

We are serialising this ANC booklet which indicates the broad parameters within which every ANC member should exercise their right to shape the leadership of the movement.



Part 3: The broad requirements of leadership

THROUGH THE EYE OF A NEEDLE

Choosing the *best cadres* to lead transformation

As a **REVOLUTIONARY ORGANISATION**, the ANC needs **revolutionary cadres and leaders.**



LEADERS EVOLVE OUT OF BATTLES for social transformation. In these battles, some will fall: but the abiding quality of leadership is to **learn from mistakes**, appreciate one's weaknesses and **correct them.**



An individual with **qualities of leadership** does not seek to gain popularity by **UNDERMINING** those in **positions of responsibility.**



If a member has views on how to **improve things or correct mistakes**, they should state them in **CONSTITUTIONAL STRUCTURES** and seek to **win others** to their own thinking.



They should **ASSIST THE MOVEMENT** as a whole to **improve** its work – and not **stand aside** to claim perfection out of **inactivity.**

Be **ACCESSIBLE** and **FLEXIBLE** and not think they are the source of all wisdom.



UNDERSTAND ANC policy and be able to **APPLY** it under all conditions.



Constantly seek to **IMPROVE** their capacity to **SERVE** the people.



WIN the **confidence** of the people in their **day-to-day** work.



Not seek to gain **CHEAP POPULARITY** by avoiding difficult issues, making **false promises** or **pandering** to popular sentiment.



Have the courage to explain and **CONVINCE OTHERS** of the **correctness of decisions** taken by constitutional structures – even if decisions are **unpopular.**



Strive to be in touch with the people all the time, **LISTEN** to their views and **LEARN** from them.



LEAD BY EXAMPLE and be **above reproach** in their political and social conduct.



Seek to **INFLUENCE** and **be influenced** by others. Have the conviction to **state their views boldly** and openly within constitutional structures, without being disrespectful to senior members, nor relying on cliques.

Act as a **role model** to ANC members and non-members that reflects **COMMITMENT** to the strategic goals of the NDR, which includes not only being free of corrupt practices, but also actively fighting against corruption.

THE ULTIMATE TEST OF LEADERSHIP INCLUDES:



Striving for **convergence** between personal interests and the **collective interest.**



Handling **conflict** by understanding its origins and seeking to **resolve** it in the **context of struggle** and in the interests of the ANC.



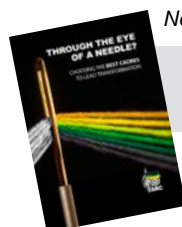
The ability to **inspire people** in good times and bad.



Reinforcing members' and society's **confidence** in the ANC and **transformation.**



Winning acceptance by members not through suppression, threats or patronage, but by being **principled, firm, humble** and considerate.



Next week: The negative challenges in the new terrain

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Build • Renew • Unite

The struggle for **SOCIAL TRANSFORMATION** is **complex:**

- At times, personal interests will conflict with organisational interests.
- From time to time, conflict will manifest.