

CHRISTOPHER KOLADE



At LAGOS BUSINESS SCHOOL

CRLE DECEMBER DIGEST 2016

Compliments of the season to all members of the PAU community and friends of CRLE. It has been an interesting year at the Christopher Kolade Centre for Research in Leadership and Ethics. Some of the highlights from the year were: hosting the first Social Issue Cluster; pioneering a new interview series for the LBS newsletter; and working on a data collection exercise for The Royal Institute of International Affairs (Chatham House) guided by the University of Pennsylvania's Social Norms Group and assisted by the National Bureau of Statistics (NBS). The Humanistic Management Network (HMN) also held a symposium at the Academy of International Business (AIB) conference, and the Centre gained some new volunteers and affiliated faculty. Details of these activities and events can be found below:

CRLE SOCIAL ISSUE CLUSTER

The Social Issue Cluster (SIC) which is a think-tank style event was held to brainstorm on the social issues in leadership and ethics in the country and to proffer solutions to them. This took place via the Zoom online platform on Monday July 4, 2016 at 12 noon (GMT + 1).

The Theme was **"Transparency in Recruitment Practices in the Banking Industry."** The session was held by a group of eight people from various professional backgrounds and the Chatham House Rule was observed i.e. meeting participants were free to use the information shared, but were precluded from revealing the identity or the affiliation of the speaker(s).

The sub-themes addressed during the session included: General influences on recruitment, efficiency and effectiveness of job advertisements, role of management in the selection process; and the necessity of background checks.

CRLE LEADERSHIP & ETHICS PERSPECTIVES

CRLE has pioneered a new interview series for the LBS newsletter. The CRLE interview series deals with various issues that affect leadership and ethics in our society with a blend of international and local trending news as well as opinions and views of thoughts leaders in the public and private sectors. It is a platform for learning, inspiration, ideas and information resource for its readers.

An example is the article entitled **"Is Nigeria's status as Africa's largest oil producer under threat?"** can be found at the LBS Newsletter at this [link](#).

The interview highlighted various issues which are negatively affecting productivity in the Nigerian oil industry to wit - poor planning, lack of re-investment, transparency and accountability issues, disconnect between the government and the inhabitants of the Niger-Delta region, governance issues and so on. The contributor also proffered some solutions. CRLE hopes that the present Nigerian government and all stakeholders in the oil industry will work assiduously to eliminate these nagging governance and ethical problems that are affecting productivity in the oil industry using the best possible solutions that will

bring prosperity to the Nigerian citizens and propel the Nigerian oil industry to greater heights.

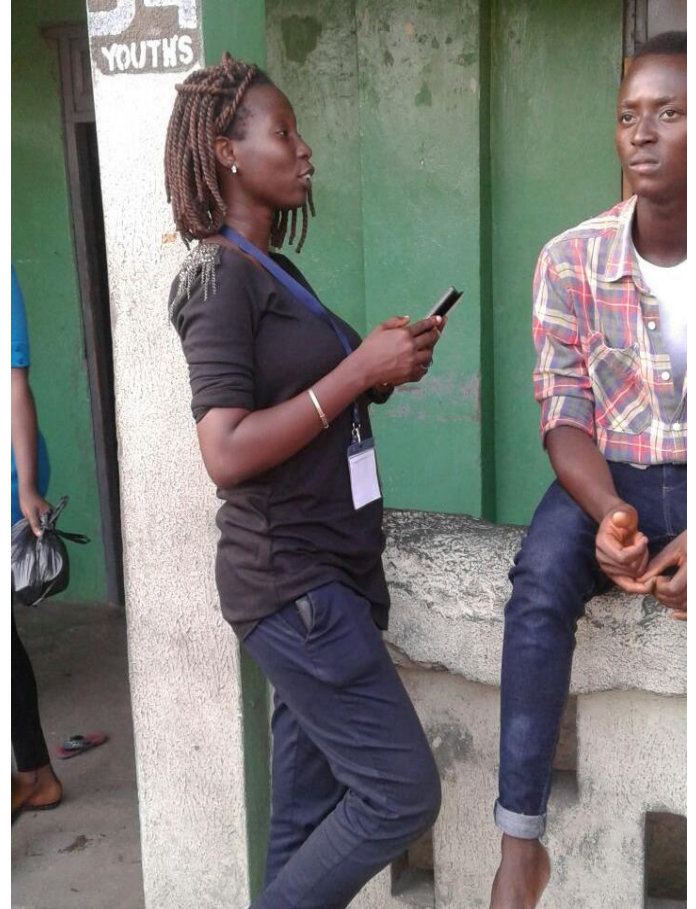
SOCIAL NORMS SURVEY TEAM

It was an interesting exercise for everyone involved with the social norms survey. In the words of one of the enumerators, “the need for nation-building is now more than ever before”. According to her, “Nigeria may not survive if values are not re-instilled”. The Survey put together by The Royal Institute of International Affairs (Chatham House), guided by the University of Pennsylvania's Social Norms Group and assisted by the National Bureau of Statistics (NBS), saw different teams of enumerators working in Lagos, Adamawa, Sokoto, Benue, Port Harcourt, Abuja, and Enugu. For ease of communication, the survey instruments were translated into Hausa, Pidgin, Yoruba and Igbo. The exercise was preceded by a methodology workshop on the social norms approach in Abuja (followed by one in Lagos).



