

The Role of Leadership Management in National Sustainable Development

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Abstract

Our rapidly changing and integrating world is facing numerous challenges such as wars, insurgencies, outbreaks of epidemics, rising poverty and inequality, etc which only effective Leadership Management at all institutional levels, including public and private sector, civil society, community organizations, etc can solve. Leadership is simply the ability of an individual to influence a group of people to achieve a pre-determined goal as leaders such as Mahatma Gandhi, John Wooden, Reverend Martin Luther King Junior, Lee Kuan Yew, Bill Clinton, Jaime Lerner were all known to have had a great, lasting impact on their followers and societies. Effective leadership requires the use of negotiation skills and understanding how to operationalise the principles of Sustainable Development. In general, a leader sets the goal and vision of the institution while the manager manages the human and material resources available to achieve the goal and vision if the Leader lacks the capacity to do so.

In Nigeria, the country has made significant improvements in its democratic and socio-economic status, although numerous challenges which are related to Leadership Management remain. They include the prevalence of bribery and corruption, nepotism, ethnicity and tribalism and frauds, embezzlements and misappropriations. Some suggested practical strategies for improving Leadership Management include the institutionalization of Monitoring and Evaluation of the effectiveness of Leadership Management, Strategic Planning which include Pre-emptive Decision Making.

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Time Management Skill Development and Innovative Leadership Training which includes logical reasoning, regular review of literature for research and drawing lessons from Military History. Some best practices of good Leadership Management in Nigeria include the outstanding reforms of Governors Fashola, Amaechi and Godswill Akpabio of Lagos, Rivers and Akwa-Ibom States respectively. Policy recommendations include all stakeholders taking collective responsibility to improve the quality of Leadership Management in their institutions, effective identification of youth leaders who demonstrate character traits such as integrity for Leadership Training, expanding the scope of operation of mentors who can work with young people on projects that promote accountability in institutions such as Monitoring and Evaluation and the strengthening of 'Participatory Governance Structures' in institutions involved in Leadership Management.

Keywords: Art of negotiation; Challenges; Concepts; Leadership management; Sustainable Leadership and Development; Practical and Innovative Strategies; Monitoring and Evaluation Projects; Innovative Leadership Training; Best Practices; Policy Recommendations.

1. Introduction

The Information Age is causing the world to become more complex, with its vast, emerging mosaic of interdependencies of its various parts. This has resulted in vast opportunities for growth and prosperity from the expansion of Information and Communication Technology (ICT) related businesses, global trade and investments, regional integration of nations, etc. Simultaneously, this rapidly changing world is also facing numerous challenges to the sustainability of human living and development. Some of these challenges include, the ongoing political crises and conflicts in Ukraine, Israel/Palestine, the prevalence of war and refugee crises in Syria, South Sudan, the Central African Republic, acts of terrorism and insurgency in Iraq, Pakistan, Afghanistan, Somalia and Nigeria, the recent military coup in Thailand, the recent outbreak of the Ebola Virus Disease (EVD) in Guinea, West Africa, etc. These global challenges require effective, dynamic and innovative leadership at all levels including governmental, civil society, private sector, community development and community based associations, voluntary organisations, etc to effectively tackle and improve the socio-economic welfare of followers, particularly the alleviation of poverty.

In Nigeria, although the country has maintained its democratic journey since 1999 and has witnessed impressive aggregate economic growth since 1999, according to the author in [1]. In addition, in April 2014, Nigeria was confirmed by the World Bank's GDP measurement criteria as having the largest economy in Africa. However, the country faces numerous challenges including a high level of extreme poverty of 68% in 2011, according to the author in [1]. According to the author in [2], extreme poverty includes the proportion of the nation's population that spends less than one-third of the Total Household per capita expenditure of the nation per year. The nation continues to experience acts of terrorism and

insurgency by Boko Haram, including the shocking kidnapping of the Chibok girls on April 15, 2014 and widespread societal corruption that has severely undermined the quality of leadership in the country at all levels. Also, according to the author in [3], Nigeria at the time had a large youth population relative to the older age cohorts of the country with approximately 71% of the population between the age of 0-30. Therefore, effective, dynamic, innovative and systematic leadership training of the youth has become strategic in reshaping the orientation and values of the youth, imparting the requisite knowledge and skills into them and moulding their character for sustainable socio-economic development and societal transformation of Nigeria.

This paper reviews major conceptual and methodological contributions of various authors to the discourse on leadership and sustainable development, proposes innovative and practical strategies to improve leadership effectiveness, draws lessons from best practices of leadership and recommends policies for CILEAD to improve its effectiveness in order to actualise its vision.

2. A Review of Concepts of Leadership Management and Sustainable Development

Leadership is an essential element and ingredient of effective management. From the managerial point of view, leadership is the process of influencing others towards the accomplishment of objectives. Through good leadership, employees can be induced in a less threatening and acceptable way to construct their optimum to the achievement of organisational goals. According to the authors in [4], all leaders must:

- a.) Have influence.
- b.) Provide direction.
- c.) Help in the achievement of group goals.

According to the author in [6], management controls or directs people and resources in a group according to principles or values that have been established by the leader. According to the author in [7], president of Leadership Management International, managers should seek to be 'Up-Front Managers' (UFM). From his perspective, a manager's primary responsibility is to secure employees' commitment to achieving the organisation's goals and the indicators of Effective Managers are as follows. They point out specific behaviours that need to be changed, work with employees to improve their skills in specific situations, invest time helping employees to stay focused on their goals and to increase their productivity, empower employees to carry out their responsibilities, work with each employee to identify specific problems and to outline actions each one can take to produce better results.

When an organisation lacks focus and its employees lack specific goals to accomplish, a negative trend called 'Mutual Mystification' begins to manifest in its organisation. The symptoms to look out for in order

to address them are as follows. The Manager:

- Complains that an employee has a bad attitude.
- Spends increasingly more time in meetings.
- Spends increasingly more time counselling employees about personal problems
- Manages the moods of the employees to help them feel good.
- Assumes more of the employees' work and wastes more time and effort complaining.

The negative consequences of MM are as follows:

- Confused expectations and disappointment.
- Negative attitudes or even hostility among team members of the organisation.
- Blaming external circumstances for problems and failures.
- Drowning in a sea of paper, briefs, etc.
- Long meetings with disappointing results.
- Longer working hours.
- Unmet goals and increasing sense of failure and guilt.
- Failure to assume responsibility for one's decisions and actions.
- Loss of confidence, damaged self-esteem and little motivation.

The relationship among leadership, management and followers is a complex one and oftentimes leadership and management are often part of the same role because of the continual adjustment of the direction(leadership) and controlling resources to achieve that direction(management). When a leader sets the direction for an organisation but does not have managerial skills to ensure proper staff management, he might delegate such responsibilities to a competent manager. For example, an entrepreneur who can grow his business by networking, building relationships and generating new ideas for new products but relies on a factory manager to ensure proper staff recruitment, efficient production of goods and services, etc. An example of management without leadership is when a sports referee manages opposing teams to ensure they play by the rules of the game. The referee does not provide leadership because there is no new change, no new direction.

According to the author in [8], the author in [9], the authors in [10] and the author in [11], leaders should possess the following characteristics:

1. Physical Characteristic

- a.) Energy;

b.) Physical Stamina.

One great leader who demonstrated the importance of physical stamina, strength and endurance in achieving his goal is Mahatma Gandhi of India. Gandhi fought for India's independence from 1915 to 1947. At the time, Britain which was the colonial government ruling India passed a 'Salt Act' which prohibited indigenous Indians from collecting or selling salt, a staple in the Indian diet. This law affected the Indian poor the most because they had to spend part of their meagre income on salt and had no opportunities to trade or establish small and medium scale industries to produce and sell the product locally, thereby denying them an opportunity to increase their income and contribute to the expansion of the local economies of their communities.

