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Chapter Eighteen

Transformational Leadership and the Challenges of Governance in Enugu State¹

Sustainable Development and Vision 20:2020

- The objective of Nigeria's Vision 20:2020, which is to chart a road map to a rapid and sustainable socio-economic development of the country, and by that, place her within the bracket of the top 20 largest economies of the world by the year 2020 is a laudable Vision for the country.

Transformational Leadership Is Key

- There is no atom of doubt that achieving vision 2020 is worthy of pursuit, but not merely by lip—service since we have talked enough. Transformational Leadership and visionary human agents working in concert and as a winning TEAM is called for as key agents to the realization of this.

Need for Moral Rebirth

- A moral rebirth of the country and the promotion of a culture of integrity constitute essential ingredients in the project of achieving sustainable social, environmental, ethical and economic recovery of Nigeria.

Ethical Conduct Is Critical

- It should be emphasized that ethical conduct in the public and private domain and character formation of the agents of State, especially the drivers of government policies are critical in the realization of the goals of

¹ Ike O.F.; PowerPoint presentation at the Enugu State National Productivity day celebration.

this Vision 20:2020 project in Nigeria and in the different States of the Country.

Era of Consolidation

A vision needs measurable action, strategic planning, critical evaluation and constant monitoring. The period starting 29th May, 2011 until 29th May 2015 is the focus for this reflection which we call the 'Era of Consolidation'.

Challenges On Public Office Holders

- There are challenges which confront public office holders today and they are immense. Society has advanced through the tools of globalization and the information and communication technologies ask critical questions, seek for honest answers and give its judgement of history on the '*dramatis personae*'.

No Hiding Place for Non-Performance

- There is hardly any hiding place again in the world for non-performers, looters of public funds and human rights Violators. Heads of governments and public officials of all shades are arraigned before the International Criminal Courts; national financial and criminal courts and other judicial instances for an account of their stewardship to the full glare of the world. Civil society; whistle blowers make bad governance unacceptable and punishable. No one has, therefore, any reason to fail, not here and not now.

Failure Has No Friends

- Public office holders live under intense pressure watched by everybody from journalists to cynics and followers. Their names and credibility are constantly on the line and they have just one option, namely to PERFORM with SUCCESS. Unfortunately, FAILURE has no friends.

Eradicating Poverty Calls for New Leadership Models

- The real and virtual poverty imposed upon Nigerians by the pre—colonial, colonial, military, feudal and global economic and political realities challenges politicians in the 21st century to a new kind of ethical behaviour and leadership model.

Times Have Changed

- Times have changed and patience is running out on tolerance. The social space filled with poverty, ignorance and lack of access allows new contradictions to emerge: terrorism, cultism, crime, violence and various forms of self- determination attempts which seek for relevance, albeit illegitimately. The “Arab Spring” and “Boko Haram” phenomenon in Nigeria describe it all.

Accountable and Responsive Government

- Politicians must fulfil election promises to the electorate; they must innovate products that impact positively on people and satisfy stakeholders legitimate demands. Since the State assumes the role of the ‘Sovereign’ and controls the ‘Commonwealth’, public servants must be accountable and avoid the inherent temptation to steal, embezzle public funds and abuse their office for mere personal or narrow gains. Lies have short legs.

Servant Leaders in Good Conscience

- Public Office Holders swear an oath and oblige their consciences to serve their people as servant leaders to the best of their ability. They do this by creating an environment for quality education for its citizens; providing good healthcare programmes especially for the poor; inventing long term sustainable socio- economic products for integral development and democracy dividends that impact upon job creation and overall wealth generation for the youths.

Engaging Stakeholders Through Dialogue

- Politicians and Public Servants are challenged to stay engaged with all sectors of the society; elicit respect from the leaders of the people, obtain co-operation and reliability from even the hard-nosed political opponents and fulfil the expectations of religious and moral leaders of the community.
- People's needs are insatiable and expectations on public office holders are sometimes both unrealistic and too much demanded at a time. Public officials, therefore, must engage with stakeholders on possibilities, limitations and impossibilities around the theme of people's expectation and the realities on ground. Constant dialogue, forum for town hall meetings, nearness and accessibility to the citizens helps interaction. Arrogance and aloofness negate the spirit of dialogue and democratic ideals.

Religious Leaders Point Out Some of the Problems

- The facts on ground show that; "Our nation continues to drift from one avoidable crisis to another. The spectre of economic stagnation, political disintegration and social unrest stares us in the face. Warnings from many angles, seem to be falling on deaf ears. Those who have volunteered to rule us are still to prove to the nation that they have vision, will and moral credentials to do what needs to be done" (CBCN).
- "The people are paying the high price of poverty, misery, disease, anxiety and despair. In the name of God, let the nation finds its way quickly back to the sure course of meaningful democratic government" (of. Catholic Bishops Conference of Nigeria (CBCN); 'Save the Family and save the Nation').

