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CRLE

At LAGOS BUSINESS SCHOOL

Leadership and Ethics News Around the World

Greetings dear readers. In line with our vision of sharing knowledge that improves the way managers lead and live in Africa and the world, we bring you a section of interesting headlines relating to Leadership and Ethics in the global community.

Inform



Jaw-dropping study: Executives who manipulate earnings are hired for their lack of ethics

As a journalist who has interviewed hundreds of top CEOs, I can report that many of them are not overflowing with humanity. Now we may know why: In an eye-opening peek into the business of evil, a new study in the *Journal of Business Ethics* finds that companies purposely hire people with unsavory personality traits when earnings manipulations are in order.

Researchers from universities in four states conducted a trio of



You need a leadership makeover if you're just focused on getting things done. Here's how to do it

A recent McKinsey study on the Great Resignation the arrived at a stunning conclusion: Despite the fact that millions of workers have been leaving their jobs every month for nearly two years, companies still "don't really have a grasp on why their employees quit." While employers believe people are resigning to get bigger paychecks, and gain a better work-life balance, the truth is something far simpler. Workers told McKinsey they specifically left because they didn't feel valued by their organization or

experiments studying executive hiring under various organizational earnings demands. They found that, yes indeed, when companies need to report earnings that stray from reality, no, they don't hire a CFO with super strong ethical foundations. They hire executives with "dark" personalities that are weak on ethics and strong on narcissistic traits.

by their manager. And, they didn't feel a sense of belonging at work.

My first question after reading the study findings was, "How in the world could any leader or company today not know what people need in order to thrive in their jobs?"

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Leadership In The Current VUCA Environment: Perspective, Empowerment And Purpose

The past several months have been filled with heightened volatility: continuing pandemic, geopolitical issues, market uncertainty. People often refer to this as a VUCA environment, referencing volatility, uncertainty, complexity and ambiguity. In this environment, we face heightened challenges and our fears become more apparent and more of a potential barrier. As leaders in these environments, we need to better define, communicate and apply our principles. A leader's values are never more important to an organization than in a VUCA environment.

Across my time in business, the military and as an executive coach for C-level executives to pre-IPO companies, I've worked closely with leaders navigating teams through these challenges.

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Emulate



Work-Life Supports That Truly Help Your Organization.

A conversation with Tel Aviv University's Alexandra Kalev on policies that make a difference.

[Listen here](#)

Inculcate



How Founders Self-Destruct Under Pressure

The three categories of detrimental behaviors that are becoming more common among entrepreneurs as they face mounting stresses over their funding and the health of their businesses. These behaviors are “moving against,” “moving away,” and “moving toward,” all of which are coping mechanisms that attempt to regain control through manipulation, deflect reality and harsh criticism through avoidance, or avoid pain and fear through ingratiation. We will also highlight how self-awareness, paired with professional and personal support, can stave off self-destructive behaviors and promote more positive interactions and, importantly, results.

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Empower



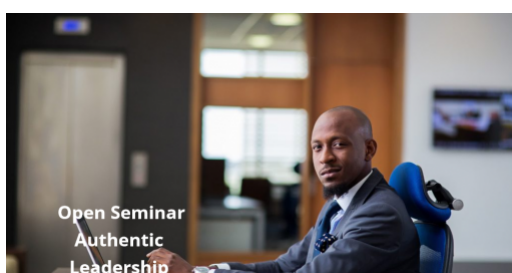
4 Reasons Why Empathy Is The Best Leadership Skill You Can Have

Empathy has such an important place in business today. That includes empathy for our customers, employees, and even for ourselves. We've been through a lot during the past couple of years. We've seen people getting sick, dying, and businesses cutting back and closing. We've experienced the pandemic, the great resignation, staffing and supply chain issues, and have been forced to do more with less, time and time again. It takes a strong leader to keep an organization moving forward despite the many disruptive events occurring in our society and business environment.

So, be the strongest leader that you can be. The best leaders are authentic and real. They don't see only statistics and the bottom line- they actually see the people behind the numbers and consider how each and every one of their decisions impacts them. They are able to lead with both their hearts and minds, combining the two to make choices that are in line with the greater good for their multiple stakeholders. Empathy is at the center of all of their decision making.

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Upcoming Programmes



Authentic Leadership

The Authentic Leadership Programme is a proven and practical approach for developing skills to improve climate and sustainability drive through performance.

At the end of this programme, you will be able to:

- Learn leadership behaviours that eventually become effective habits as well as skills



The Manager as Coach

An increasingly dynamic world is a world of growing pressure on every organisation and its members. Ironically, more than ever before, it is also a world where organisational members are required to bring in their best selves to the workplace. The gap between the organisation's expectations of its staff and the reality is often wide. The reason is simple – many managers/leaders

that set you apart from people who can only describe such behaviour and skills

- Become someone who is able to influence others, inspire them to release discretionary effort, and support them to become the best they can be while performing at their utmost
- Understand your own behaviour better as well as your underlying predisposition and how to moderate their your behaviours in order to be effective with other people – managers, peers, subordinates, customers and clients as well as other internal and external stakeholders
- Be aware of how your behaviours contribute to shaping your work climate and how this affects your own, as well as other people's effectiveness and how to drive up the quality of engagement in their team

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have inherited the traditional command-and-control style of leadership from their predecessors. They assume this leadership style will work in a context that is drastically different from the kind that gave rise to it. The influx of a new generation of organisational members complicates matters as they cannot function effectively with the traditional style of leadership.

At the end of this programme, you will be able to:

- Appreciate the connection between coaching and performance
- Apply the relevant tools and techniques to facilitate your team's development
- Engender trusting relationships with your team members
- Delegate responsibilities more confidently

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