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CRLE
At LAGOS BUSINESS SCHOOL

Leadership and Ethics News Around the World

Inform

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.



The 5 Keys to Authentic Leadership

Over the past decades, there has been extensive research on effective leadership, aimed at creating a template for those who want to improve their own leadership skills. One popular strategy in building such a



How can leaders make hybrid working work ?

Hybrid working is here to stay- a point clearly proved by new research from insight learning and development . The research conducted among 3000 employees in North America , Europe ,

template is to explore the life and experience of very successful leaders and outline the qualities (behavioral, cognitive, motivational, etc.) that helped them stand out. These qualities include the ability to influence others, transparency, risk-taking, innovation, integrity, accountability, resilience and decisiveness.

However, the above qualities are not universal and should be considered recommended rather than obligatory. Many studies of successful leaders are examples of "survivorship bias," focusing on a visible subgroup of successful leaders while skipping those who did not "survive." This results in a misleading picture, which means that those who strive to shape their leadership skills based on these studies may get disappointing results.

Attempts to become someone else rather than carving out one's own personality may distance individuals from their own values, eventually causing them to lose their uniqueness. Achieving recognition and status that is incompatible with one's true personality may lead to emotional burnout, depression and loss of the sense of meaning. An alternative to copycatting the ideal portrait of a selected leader is authentic leadership, the term proposed by Harvard professor and former CEO of Medtronic Bill George.. [Read more](#)

found that 59% of workers now work in hybrid team. Yet while hybrid working has become a permanent arrangement within many organizations, leaders are still figuring out how to make the model as affective as possible. Some of the challenges around hybrid working include inadequate technological tools, loss of personal connections, and negative impacts on team dynamics.

So, how can leaders make hybrid working work?

1. Build a community

Fiona Logan, CEO of Insights Learning and Development, says it is essential to create a culture and a community that fully supports and enables success in a hybrid working environment. "Creating a community between remote and in-person work is imperative and human skills, a core purpose and connection are vital for this," she says. "As our research shows, businesses need to look at effective ways to truly empower people in how they work and provide the solutions they need to feel connected and supported, no matter where they are working."

Logan also emphasizes that when building a culture, it is important to respect the preferences of individuals. "We all have different preferences and therefore these new routines will work in different ways, for different people," she says.

[Read more](#)



Hybrid is winning RTO but leaders need to do better .

In the endless “return to office” debate, hybrid work may be winning out. Indeed, 41% of American workers who had jobs that could be remote were working in a hybrid format in February, according to a Pew Research Center survey. (Experts have questioned the accuracy of a recent Bureau of Labor Statistics survey showing a lower percentage.) Either way, hybrid is here to stay, and the days of nearly everyone working from an office are long gone. However, although hybrid is increasingly prevalent, executives grappling with the question of “return to office” (RTO) need to make sure they’re prioritizing *how* employees work over *where* they work.

What executives need to realize right now is that whether an employee is remote, hybrid or in the office full-time is less important than the outcomes of their work and how their team is functioning overall. The very existence of the RTO debate — with its emphasis on the physical location of employees — is really a failure to prioritize the needs of a business. There’s no single RTO answer that works across the board. What does work, no matter the company or the department, is a focus on clients and shareholders.

Now, what does that mean?