The State Exists to Serve the 'Common Good'

- The original essence, purpose and '*raison d'être*' for the existence of government anywhere in the world is to provide for the 'Common Good' of all of its citizens. If a government cannot provide for the common good of its citizens, that government has lost its reason to be

and the citizens are free to disown it and work for its change with every legitimate means, including civil disobedience.

‘Common Good’ is Not Mere Selfish or Individual Good

- One can recognize the ‘Good’ at its various levels: spiritual good, material good, intellectual good, corporal good, habitual good, occasional good, intrinsic and non-intrinsic good, earthly and celestial good, moral good which is characterized into perfective good, delectable or pleasurable good and useful or physical good and finally the ‘Common Good’ which is distinguished from the individual good.

The Common Good Defined

- The *Common Good* is the sum total of all the ingredients that make for a stable and healthy society. “It involves those conditions which allow people, either as groups or as individuals, to reach their fulfillment more fully and more easily” (*Gaudium et Spes*, No 26).
- The *Common Good* includes the provision by government of access to education, basic needs, health, infrastructure, access to resources, justice, fair treatment, security, guarantee of the rule of law, constitutional freedoms and democratic rights.

Responsibility of Citizens

- Likewise, citizens are bound to support and collaborate with their legitimate government and show love of fatherland (patriotism), respect for the laws of the land; respect for government and the leaders of the state; willingness to sacrifice; payment of rightfully legislated taxes; avoidance of corrupt practices which undermine the progress and ecology of a sane and free society; protection of the environment and security of their nation whenever called upon to do so.

Corruption — The Bane of Nigeria

- However, one factor that will determine the success or otherwise in the attainment of the common good, is the problem of corruption.

Corruption is a serious vice that pervades all spheres and sectors of national life. No meaningful development can be made in Nigeria except if the cankerworm of corruption is eradicated.

No Progress Without Ethical Strength

- It has been observed that a world that lacks ethical strength cannot promote technical progress or economic development on a sustainable basis. No civilization or technology is built in a nation of people who are not truthful, not hardworking and not united.
- The incidence of corruption in Nigeria has had severe impacts on the poverty levels and compromised the development of an effective culture of integrity among the citizens.

Material Welfare Is Not Enough

- Materialism alone cannot sustain even material welfare. The British colonizer, Lord Lugard and his team whose vision in 1909 for Enugu was a future of material prosperity - based on coal and rail, achieved these but Enugu, the administrative capital of Eastern Nigeria hosted a war for three years (1967 - 1970), with devastating effects on the social, economic, religious and political terrain of the region and its peoples.

Spiritual Strength Is Useful

- But we now know that the envisaged material boom of Lord Lugard did not quite materialize or has not been sustained. Ironically, this failure has come about partly due to the prolonged absence of a complementary moral/spiritual dimension to these efforts.

The Consequences of Corruption

Corruption has led to the collapse of our prosperity ambitions by the metastasizing of this cancer called corruption. Inch by inch, it has blurred our conscience. It has devalued the wisdom of our elders and violated the innocence of our youths. This has resulted in the setback of the country, noticeable in the following areas:

- General dilapidation of infrastructure (roads, water & sanitation, educational facilities, health care system etc.)
- Negotiation of ethical behaviours, societal norms & values, morality and integrity
- Corruption has crippled trade by destroying trust and raising the costs of trust. It has paralyzed development, permeated the army, the police, the government at every level and the generality of citizens. Like leprosy, it has eaten away at every individual conscience, institution and even seized the very engine of public service.

Solution Is Zero Tolerance for Corruption

- Government in some cases has become an instrument of corruption and personal ruler—ship in many states. The continued existence of corruption threatens the very foundations of the State and the people. By tolerating corruption, we dance “at the brinks of disaster” and “fiddle while Rome burns”. A ZERO tolerance for corruption is the only way out and must be confronted headlong. There is unfortunately no alternative.

Ethical Leadership Is Transformational

- Ethical leadership confronts corruption headlong because it is transformational. Like a business strategy, it identifies the root causes of bad governance; determines human potentials for service and appoints them to promote sustainable, competitive advantage of state organs (innovation, trust, stakeholder satisfaction and reliability) despite fierce competition from political opponents.

Less Talk, More Action

- Ethical leadership is transformational because it is having the ability to talk less and do more and is action packed and bears trust which is stable and resilient.

Transformational Leaders Build Trust

- Transformational leaders build high trust and high performance because they are convincing, have knowledge to run institutions, nations and organizations for competitive excellence by being firm and principled.

Transformational Leaders Add Value

- Transformational leadership offers sharp examples as to how values in the hearts of people not only guide day to day activities but gets them pursue strategy consistently, reliably and flexibly in the face of unforeseen events.

Transformational Leaders Are Principled

- A CEO who sticks by his principles, even at the toughest times earns trust and credibility. The ability to say NO can often times be considered a political virtue.
- The true test of an ethical leadership is how it behaves in tough times when unethical behaviour is tempting.
- Ethical leadership has competitive advantage if it is adopted for its own sake, not as a means to an end.
- Ethical behaviour arises deep from within people — from positive motivation rather than negative regulation (you cannot legislate against dishonesty. It is a value from within).