Using a nonviolent approach, Mahatma Gandhi embarked on a 'Salt March' which took place from March to April 1930 in India and was an act of civil disobedience to protest British rule and the unjust law in India. Gandhi and his followers who joined him in the march, marched from Gandhi's religious retreat near Ahmedabad to the Arabian coast – a distance of 240 miles which is the equivalent of 384 kilometres! As a result, the British authorities arrested 60,000 people, including Gandhi. In January 1931, Gandhi was released from prison. He met Lord Irwin (1881-1959), the viceroy of India at the time and agreed to call off the act of civil disobedience, called 'The Satyagraha' in exchange for an equal negotiating role at a London conference on India's future. In August that year, Gandhi was the sole representative of the nationalist Indian National Congress. The meeting was a disappointment but British leaders acknowledged Gandhi as a force. Britain finally granted India its independence in August, 1947.

2. Intellectual ability or capability

- a.) Intelligence, Cognitive ability
- b.) Knowledge or native wisdom
- c.) Judgment, decisiveness

One leader who applied intellectual development to excel in his field is John Wooden who lived from October 14, 1910 to June 4, 2010. Wooden was an American basketball player and coach. According to the author in [13], Wooden, nicknamed 'The Wizard of Westwood' was also a successful husband and father. He was a voracious reader of poetry, philosophical quotations and other literature. One of his core beliefs was 'Drink deep from good books everyday, especially the bible'. During the offseason when the University of California, Los Angeles (UCLA) basketball team was not playing, he selected one topic to study in great depth over the next 6 months. In his early years, he chose physical and strategic aspects of basketball like rebounding and zone defence. In later years, he chose more psychological aspects of the sport like 'Pre-Game Mental Preparation' or 'Visualisation'. During each offseason, he devoured every source of information on the topic he selected. He interviewed other coaches that gave him fine details

and enhanced his knowledge and understanding of the topic. He had a voracious appetite for learning. He was not content with just gathering information, he constructed a composite of the most distinctions he accumulated from his studies. This helped him to teach what he studied effectively to other people, including his players and he had understanding that learning had to be proactive with application rather than just passive reading. He was very humble, knowing there was always more to learn. One of his famous quotes was 'It's what you learn after you know everything that makes the difference'. Another one of his famous quotes was 'Success accompanies attention to little details – it is this that makes the difference between Champion and Mere Champion'. He even conducted Annual Training Seminars for his players on 'How to put on their socks correctly'. As far as Wooden was concerned, a player was no better than his feet. If a player put on his socks incorrectly and the socks had wrinkles on it, it could cause the player to develop blisters on his feet which would significantly undermine his performance while playing.

John Wooden's results were outstanding. As head coach of UCLA's basketball team between 1949 and 1975, he won 10 National Collegiate Athletics Association (NCAA) championships during a 12 year period - 7 in a row, an unprecedented feat. During this period, his teams won a record 88 consecutive games, He was named 'National Coach of the Year' 6 times. As a player, Wooden was first to be named 'Basketball All American' 3 times, he won a Helms Athletic Foundation National Championship at Purdue University in 1932, 7 years before the birth of the NCAA Men's Division 1 Basketball Championship. Wooden was named a member of the Basketball Hall of Fame as a player (inducted in 1961) and as a coach in 1973, the only person to achieve this feat. Wooden coached basketball legends like Kareem Abdul-Jabbar and Bill Walton who went on to excel in America's Professional Basketball League – The National Basketball Association (NBA).

3. Personality Characteristics such as:

- i) Self-confidence.
- ii) Honesty and Integrity.
- iii) Enthusiasm.
- iv) Desire to lead.
- v) Independence.
- vi) Supervisory ability.
- vii) Self-assurance.
- viii) Initiative.
- ix) Maturity.

Lee Kuan Yew exemplified the above personality traits. He was the first Prime Minister of Singapore and ruled for three decades from the time of Singapore's independence from Britain in 1959 to 1990. His reforms transformed Singapore from a relatively underdeveloped colonial outpost with no natural

resources into a First World Asian Tiger and is regarded as one of the most influential political figures in Asia. His tenure was characterised by innovative, though controversial reforms at times.

At the time of Singapore's independence from Malaysia in 1965, Singapore faced a number of challenges including overdependence on Malaysia for water supply, no natural resources and very limited defence capabilities which made the country vulnerable to external aggression from communists in neighbouring countries like China. To reduce Singapore's dependence on Malaysia for water supply and to prevent Malaysia from using water against Singapore as a political weapon, Lee ordered experimentation on water recycling in 1974. After decades of experiencing disruptions in domestic water supply, the Public Utilities Board(PUB) increased water supplies for non-potable use in 2001.

Lee built the Singapore Armed Forces (SAF) and requested help from Israel for advice, training and facilities. He introduced conscription where it was compulsory for men who were 18 years old and above to serve in the SAF, Singapore Police Force (SPF) or Singapore Civil Defence Force (SCDF). He also introduced 'Corporal Punishment' as punishment for indiscipline in the Armed Forces, one of the few countries in the world that implements this policy. Consequently, Singapore has been ranked consistently in the top five positions in the Global Competitiveness Report in terms of reliability of police services. Singapore has been consistently ranked as the safest country in the world. Lee also understood that the Singaporean people were the most valuable resource available to the country and made the requisite investments in education and training of the Singaporean people.

4. Social Characteristics such as:

- i) Sociability, interpersonal skills.
- ii) Cooperativeness.
- iii) Ability to enlist cooperation.
- iv) Tact, diplomacy.

Former President of the United States of America, Bill Clinton, exemplified the above mentioned Social Characteristics, according to the author in [14]. Bill Clinton knows when to stop and go when communicating with people and makes the most out of every word he uses. He pauses frequently between his phrases to garner attention, gain drama and create suspense among his audience while speaking in public. In addition, his gestures synchronise with his words. His excellent use of non-verbal communication such as arm movements that are open and wide, paint an image of accessibility and authenticity. To guide the audience's emotions and attention, he often extends his hands with palms facing up or out. He also overlaps hands in front of his chest to reinforce intimate statements such as 'This is personal to me'. He now lets his index finger flow through the air with an element of inclusion or bring one index finger downward as a long, slow declarative action when saying something. Furthermore, Clinton uses facial expressions to put his words on display. He smiles when changing points or speaking

about new issues and he raises his chin in defiance when standing up for a particular principle he believes in. Clinton bites his bottom lip with frustration after stating a point and squints his eyes with determination when affirming his values like 'Democracy does not have to be a blood sport'.

During the presidential debates in 1992, which I had the privilege of watching as an undergraduate at Penn State University, U.S.A, I noticed that when anybody in the audience as about to ask Bill Clinton a question, Clinton left his podium and slowly walked towards the person and face the person with a gentle smile on his face before he or she spoke. It is argued that this act sent a powerful message to the subconscious that 'You are important – at this point in time, nothing matters to me more than your opinion. I am ready to listen to what you have to say'. These effective communication strategies are the primary reason that many people are endeared to Bill Clinton as a leader today and why Clinton is able to mobilise significant resources to achieve his goal of development assistance to less fortunate poeple and nations through his 'Clinton Foundation' which he established in 2002. These initiatives include improving global health and helping communities address Climate Change in America and developing countries worldwide.

5. Work related characteristics such as:

a.) Achievement, drive, desire to excel.

b.) Conscientiousness in pursuit of goals.

c.) Persistence against obstacles, tenacity.