At the Chatham house workshop

Dr. Ogunyemi who acted as consultant to the Chatham House Africa Programme put together and supervised the Lagos team which comprised of four teams of research assistants whom were dispersed to forty enumeration areas in Lagos to households and people randomly selected and specified by the NBS. The areas covered in Lagos included Ikorodu, Amuwo Odofin, Epe, Ajeromi Ifelodun, Alimosho, Ikeja, Agege, Apapa, Oshodi, Isolo, Surulere, Badagry, Ibeju Lekki, and Lagos Island.



The electronic CAPI devices used for the survey were enabled to track location and to record and upload data in real time. The squalor, lack of amenities and basic infrastructure as well as human misery and discontent were some of the experiences reported by the enumerators. It was quite an experience for everyone involved.

HMN PANEL SESSION AT THE AIB CONFERENCE

The Nigerian chapter of HMN held a panel session at the AIB conference which took place in August 2016.

The topic for discussion was “**Creating and encouraging ‘collectivist’ relationships within MNCs: The transfer and sharing of knowledge by expatriate staff**” and was aimed at generating discussion on how expatriates who may come from individualistic societies can be encouraged to share knowledge within domestic firms.



Some of the barriers to knowledge sharing were identified as; Disparity in the reward and benefit systems between expatriate and local staff, Lack of focus at work among local workers, which results in impaired efficiency and Poor implementation of the Nigerian labour laws with regard to outsourcing and recruitment. It was proffered that; Better reward and benefit systems within MNCs for local staff, Better social relationships between expatriates and local staff and the use of performance objectives which include knowledge transfer amongst others are the solution to these problems.

HMN is an international, interdisciplinary, and independent network that promotes the development of an economic system with respect for human dignity and well-being.

A summary of the discussion can be found [here](#).

OPPORTUNITIES & CONFERENCES

Call for papers: Third Annual Conference on Environmental Politics & Governance

Date: June 21-24, 2017

Venue: Indiana University Bloomington.

This annual conference aims to showcase outstanding scholarship on environmental politics and governance, provide a venue for scholars to present their research and strengthen their network, and shape future environmental politics and governance research across the social sciences through theoretically informed and methodologically rigorous empirical work. Click [here](#) for more information.

SPHEIR Partnership Proposals

Date: October 21, 2016 – February 20, 2017

SPHEIR partnerships seek to bring together multiple organisations and providers to develop and deliver innovative solutions for higher education reform. SPHEIR encourages multi-actor and multi-faceted partnerships based on mutuality, innovation and sustainability. SPHEIR focus countries will include certain low-income and middle-income countries located across Sub-Saharan Africa, Asia and the Middle East.

SPHEIR aims to provide funding and support to approximately 12 partnerships. Grants of between £1 million and £5 million will be available. Partnerships can last between two and four years.

Click [here](#) for more information

CRLE AFFILIATED FACULTY

Eugene Ohu, Frank Ojadi, Henrietta Onwuegbuzie, Ifedapo Adeleye, Juan Elegido, Martha Onyeajuwa, Ngozi Okpara, Omowumi Ogunyemi, Rose Ogbechie, Uchora Udoji, Vivian Ogochukwu Nwaocha, and Yetunde Anibaba

CRLE VOLUNTEERS

Adaeze Ocho, Adenike Afolabi, Atinuke Adigun, Azeezat Ajibola, Bibie Agoha, Chinonye Nwosu, Chika Nwogu, Enitan Ibironke, Ezinne Enyinnaya, Florence Okoli, Jide Benson, Martin Aguwa, Mayowa Ogundeji, Ogechukwu Obiorah, Oluwakemi Ogunbameru, Onyinyechi Akagha, Rebekah Akintade, Tomi Ogunlesi, Tunde Akintobi, and Uche Anagboso

STAFF EXIT

Glory Enyinnaya and Gbenga Adesanya have left the CRLE team. Glory Enyinnaya was the Research Manager while Gbenga Adesanya was a Manager Scholar attached to the team. It was great working with them and we wish them all the best in their future endeavours.

CONCLUSION

Here's wishing you a blessed Christmas and a prosperous New Year 2017 in advance!