Transformational Leaders Lead by Example

- Transformational leadership applies less 'Regulation' and more 'Inspiration' and is founded on vision, character and self-discipline. The best lessons are not mere words but testimonies of life.

The Best Business Is Ethical

- The best form of governance is self-governance. The best business is Ethics. The best government is transformational because it impacts on the largest number of the population.

Governance is about Values and they Matter

- Governance is about values. Values are a set of core beliefs as to how we should or ought to behave in a broad range of situations.
- A leader's greatest challenge is to embed values in the organization's culture. It is dangerous to ignore this challenge.

Leadership Demands Reliability and Trust

- Reliability is one of the most important factors in business and leadership. Consistency is essential in a competitive environment.
- Trust is the bond of society. Trust is hard to build and easy to break down. Deception is the most dangerous enemy of trust.
- Placing trust is risky, not trusting is also risky; distrust is part of authentic trust.
- Deception is the prime enemy of trust, but any act of bad management erodes trust. The best checks on deception are active enquiry, checking of information, accessing evidence and accessing whether good reasons for trust exists.
- A business culture that actively rejects deception will nurture trust.

Team Members Use 'We' And Not Just 'I' Expressions

- Football is won by a team playing in sportsman spirit of unity. '*Igwe bu ike*' is a philosophy of life in *Igbology*. Team concern is ethical. Members of a great team do things for the members of the group. They have 'WE'

intentions and not just “I” expressions. Good teams make sacrifice for mutual benefits.

- Cohesion pushes productivity. Belonging boosts identity; bonded interdependence leads to well-being and high performance and sharing information is strength and not weakness.
- Generalized reciprocity is the most reliable kind of trust in business. Collaboration of ministries enhances cohesion.
- Normative trust is about trusting one another to do what is right. Ethical trust cuts transaction costs, simplifies complexity, facilitates creativity, networking and membership pride.

Principles Matter in Governance

- To make a stand for what is right for others is one of the most self-defining things we as LEADERS can do.
- Time is of essence in ethical leadership and management is by example.
- A spontaneous sense of obligation by the leader to do the best for the people is a key factor for sustainable competitive advantage.
- Good leaders’ co-ordinate people and resources through inspiration.
- The leader’s own personal ethics and trustworthiness are essential to his tasks.

Think Strategy, Think Structure, Think Integral

- Ethical, leadership implies ability to: ‘Think Strategy’, Think Structure, ‘Think Culture’ and ‘Think Integral’. The whole is bigger than the parts. Integral development considers all the relevant elements in policy, planning and implementation.

- Transformational leadership deals with the human quality. It deals also with numbers, considers impact and uses measurable targets which are result oriented. Governments are elected or re-elected because their actions speak for themselves. People believe in what they see and they vote governments that deliver.
- To be competitive, you must be innovative or else you die.
- Good strategy is a never-ending preoccupation. It is long term, sustainable in competitive advantage and is not short cut.

The Spirit of Enugarians

- ‘Enugarians’ are a people known for their rugged spiritual strength and their natural resistance to flashy superficiality and consumer materialism. They are orderly, trust-worthy, quiet, less greedy and docile but they fight vigorously when trampled upon.
- The spirit of Enugu from the Coal mining era has remained a sense of dignifying hard work; poverty with dignity; simplicity; not given to rioting tendencies, not stone throwing mob, truthful; respectful of the common good and public property; earning a salary because of justifiable service rendered; seeking for the progress of the common good and not just the individual good; Protecting the environment by disposing trash responsibly; involved in micro and macro enterprise initiatives to avoid unemployment and enhance self-help instead of over-dependence on government for everything.
- The Enugu Spirit includes the firm ability to say ‘WA WA’, which means a DOUBLE ‘CAPITAL NO’ to vices of greed, unnecessary accumulation of wealth from State coffers, stealing, corruption, laziness, nepotism, mediocrity, irresponsibility, irreligion and irredentism.

Governance Policies Are Driven by Citizen’s Needs

- Experts affirm that the only sustainable leadership model is transformational leadership and this is ethical leadership. The Leader says

what he means and does what he says. He listens to the many advisers but acts in the overall interest of the common good. The constant question is: “HOW DOES THIS POLICY BENEFIT THE GENERALITY OF THE CITIZENS?” “HOW DOES IT HELP THE POOR, PROMOTE HUMAN QUALITY, SERVE LIFE, ENHANCE LIFE, PROMOTE LIFE AND PROGRESS SOCIETY?”

Prayer Is Key

- “This is the moral challenge for our leaders. It is the knowledge of the fact that there is a judgment of history here on earth and hereafter for every deed, commission and even for omissions. Awesome, but this is why we think, act and pray for “Without God, we can do nothing.” (John 15:5).