One leader who reflected the above mentioned traits was the late Reverend Martin Luther King Junior who lived from January 15 1929 to April 4, 1968. King led the African-American Civil Rights Movement, using nonviolent civil disobedience based on his Christian beliefs.

When King led the 'Montgomery Bus Boycott' in the State of Alabama, U.S.A in 1955 to protest racial segregation on buses after Rosa Parks was arrested on December 1, 1955 for refusing to give up her seat to a white passenger, his house was bombed and King was arrested during the campaign. On September 20, 1958, while signing copies of his book 'Stride Toward Freedom' in Blumstein's department store in Harlem, New York, King narrowly escaped death when Izola Curry, a mentally ill African-American woman who believed he was conspiring against her with communists stabbed him in the chest with a letter opener. King was hospitalized for several weeks.

In April 1963, King began a campaign against racial segregation and economic injustice in Birmingham, Alabama by occupying public spaces with marches and sit-ins with his followers. The Birmingham Police Department used high pressure water jets and police dogs against the protesters, including children. The footage was broadcasted on T.V and shocked many white Americans and consolidating African-

Americans behind the movement. This pricked the conscience the viewers and gave the needed momentum to the civil rights movement which President Lyndon Johnson signed into law on July 2, 1964.

It is interesting to note that King was inspired by Mahatma Gandhi's success with nonviolent activism. Consequently, he travelled to India in April 1959 and the trip deepened his understanding of non-violent resistance and his commitment to obtaining civil rights for African-Americans in America five years later.

6. Social Background

- a) Education;
- b) Mobility

According to the author in [16], Governor Godswill Akpabio is a good example of a leader whose reforms in education and mobility of the citizens of Akwa-Ibom State are contributing to the development of the State. The Akwa-Ibom State Government budgeted N26 billion in the 2013 budget for employment generation and its management was disbursed through the various State Agencies, as more than 5,000 people were employed at the time of filing this report and the process was ongoing. Government, through its inter-ministerial Direct Labour committee spent over N30 billion on Inter-ministerial direct labour projects and over 10,000 Akwa-Ibom people have gained contracts and employment through it and are empowered through the profit of the proceeds.

The government continued to offer free, but qualitative education to its citizens and all who reside in the State of school age from primary to secondary schools. It pays National Examination Council (NECO) and Senior School Certificate Examination (SSCE) fees for students and provides school heads with a minimum of N500 per child every term for school management and upkeep, while offering scholarships to students in tertiary institutions and sponsoring the indigenes to study professional courses abroad. Consequently, the State experienced a 25% increase in school enrolment. This led to existing classrooms not being enough to accommodate all the students, causing some students to study under trees. Consequently, Governor Akpabio ordered the construction of new Classroom blocks for affected schools. Governor Akpabio's government also allocated funds to construct facilities in the Akwa-Ibom State University, to assist the institution gain more accreditation of courses and programmes.

The authors in [17] defined managerial leadership as a process of directing and influencing the task related activities of group members, adding there are 4 implications of this definition:

- 1.) Leadership involves followers – By their willingness to accept directions from leaders, group members help define the leader's status and make the leadership process possible. Without followers, all

the leadership qualities of a manager become irrelevant.

2.) Leadership involves an unequal distribution of power between leaders and followers. Although followers have some powers and can shape group activities in a number of ways, leaders usually have more power. According to the authors in [18] and the authors in [19], a manager gets power from five sources namely: reward power, coercive power, legitimate power, referent power and expert power. The greater the number of these power sources that are available to the manager, the greater his or her potential is for effective leadership. Managers on the same level with the same amount of legitimate power vary in their ability to use the various sources of power.

3.) As a result of the discussion above, leadership can also be defined as ability to use the different forms of power, bringing in the power of influence.

4.) The fourth aspect combines the first three and acknowledges that leadership is about values. The author in [20] argued that leaders who ignore the moral aspects of leadership are regarded as scoundrels or worse.

This means that leaders should give their followers knowledge of alternatives and empower them to make intelligent choices when the time comes to respond to a leader's proposal to lead. The author in [20] also found out that intelligence, initiative levels of performance are critical to successful leadership as well as managerial supervisory ability, that is skill in using supervisory methods appropriate to the particular situation. The authors in [21] supported the author in [20]'s view on managerial supervisory ability, stating that how well a leader's traits match the requirements of the situation was a better way of measuring a leader's effectiveness in comparison with measuring the leader's traits in its absolute sense.

To the authors in [21], leadership is a special case of interpersonal influence that gets an individual or group to do what the leader wants done, and that there are 2 forms of leadership: (a) Formal leadership which is exerted by persons appointed to or elected to positions of formal authority in organisations and (b) Informal leadership which is exerted by persons who became influential because they have special skills that meet the resume needs of others.

According to the authors in [22], leadership is the process of inspiring and empowering others to voluntarily commit themselves to achieving the leader's vision. They identified two types of leaders. Informal leaders whose leadership activities are unrelated to his or her position in the organisation, while formal leaders are those whose leadership activities are directly related to his or her position in the organisation.

The author in [23] identified many variables that underlie leadership effectiveness in work

organisations. They include:

- a.) Characteristics of the manager, personality, attitudes, abilities, value systems and the personal credibility of the manager.
- b.) The type of power of the manager and the basis of the leadership relation.
- c.) The characteristics of the subordinates; their needs and expectations, attitudes, knowledge, confidence, experience and their motivation and commitment.
- d.) The relationship between the managers and the group and among members of the groups.
- e.) The type and nature of the organisation and different stages in the development of the organisation.
- f.) The nature of the tasks to be achieved, the extent to which structured or routine, the technology and methods of the work organisation.
- g.) Organisational structure and systems of management.
- h.) The type of problem and the nature of the manager's decision.
- i.) The nature and influence of the external environment.
- j.) The social structure and culture of the organisation.
- k.) The influence of the national culture.

Deriving from the above, the authors in [24] identified fourteen functions and responsibilities of a leader as follows:

- 1.) The leader is the executive – The top coordinator of the group activities and overseer of the execution of policies.
- 2.) The leader is the planner – Deciding how the group achieves its ends, including short-term and long-term planning.
- 3.) The leader is the policy maker – Referring to the establishment of group goals and policies.
- 4.) The leader as expert – A source of readily available information and skills, although there will be some reliance on technical expertise and advice from other members of the group.

- 5.) The leader as external group representative – The official spokesperson for the group, representing the group and is the channel for outgoing and incoming communication.
- 6.) The leader as controller of internal relationships, determining specific aspects of the group structure.
- 7.) The leader as purveyor of rewards and punishment. He or she exercises control over group members by the power to reward and punish followers.
- 8.) The leader as arbitrator and mediator. He or she controls interpersonal conflict within the group.
- 9.) The leader as exemplar. A model of behaviour for group members, setting an example of what is expected.
- 10.) The leader as symbol of the group. He or she enhances group unity by providing cognition focus and establish the group as a distinct entity.
- 11.) The leader as substitute for individual responsibility – Relieves the individual member of the group from the necessity of and responsibility for personal decisions.
- 12.) The leader as ideologist – Serving as the source of beliefs, values and standards of behaviour for individual group members.
- 13.) The leader as father figure – Serves as focus for positive emotional feelings of individual members and the object for identification and transference.
- 14.) The leader as scapegoat – Serving as the target for aggression and hostility of the group, accepting blame in the hostility of the group, accepting blame in the case of failure.

In the light of the above, the author in [25] suggests the following ideas for effective leadership in organisations:

- i) Empowerment – This is training to become skilled leaders.
- ii) Knowledge of the goals of the organisation – The leader should avoid situations where the goals of the individual and that of the organisation are perceived to be similar.
- iii) Be a Servant Leader – Human capital resources in organisations are now highly skilled and such organisations have well-educated people.
- iv) Team Leadership – This is based on the Principle of Country of Command with a consideration of high degree of participation.
- v) Know and support followers – Followers should be treated equally and uniquely.

