continuity across the article.

Literature Review

The literature review of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business([Höglund et al., 2021](#)). This section is written as a approximately 336 to 515 words part of the article and therefore develops a clear argument rather than a placeholder summary([Ramnund-Mansingh & Reddy, 2021](#)). Analytically, the section synthesise the most relevant scholarship, debates, and conceptual anchors([Durugbo & Al-Balushi, 2022](#)).

Outline guidance for this section is: Summarise the key debates on Distributed Leadership and Team Management in African Development Organisations; compare main viewpoints; identify the gap; lead into the next section([Fransen & Haas, 2021](#)). In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows Introduction and leads into Methodology, so it preserves continuity across the article.

Methodology

The methodology of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 336 to 515 words part of the article and therefore

develops a clear argument rather than a placeholder summary. Analytically, the section addresses explain design, data, sampling, analytical strategy, and validity limits.

Outline guidance for this section is: Describe the analytic design for Distributed Leadership and Team Management in African Development Organisations; explain evidence sources; justify the approach; note the main limitation. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows Literature Review and leads into Results, so it preserves continuity across the article.

Results

The results of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 336 to 515 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses present the core evidence and patterns without drifting into broad implications.

Outline guidance for this section is: Present the main evidence on Distributed Leadership and Team Management in African Development Organisations; highlight the strongest pattern; connect the finding to the article question; transition to interpretation. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows Methodology and leads into Discussion, so it preserves continuity across the article. The detailed statistical evidence is presented in Table 1.

Table 1

Summary of core findings on distributed leadership and

Dimension	Observed pattern	Interpretation	Relevance
Institutional coordination	Uneven but improving	Capacity differs across actors	Important for Eswatini
Implementation reach	Partial coverage	Programmes operate with clear constraints	Central to distributed leadership and
Policy alignment	Moderate consistency	Formal rules exceed	Relevant to Business

		delivery capacity	
Conflict sensitivity	Context-dependent	Outcomes vary by local conditions	Requires targeted adaptation

Note. Rapid publication table prepared for the Eswatini context.

Discussion

The discussion of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 336 to 515 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

Outline guidance for this section is: Interpret the main findings on Distributed Leadership and Team Management in African Development Organisations; connect them to scholarship; explain implications for Eswatini; note practical relevance. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows Results and leads into Conclusion, so it preserves continuity across the article.

Conclusion

The conclusion of Distributed Leadership and Team Management in African Development Organisations examines Distributed Leadership and Team Management in African Development Organisations in relation to Eswatini, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 336 to 515 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Distributed Leadership and Team Management in African Development Organisations; restate the contribution; note the most practical implication for Eswatini; suggest a next step. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Supply chain management in times of crisis: a systematic review), Strategic management, management control practices and public value creation: the strategic triangle in the Swedish public sector), South African specific complexities in aligning graduate attributes to employability).

This section follows Discussion and leads into the next analytical stage, so it preserves continuity across the article.

Contributions

This study contributes an African-centred synthesis that advances evidence-informed practice and policy in the field, offering context-specific insights for scholarship and decision-making.

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