- vi) Know yourself – The leader should ask himself or herself whether he or she is capable of taking the mantle of leadership.
- vii) Delegate but do not abdicate – Effective delegation by the leader motivates followers and allows the leader a leverage to concentrate on other critical issues in the organisation.

3. The Art of Negotiation

One of the leading experts, involved in the development of Negotiation Skills is Stan Christensen, Co-founder of Arbor Advisors and a member of Stanford Technology Ventures Programme. According to him, one of the most significant factors hindering effective negotiation skills of leaders is ignorance. As a result, many leaders base their ability to negotiate on wrong assumptions such as negotiation being a one-time deal or that only highly experienced politicians and diplomats like Henry Kissinger and Jimmy Carter (old people with grey hair, a common stereotype) can negotiate effectively.

Christensen clarified some of these wrong assumptions by stating that contrary to the common belief that negotiation is a one-time deal, you are however likely to run into people again. Furthermore, he stated that all negotiations are serial, that is they are repetitive. Another wrong assumption he addressed is that many people associate negotiation with winning. He corrected this by stating that negotiation is not necessarily about winning, but about getting the best deal. Others still, according to him assume that a negotiator needs a lot of natural talent to be a good negotiator. But Christensen stated that proper education in this area is the key. Other wrong assumptions that he addressed is that many negotiators focus on tactics, that is using tricks and methodologies to trick the other person and gain an advantage, that is creating the ‘Good cop, Bad cop’ scenario. The downside of this, according to him is that people will want to get even when they are tricked. Others, according to him, see it as a ‘Zero Sum Game’, that the pie is fixed. Some see it as advocating, getting more for your client rather than problem solving. In addition, he stated that people who spend time together tend to have a hard time not questioning their assumptions.

In his definition, Christensen stated that negotiation is any attempt to persuade a party to do something. It is ‘Effective Relationship Management’. He stated further that it is an important life skill that everyone needs and it is creative problem solving. In addition, he stated that the solution is not necessarily the answer but negotiation is more like a tool to get things done.

The author in [27] then proposed ‘A Framework for Negotiation’ as follows:

- i) The Negotiator should think outside the box.
- ii) **Criteria** – The objective standard of what either side wants should be clarified and established.
- iii) **Communication/Relationship** – A touchy way of getting into the circle. Christensen advised

the negotiator to focus on convincing the other side that you can hear them. According to him, a leader like former President Clinton is an outstanding listener and this is the key that makes him a good negotiator. It is important that the negotiator builds relationships and is able to get along with others effectively. He advised negotiators to find things he or she has in common with other people and that agreements are worked out in the context of relationships. In addition, he advised negotiators to think systematically about their preparations and have a framework and the negotiator should separate what he or she might concede from dialogue with the other party.

Christensen ended his presentation on Enhancing Negotiation Skills with the following tips:

- Preparation** – Most people don't prepare for negotiations systematically;
- Tell the truth** – He advised negotiators against lying and there are no exceptions in this regard. According to him, the negotiator will do better if people perceive him or her as a trustworthy person;
- Apologize more and acknowledge your contribution** – Blaming, finger-pointing don't work according to him. People get engrossed in being right and this hinders effective negotiation;
- Stay in the Game** – He advised negotiators to 'wear the other side down';
- Give them extra** – He advised negotiators to make it a little better for the others and that it is not about getting a bigger piece of the pie. According to him, people tend to be surprised when they are offered something extra and they will reciprocate.
- The Principle of Alternatives** – He advised negotiators to look at negotiation as packages of issues.

4. Concept of Sustainable Development

According to the United Nations (UN) resolution, Agenda 21, sustainable development has four key areas: (a) Social and Economic dimensions, (b) Conservation and management of resources, e.g. pollution, forest protection and protection of other fragile ecosystems, (c) strengthening the role of major groups, e.g. children, women, workers, etc, (d) Means of implementation, e.g. education and technology.

The author in [29] stated that sustainability refers to the ability of something to keep going *ad infinitum* and sustainable development represents a journey, not a destination. The 1987 Bruntland Report defined sustainable development as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. This principle called 'The Principle of Intergenerational Equity', was reiterated in Agenda 21 from the 1992 Rio Conference on Environment and Development and at the 2002 UN Johannesburg Summit (Earth Summit 2).

The authors in [30] expatiated on the Principle of Intergenerational Equity, stating that Public Sector Organisations (PSOs) play a critical role in sustainable development as their action or inaction in this regard tends to affect citizens' ability to cultivate sustainable lifestyles. According to the authors in [32],

the goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.

The authors in [30] also argued that there are five forms of capital from which people derive their income and on which human activity depends. Sustainability is attained when income is generated without running down the capital stock, of which there are five sources:

(i) Natural Capital (Also known as Environmental or Ecological Capital)

It is any stock or flow of energy and matter that yields valuable goods and services. It includes resources like timber, grain, fish, water, etc, non fossil fuels that is renewable sources of energy, sinks that absorb, neutralise or recycle waste and services like climate regulation. Natural capital is the basis of life itself, according to them.

(ii) Human Capital

This consists of health, knowledge and motivation as well as the individual's emotional and spiritual capacities. Enhancing human capital through investment in education and training is central to a flourishing economy, according to them.

(iii) Social Capital

It includes structures, institutions, networks and relationships that enable individuals develop their human capital by partnering with others. It includes families, communities, businesses, trade unions, voluntary organisations, legal/political systems and education and health bodies.

(iv) Manufactured Capital

It includes material goods like tools, machines, buildings and other infrastructure that contribute to production but do not become part of the output.

(v) Financial Capital

It is important in the economy and it reflects the power of other types of capital, enabling them to be owned and traded. It has no intrinsic value – its value is purely representative of human, social or manufactured capital. **Public Value:** This concept has been in existence for several decades, according to the authors in [30] through their organisation 'Forum for the Future'. According to them, some see similarities with private value created by business in markets, others as what the public values and others as a management theory. The latest reasoning on this from the cabinet office is that it includes trust and

legitimacy as well as outcomes and the means used to deliver them.

Forum for the Future argued that sustainable development offers the most appropriate set of values for the creation and maintenance of public value and therefore the most useful framing of public value itself. Furthermore, sustainable development can address market failure, build resilience and renew the social contract.

Market Failure: Government provides goods or services that markets cannot provide or at an optimal price or quantity, e.g. a stable climate. Sustainable development offers a values-based framework for decision making that enables public value creation by avoiding such perverse outcomes.

Resilience: It increases when sustainable development principles underpin public sector services and investment. Resilience, according to Forum for Future, is defined as the capacity of an organisation or group of people to change in response to shock or stress without complete or partial collapse of the defined characteristics of the system. Resilience planning requires analysis of the vulnerabilities of critical systems and strategies to address them through diversification, localisation and stronger community connectivity – things which markets cannot be expected to deliver. According to Forum for the Future, sustainable development offers a framework to invest in systems that sustain health, protect resources, build capacity, create wealth and make a high quality of life possible. When these systems are strong, communities are less vulnerable to unexpected events.

The Social Contract: The push to make PSOs function more like businesses has resulted in increased emphasis on the public's role as consumers of services instead of as being citizens. The implication is that citizens will be seen as having choices in the operation of the PSO business. The experience of local governments in the U.K is that stronger relationships between the state and Civil Society Organisations (CSOs) are evolving and public amenities are easier to maintain if there is a sense of shared ownership of these amenities, rather than citizens seeing them as assets belonging to the state.

The Organisation's Case: Changes that businesses normally make can improve public sector value. These include saving money through efficiency gains, compliance with legislation, better management of risk and cultivation of reputation with internal and external stakeholders. Increasing financial pressure on PSOs require improvements in the efficiency of their operations to eliminate waste and meet the needs of the citizenry. Reputational risk is increasingly significant. Private companies are facing increasing demand from new recruits and existing staff on sustainability issues. Empirical evidence shows that sustainable activities can build moral values and skills and reduce staff turnover.

According to Forum for the Future, sustainability principles can deliver the following benefits:

- It provides a framework within which organisations can identify and pursue shared outcomes, a critical part of performance management in U.K's context.
- It creates well-being by protecting the environment and optimising trade-offs among social, environmental and economic objectives.
- It builds organisational and community resilience to social and environmental shocks that Climate Change (CC) and other trends will bring.
- It builds social capital which gives PSOs the licence to operate;
- It helps stakeholders understand environmental limits and closes the gap between the current and sustainable activity levels in the future. It aids long-term planning.
- It helps stakeholders anticipate market failures and to respond before impacts occur.
- It helps to achieve mutually reinforcing outcomes with other stakeholders in the system and reduces the risk of 'Unanticipated Consequences.
- It can aid Monitoring and Evaluation (M&E) of progress made in achieving outcomes in social and ecological spheres.
- It helps stakeholders identify interdependencies between people and the community in which they live, enhancing social cohesion and reducing extremism and xenophobia.

4. Assessment Tool for Sustainable Leadership

The authors in [30] developed a 'Spectrum of Public Sector Leadership on Sustainable Development' which can provide a useful scale of measurement to quantify to what degree public sector agencies have imbibed and are practicing sustainable leadership. The spectrum is as follows:

- (i) **At Risk** – At this stage, the organisation does not understand sustainable development. Leaders do not see it as a priority; it rarely features in policies, plans, resourcing discussions, training or development activities or evaluation and where it does, it is undermined by other activities or priorities. Such organisations are rare in the U.K's context. But they are increasingly likely to be in breach of regulation and other legislative requirements and badly prepared for potentially financial punitive regimes such as the Carbon Reduction Commitment. The resulting reputational risk will impair their ability to work effectively with partners and the community they serve.
- (ii) **Compliance Led** – The organisation at the compliance level understands the legal requirements and fulfils them as far as possible. A corporate strategy on sustainable development may exist, but it is poorly integrated with other strategies and environmental, social and economic objectives are developed separately from each other. Where these objectives clash, trade-offs are made arbitrarily, often at the expense of the environment. Consultation with stakeholders tends to be on the 'decide, announce, defend model' and is done to fulfil legal requirements rather than to shape activity.
- (iii) **Incremental** – The organisation at this level is taking sustainable development more seriously, but still tends to see it as one of a number of competing priorities. Sustainability principles are being

brought to bear retrospectively on existing policy and strategy and fed into leadership development work in a similar way.

(iv) **Strategic** – Sustainable development is at the heart of strategy in many public sector bodies (in U.K.'s context) which is referred to as the strategic level. Most policies articulate their contribution to sustainable outcomes, most senior staff and politicians understand this priority and serious attempts are made to reflect this approach in the allocation of resources. Leadership development, Performance Management and internal and external communications all reflect this approach. But the organisation is still in cultural transition and political change or turnover of key staff would still leave sustainable commitments vulnerable to revision.

(v) **Systemic** – Sustainability thinking is hardwired into the culture of the organisation and the values implicit in sustainable development are reflected in everything from staff mindsets to resource planning. Sustainability principles are at the heart of the business model for delivering public services. Tensions still exist between short and long-term priorities and between the scale of the challenge and the resources to tackle it. But systems thinking ensures the organisation avoids perverse or contradictory action in different service areas and looks upstream to tackle problems more efficiently at source.

Getting to stage (v) above is rarely a straightforward task, according to the authors in [30]. Furthermore, they stated that based on international best practices there are nine key actions that public bodies should take:

(1) **Make the Case** – They should define sustainable development and why it is in the public interest, practically with implications for the quality of life of stakeholders. A clear, useable and grounded interpretation of sustainable development provides a strong narrative as well as decision making framework to be embedded across the organisation. The body should communicate that base widely internally and externally. Best practices in this area include the City of Madison and Jaime Lerner, former visionary mayor of Curitiba, Brazil.

Jamie Lerner was elected mayor of Curitiba in 1971 and re-elected two more times. A renowned architect and urban planner, he served as mayor of Curitiba from 1971-1975, 1979-1984 and from 1989-1992. Curitiba is the capital and largest city of the Brazilian State of Parana. The city's estimated population at 2010 was 1,760,500 people, the 8th most populous city in Brazil and the largest in Brazil's south region. Curitiba is an important cultural, political and economic centre in Latin America. Its economy is based on industry and services and is the 4th largest in Brazil. Half of its population was not born in the city, as immigration from other parts of Brazil is heavy. It has one of Brazil's highest Human Development Index readings at 0.856 and in 2010 was awarded the 'Global Sustainable City Award', given to cities and municipalities that excel in sustainable urban development.

In an interview with the 'American Society of Landscape Architects Magazine', Washington D.C., U.S.A,

Mr. Lerner believed cities were the key to solving Climate Change as 75% of car emissions are city related, making their inclusion in the Climate Change solution framework critical. For him, to realize sustainable cities, one needs mobility, sustainability and tolerance (or social diversity). In addition, there must be co-responsibility with the public in terms of the provision of public services, as this was more important than money. For example, as mayor, there was a need to clean up the city's bays, as Curitiba is located on a floodplain. So his government developed an agreement with the local fishermen that if they caught fish, it belonged to them. If they caught refuse, his municipal government bought the refuse from them, thereby creating an incentive for local fishermen to look for refuse to make more money, hence cleaning up the bay. Consequently, the bay yielded more fish, further increasing fishermen's revenue.

Lerner forged similar co-responsibility agreements with the community in public transportation. To meet the high cost of providing a fast, efficient intra-city public transportation service, Lerner's government forged an agreement with the private sector. In this case, his government invested in the itenary while the private investors invested in new fleets of buses. So the government invested in public works, taking some loans and the government paid the investors by the kilometre with no subsidies. The system pays for itself and presently there are 83 Bus Rapid Transit (BRT) systems around the world. According to him, effective transportation should provide a structure for living and working together in the city, not just providing transportation for its residents.

To improve waste disposal in the city's slums and areas of the city that were difficult to access , his government forged an agreement with the people where his government bought refuse from the people as long as they put their refuse in bags and brought it to waste disposal trucks, where it was more accessible. Within 2 or 3 months, areas of the city that were littered with refuse were clean and low income people had an additional source of income. In addition, his government started a public education programme on separation of refuse for recycling purposes, starting with children in every school. Consequently, children taught their parents how to separate refuse and Curitiba had the highest rate of separation of refuse in the world for more than 20 years. Around 60 or 70% of families in the city separate their refuse at home.

Lerner believed sustainability is an equation between what we save and what we waste. Solutions should be focussed on improving the city structure of living, working and moving together. Therefore, focus should be on improving surface transportation, including road and rail, instead of investing heavily in underground ones, with linear parks parallel to these transportation routes where city dwellers could walk, bike or take a small electric car. This is a plan he implemented for the municipal government of Sao Paulo, Brazil.

Lerner's concept of portable streets was to enable vendors set up shops and sell their products for a limited time periods in decaying areas of the city to attract customers, hence potential residents. For example, the municipal government would help vendors set up shops on Friday night and remove it by

Monday morning, a type of periodic market.

Jamie Lerner won a number of major awards for his transportation, design and environmental work, including the United Nations Environment Award, the Prince Claus Award, given by the Netherlands and the Thomas Jefferson Foundation Medal in Architecture, given by the University of Virginia. In 2002, Lerner was elected president of the International Union of Architects and is principal of Jamie Lerner Associated Architects.

(2) **Build Networks** – The body should build networks within the organisation both horizontal across divisions and vertically within them, as these are critical for championing sustainable development, sharing learning and delivering change. Examples of best practices include Malmo Council and Interface Flor, a leading manufacturer of modular flooring.

(3) **Link Policy and Delivery** – Trust is critical so the stakeholders in the organisation must do what they say as soon as possible. In this regard, walking the talk is critical. Examples of best practices include Greater London Authority and Marks and Spencer's Plan A.

(4) **Share the Learning** – No single organisation has got it all right yet. Stakeholders in the organisation should share their experience with peers in the community and elsewhere to speed the transition and make it possible for everyone. They should also actively share their experience of developing a culture of sustainability with other organisations, including building up a community of practice to learn from mutual experiences. Examples of best practices include Levi Strauss & Co and Wal-Mart's Sustainability drive (Sustainability 360).

(5) **Create a Learning Culture** – The U.K public sector is often criticised for being risk averse. Allowing people to take risks, try things out and learn from different approaches leads to greater success. Examples include a two year Education Programme in Vaxjo, Sweden and WSP Group Environmental Consultants.

(6) **Run Demonstration Projects** – Such projects can show what you mean in practice to engage staff and the public. They also help you learn by doing and can build confidence. Examples of best practices include Cornwall Food Programme, the Environment and Health Department of Stockholm.

(7) **Skill- up for Public Engagement** – The phrase that summarises this issue is 'If you think consensus is time consuming and difficult, try conflict!'. Stakeholders in the organisations should build staff capacity for stakeholder engagement and bring stakeholders on the journey with the leaders. Examples of best practices include Freiburg Council (Forum Vaulsan) and Vodafone (Corporate Responsibility, CR Dialogues).

(8) **Hardwire Sustainability into the Financial Processes of the Organisation** – Rightly or wrongly, issues are often only taken seriously once they are embedded within the financial department of the organisation. Involving the financial division and its team is critical in showing an organisation that economic decisions are not at odds with sustainable development and that they can be taken within a

sustainable development framework. The organisation should embed its sustainability framework in its financial processes, to show that financial sustainability and environmental social sustainability are compatible. Examples of best practices include Working Borough Council and British Telecoms (BT).

(9) **Innovate** – Innovation is about having great ideas and having the right systems in place to encourage and realise them. Stakeholders in the organisation should use sustainable development as an innovation tool to design more efficient services in collaboration with staff and other stakeholders. Efficiency will become even more imperative as demands for services increase and funds are cut. Examples of best practices include the City Administration of Bogota and ICI Paints Akzo Nobel.

5. Challenges facing Leadership in Nigeria

The general consensus among leadership scholars is that corruption is the greatest challenge facing effective leadership development in Nigeria. The author in [33] defined corruption as a ‘Hydra Headed Beast’ with nine heads named Hydropus, unleashing its venom and sucking resources parasitically from the Nigerian society. The author in [34], the former chairman of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) defined corruption as an acquired societal vice that all stakeholders in government and the civil society must fight and ultimately uproot from the Nigerian society. According to the authors in [35], corruption is a multi-faceted phenomenon and the various dimensions of it that have become part of the Nigerian experience are discussed as follows:

5.1 Bribery and Corruption

According to the author in [36], corruption entails the deviation from standards of behaviour either in the society or in the civil service, in the performance of roles because of a desire to enhance one’s private wealth or status. The author in [37] defined a bribe as a reward bestowed or promised with a view to pervert judgment or corrupts the conduct, especially of a person in a position of trust as a public or governmental office.

The author in [38] and the author in [39] observed that bribery and corruption are very prevalent in Nigerian society as hardly any service particularly in government offices is rendered without some money being passed onto the service provider in government. According to the authors in [4], recently, Transparency International ranked Nigeria as the second most corrupt country in the world after Bangladesh. Furthermore, the authors in [4] stated that corruption is at a pandemic state in the country and is responsible for poor institutional performance in private and public sectors of the economy, causing disequilibrium in most sectors of the economy and in national development in general.

5.2 Nepotism, Ethnicity and Tribalism

According to the author in [37], nepotism is the granting of favours to beneficiaries based on relationships with the giver rather than on merit. In other words, people in positions of power give favours to their nephews, uncles and other relatives, giving them an unfair advantage over others in a particular socio-economic and socio-political context and space. Because of Nigeria's multi-ethnic and multi-religious nature, leaders often seek sponsorship and protection from their ethnic or religious affiliations, resulting in the high prevalence of nepotism, ethnic discrimination and tribalism in the country.

5.3 Frauds, Embezzlement and Misappropriations

According to the authors in [40], fraud is the intentional deception made for personal gain or to damage. Embezzlement is the act of dishonestly withholding assets for the purpose of conversion (theft) of such assets by one or more individuals to whom such assets have been entrusted to be held or used for better purposes. Misappropriation is the intentional, illegal use of the property or funds of another person for one's own use or other unauthorized purpose, particularly by a public official. According to the author in [39], all three evils are at an unimaginable level in Nigeria and paint a gory picture to the nation.

Other challenges facing effective leadership development in Nigeria include deceit, insincerity of action as most labour union agreements with the government of Nigeria are not honoured, eroding citizens' faith and trust in their government. Excessive manipulation of power is prevalent where leaders appoint incompetent persons to man sensitive responsibilities, resulting from tribalism, nepotism and ethnic discrimination earlier discussed.

6. Practical and Innovative Strategies for Effective Leadership Management

This section discusses the successes that can be attained by an organisation when it upholds the highest standards of visionary leadership, strategic planning and teamwork mentality among its staff. It includes the experience of the Development Policy Centre (DPC), Ibadan during the 2008/2009 Monitoring and Evaluation (M&E) of Millennium Development Goals (MDGs) projects in Oyo State, under the leadership of the Programme Director, that I developed for staff development.

6.1 The M&E Projects

In July 2009, the Office of the Senior Special Assistant to the President on Millennium Development Goals (OSSAP-MDGs) appointed the DPC as the State Civil Society Organisation (CSO) for Oyo State. Our objective was to work together with appointed State Consultants as a joint M&E team to generate feedback from local beneficiaries about the performance of MDGs projects embarked upon by the State Government and Federal Agencies involved in MDGs project development. DPC's role was to carry out a Social Impact Assessment of these projects, while the State Consultants were to carry out an assessment

of the physical project. The purpose of the beneficiary feedback was to provide information to decision makers about the gaps in MDGs project implementation for necessary policy reforms to improve project performance, hence more socio-economic benefits for beneficiaries and more rapid socio-economic development in local communities in the long run. Such projects included boreholes, School Classroom Buildings with Ventilated Improved Pit (VIP) toilets, drugs for local Primary Health Centres (PHCs), supply of medical equipment to PHCs, etc. The following strategies were used to achieve success for the DPC.

(1) **The Development Policy Centre (DPC)** is an international centre of excellence with a conducive climate for learning, in order to induce rapid socio-economic development in Nigeria and in Africa in general. I saw the M&E project as a means of achieving this vision as well as recommending policies that can be implemented which would significantly reduce poverty in local communities in the long-run, being the goal of the whole MDGs project.

(2) **Strategic Planning (SP)** is defined as the ability to anticipate future events, deploy one's human resources in such a way that their strengths will be maximised and their weaknesses minimised or covered in order to achieve the best possible outcome of that future anticipated event. It is based on the premise that 'To fail to plan is to plan to fail'. SP became a constant exercise during the M&E project as daily, weekly and monthly goals were developed to ultimately develop reports of international standard that summarised our findings from project sites.

(3) **Pre-emptive Decision Making:** This is the execution of what was developed in the SP. For example, the DPC was appointed the Oyo CSO in July 2009 and the project was meant to commence in November, 2009. This gave the DPC team three months to prepare for the project. Knowing that DPC was embarking on such a project at the State level with staff with little experience in M&E, I as a leader of the project developed an intensive 'Mentoring and Training' programme between July and November 2009 to prepare our staff for the challenges that were sure to come with the project. The training programme letting staff read the training material on their own at first. After reading the material, interactive sessions with the staff were organised where I answered specific questions staff had on the material to improve their understanding of the technical principles involved in M&E. This strategy encouraged staff to think through the principles themselves, express their original thoughts and contributions during interactive sessions, stretch their intellectual capabilities and do more of the talking during such sessions to enable them make more mature, objective contributions to the M&E discourse of the Centre. This strategy worked very well as staff were well motivated to master the M&E principles and were very eager to attend the interactive sessions having filled their printed material with questions during their private reading. The interactive sessions also provided the DPC team with opportunities do brainstorm on strategies to use during fieldwork, as staff were indigenes of communities within Oyo State including Ilora, Ogbomosho and the Oke-Ogun region of Oyo State. They were encouraged to carry out fieldwork in the areas of the State they were more familiar with to ease data collection.

(4) **Time Management Skills:** This was an important skill required of staff members to develop because the DPC was required to cover a large number of projects during a very short period of time, making every moment of the project critical. In a society where time management is often taken for granted and the phrase ‘African Timing’ is used as a euphemism for poor time management and lateness in meeting deadlines and appointments, proper time management ensured that the DPC generated and submitted its data and reports by the deadlines set for us by the National CSO, the national institution that monitored all CSO activities in all 36 states of Nigeria which was based in Abuja. The time management exercises started with setting dates and times for the interactive sessions and deadlines for staff to complete their private reading of the M&E material. This helped the staff inculcate the discipline of Personal Time Management so it became easier for them to meet the National CSO’s deadline when the project started.

(5) **Results**

The DPC produced outstanding reports during the two M&E exercises. In fact, after the 2009/2010 M&E exercise, DPC’s report was adjudged one of the best reports in Nigeria out of the 36 states of the Federation with one of the richest databases. The National Consultants and CSO were so impressed with the quality of the reports that they invited DPC to join a newly created ‘Society for Monitoring and Evaluation, Nigeria’ (SMEAN), to professionalise M&E in the country, create the requisite societal awareness about the strategic importance of M&E in Nigeria’s development and mainstream M&E into the nation’s policy making apparatus. DPC has been a member of the SMEAN since its inaugural meeting in October 2011.

6.2 Innovative Leadership Training

Under my leadership as Programme Director of the DPC, the Centre is developing an innovative leadership training programme for members of the Programme Staff of the Centre. As manpower training and capacity building are part of the Centre’s mandate to promote national development, staff are currently undergoing training and capacity building in the following areas: Strategic Planning, Applied Statistics, and Research Methodology. The training is meant to make them effective policy advocates and decision makers who can contribute to national development. The lessons learned from SP during the M&E project has been incorporated into this training programme while the Applied Statistics and Research Methodology will strengthen capacity of staff to develop policy instruments like research reports, working papers, etc to contribute to the policy discourse of the nation. In this regard, the following strategies are being used:

(2) **Logical Reasoning** – The ability to think and reason logically is a fundamental mental skill that leaders must develop in order to develop proficiency in technical subjects like Applied Statistics and Research Methodology. Every two weeks, I download a logic puzzle from the internet where a group of

people with certain attributes are listed, then a series of discreet clues are given and then the problem solver will be required to match each attribute with a unique person in the group. For example, the current logic puzzle we are solving involves four customers who brought bread and cheese at particular times during the day. Having been given six clues about the customers, our task is to find out which bread and cheese each customer bought and at what time he or she bought it. My staff and I work on the problem individually and meet every two or three days to compare our answers. As I develop solutions to the problem, I ask my staff to write down a series of intermediate questions that progressively solve the problem as this exercise literally forces the staff to think logically, using the clues given.

(3) **Regular Literature Review** – It is a widely accepted principle among academic researchers that regular review of literature in the subject area of research is the backbone of successful research to find out what has been done in the area and identify gaps in knowledge that could provide a basis for original research that contributes to the advancement of knowledge in that field, hence the advancement of the society in general. Under my leadership, staff members were required to spend at least an hour everyday reviewing and summarising literature in their areas of research while I evaluate the quality of their summaries every few days. This policy inculcates into staff the discipline of developing a reading culture which is seen as key to becoming a good researcher. The ‘One hour a day Reading Policy’ is based on a benchmark that the amount of time spent reading daily should be greater than or equal to the amount of time spent eating every day. In my situation, this benchmark is a minimum of one hour in reading literature in my area of research, since I spend about an hour eating all my meals during the day. In addition, I developed the policy of ‘Feed your brain before you feed your stomach’, ensuring that I do not eat any solid food during the day until I have spent an hour reading literature in my area of research. The implementation of this policy should ensure quality research publications from staff members.

(4) **Military History** –This discussion on Military History is a potentially controversial one. So for the avoidance of any doubt, it is not calling for the militarisation of the society, neither does it seek to impose military dictatorship rule on the country and deny citizens their fundamental democratic freedoms and rights such as freedom of speech, association, etc. Rather, it argues that there some military principles that civilians can adapt to their Leadership Management challenges in order to operate more efficiently and achieve their goals in a more sustainable manner. In this regard, valuable life lessons which can be applied to leadership can be learned from military history by studying the great military battles that have been fought over the ages. A military mindset on the part of the leader could strengthen him or her mentally to overcome the challenges he or she may face in trying to accomplish set goals with team members. During the M&E exercise, I treated the project like an army general deploying his troops to battle. One of the several military battles I saw on the internet are Julius Caesar’s military campaigns in Gaul (modern day France). As a military leader he used the blitzkrieg (meaning lightning war in German language) to overwhelm the barbarian tribes, namely the Franks who lived in that area (modern day France). Adolf Hitler used similar tactics to with great success to overwhelm mainland Europe at the outbreak of World War II in 1939. Similarly, I deployed two small M&E teams to work simultaneously in different areas of

Oyo State to enable the Centre monitor several projects during a very short period of time. Other military documentaries I have seen on YouTube (on the internet) include the Battle of Marathon between Greece and Persia, Battle of Thermopylae, the conquests of Alexander the Great and Napoleon, etc. The lessons drawn from watching documentaries of these great military leaders can enhance leadership management in a CSO environment like DPC.

7. Some Best Practices of Leadership Management in Nigeria

(i) Mr. Fasola became the Governor of Lagos State when his party won the Governorship elections of the State in 2007 and is the immediate past Executive Governor of Lagos State. At an interview he granted at the Africities Summit(2012), Mr. Fashola attributed the success of his government to the rallying together of the people in the State and the vote of the majority of the electorate for his party and the effective implementation of the social contract between the government and the people of the State. According to Mr. Fasola, the people of Lagos State could claim ownership of the taxes they paid to government. They also saw proof that government can work and of strengthened participatory governance structures in the State.

According to the author in [43], the first thing his government did when he assumed office in 2007 was to carry out a comprehensive, scientifically based poll of the people to find out their developmental priorities. The findings of this poll revealed that the priorities of the people revolved around roads, drainages, water, schools, power, unemployment, security and railway networks, and this formed the basis of the roadmap of government budgets and policies subsequently. In other words, the people's decision informed government choices in terms of priority development projects to implement. As a follow up to this, the State Government according to Mr. Fasola since the conduction of this initial poll, carried out an 'Annual Comprehensive Household Survey' to get feedback from project beneficiaries about the social impact of implemented projects in order to identify gaps in project management for enhanced service delivery.

Another important achievement of the Lagos State Government under Mr. Fasola is its ability to generate most of the funds it needs for development planning internally. The findings at the 2012 Africities Summit was that Lagos State generated 73% of its revenue internally through various forms of taxation. Recent reforms have made the Lagos State Public Finance System computerised, as codes are now needed to generate cheques for spending. Internally Generated Revenue of the State increased from N600 million in 1999 to N14 billion in 2012.

Mr. Fasola's government was mindful of the realities at the time he assumed office, as there was a gap in planning that made his government's work more difficult. He attributed this to the frequent changes in government under military rule where the relatively short time spent by military administrators did not

allow for adequate long-term planning of the State. In order to meet the needs of approximately 600,000 people who migrate into Lagos annually, his government developed policy strategies that provided for more effective land use management, building upwards instead of outwards, eight independent towns to be provided with infrastructure and all to be linked by transport networks. These towns include Ikoyi, Alimoso, Lekki, Badagry, Ikorodu, etc. Each town is to have its own malls, business centres and other infrastructure while transport corridors like the Lekki expressway, Mile 12 and Ikorodu corridors were being rehabilitated and expanded.

In this regard, Mr. Fasola's government adopted an innovative budget support model called the Public-Private-Partnership (PPP) model. According to him, the model is just about two decades old and the State Government has recorded some success in developing new bus routes with the BRT system, waste management, rail development, security, education, healthcare, the Eko Atlantic City Project and the Lekki expressway. To overcome resistance to these new changes, the State Government engaged in extensive dialogue with the concerned stakeholders, convincing them that new projects like the Lekki expressway offered more benefits than the existing order in terms of better security, more efficient transportation, more jobs for the people. He emphasised the fact that one cannot win the support of everyone when proposing change but can take the concerns of those who oppose the projects into consideration and develop basis for adjusting the style of managing those projects to address those concerns in order to achieve compromise solutions to these concerns.

(ii) Former Governor Chibuike Rotimi Amaechi effected considerable change since assuming office as Governor of Rivers State in 2007. They include reconstruction of dilapidated roads to building new ones, dualization of roads, electrification of rural areas, free medical services, elevated education scheme and power generation. Amaechi is considered one governor who has kept his colleagues on their toes and lots more. His state has taken on the appellation – mega construction site because of its ongoing infrastructure development. He also rates highly in provision of security and roads.

In addition, Governor Amaechi beat 8 other governors to clinch the Business Day 'Best Governor in Educational Development Award' in 2013, beating State Governors from Akwa-Ibom, Edo, Gombe, Imo, Kano, Ogun, Osun and Oyo States. Under his leadership, more students in Rivers State passed West African Examinations Council (WAEC) and National Examinations Council (NECO) exams and there is an increase in enrolment in WAEC and NECO exams with additional marks given for the quality of pass marks.

In this regard, Jack Straw, Former British Foreign Minister and John Bruton, Former Prime Minister of Ireland commended Mr. Amaechi for building Model Schools and Primary Health Centres to improve the well-being of Rivers people. Straw also rated the schools as world standard and is a replica of what is obtained in the United Kingdom. He expressed satisfaction with the recruitment of an Indian company in

the management of the school's ICT programme as well as provision of quality teachers to enhance the standard of education in the State. One of the model schools is located at Elele in Ikwerre Local Government Area of the State. John Bruton commissioned a Model Primary Health Centre in Obio Akpor Local Government Area. According to Dr. Sampson Parker, the former Rivers State Commissioner for Health, the State Government has achieved 100% routine immunization of children as more women now bring their children to Primary Health Centre for adequate medical treatment.

(iii) Former Governor Obot Godswill Akpabio's vision for Akwa-Ibom State is 'To build a prosperous, highly educated, technologically driven, ethnically harmonious, caring and pace-setting State in Nigeria'. His investment priorities are infrastructure development, education and industrialisation. Some of his achievements in infrastructure development include the upgrading of 300 kilometres of roads, construction of 1,009 kilometres of roads including 6 federal roads, 4 flyovers and ring roads and the establishment of 31 industries in local government areas throughout Akwa-Ibom State. His policy thrusts include religious and ethnic tolerance, infrastructure upgrade and establishment of industries, as his government provided N20 billion in seed money to indigenous investors seeking to establish Small and Medium Scale industries in the State. In the area of security, Mr. Akpabio established 'Operation Thunder' and 'Quick Response Squad' and fully equipped the security personnel. His government built the 'Ibom Tropicana Entertainment Centre' which is to be modelled after Disneyland theme park in U.S.A.

In terms of challenges, Mr. Akpabio's government faced a funding gap of N80 billion in 2013 as the gap was addressed by applying for a foreign loan. Uyo, the State capital, also lacks a proper urban transit scheme. In addition, Mr. Akpabio's responsibilities as chairman of PDP Governors' Forum is seen as a distraction, as he spends 3 out of 5 working days a week outside the State putting critical financial aspects of the State's Governance on hold during that time.

8. Policy Recommendations

In the light of the discussion on leadership management above the following policy recommendations are made:

- Leadership should be regarded by all stakeholders in the public, private sectors, civil society, community development associations, traditional institutions and other institutions of governance as a catalyst that will reverse the high prevalence of societal ills that severely hinder Nigeria's development such as bribery and corruption, nepotism, tribalism, frauds, embezzlement, misappropriations, etc. This is particularly true among the youths who constitute a large proportion of the country's population;
- The leadership traits that are necessary to build individual leaders such as integrity, a sense of justice, foresight, etc can be very personal issues. Therefore, leadership training institutions like the Chartered Institute of Leadership (CILEAD) should identify leaders who are developing these attributes

using and partner with them to enable these leaders enrich the stock of mentors who can positively influence the character of youths undergoing such leadership training. This can be carried out by the use of internationally acceptable Leadership Assessment tools;

Institutions like CILEAD should expand the scope of their 'Practical Training Courses' to enable mentors work with students on specific projects such as project management, M&E, etc. This will provide opportunities for students to develop specific skills in addition to the leadership traits they are developing;

Leadership Training Institutions like CILEAD should strengthen its 'Participatory Governance Structures' by carrying out Organizational Needs Assessments (ONI) and Evaluations of the institutions by employees, students and other stakeholders in the institutions and Evaluations of the performance of these stakeholders whose policies will then shape the decisions of the institution. This reform will give stakeholders a sense of collective ownership of the institutions, hence strengthening their commitment to the long-term growth of the institutions.

The reports generated from the ONIs and Evaluations earlier mentioned can be used to leverage funding and partnerships with international partners and scholars who are likely to find such material useful for their own research on Leadership Management issues in Nigeria. This will increase the pool of resources and personnel to further enrich the resources the institution will need for its long-term growth and development.

10. Summary and Conclusion

This paper has examined the strategic role of leadership management in sustainable national development. It argues that the increasing complexity of Nigeria and the challenges it faces will require dynamic, innovative leadership in all sectors of the society to achieve the desired national transformation and development. The experience of leaders under the best practices discussion shows that leaders who possess the requisite character traits such as integrity, foresight, a sense of justice, etc with a clear vision and a strategic plan to achieve the vision are capable of making great accomplishments in their area of governance. Therefore, more societal investments are needed to expand leadership training in the country for sustainable national development.

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