Maximize Potential

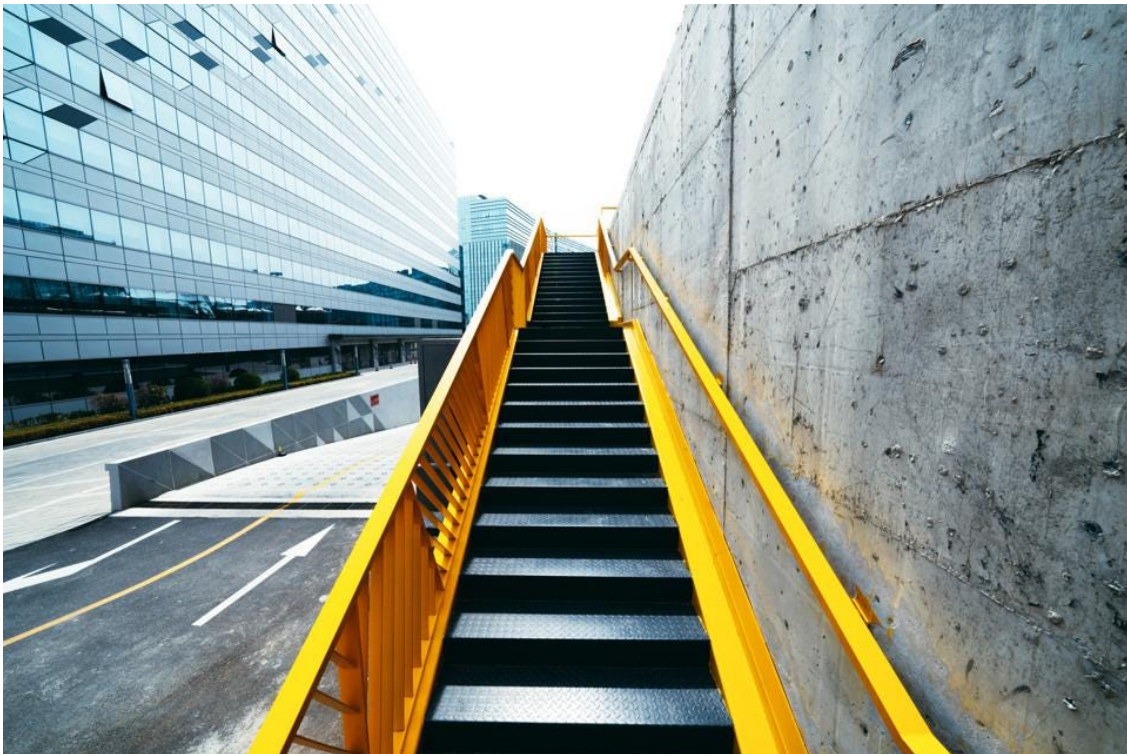
For any business, the two highest priorities must always be the clients and the shareholders. Every action a company takes and any decision an executive makes should be focused on improving outcomes for those two groups.

Employees are the team you rely on to support clients and to generate profits for shareholders. Getting a great performance from a team means ensuring they’re correctly incentivized; they have the skills and support they need to succeed; they’re empowered; and they have great leaders to look to for mentorship and guidance, among other things. Indeed, companies and executives who don’t maximize their team’s

performance won't succeed in the long run. But most of these factors have nothing to do with where an employee physically is located. This is where the RTO debate comes into play.

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Emulate



8 Lesson on leadership to implement this year .

Most of us know that leaders, and leadership skills, have changed dramatically over the years. Just within my own career in financial services, I have seen a dramatic shift away from old-line “command and control” methods to more collegial and collaborative styles.

Many people see finance as black and white. What I've found in my field of equipment financing is that it's far more effective to operate in the gray. Mix hard and soft skills. Try to embrace change. Be open to the possibility of learning from others. These are some of the things I've learned about the most important attributes of modern leadership.

1. Be enthusiastically humorous.

Herb Kelleher, the former CEO of Southwest Airlines, was known as “enthusiastically humorous.” His humor was infectious, and he worked to create the culture his company became known for. Whether it’s a joke to start a meeting or presentation or simply being able to laugh throughout the day, humor breaks down barriers. It establishes trust, lets people know they can be transparent and helps others see that their leaders are real people, too.

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LBS/CKCRLE News



CELEBRATING GENDER EQUALITY CHAMPIONS.

The campaign theme of the International Women's Day 2023 was #EmbraceEquity. After the media releases, public displays and photo shoots celebrating the day, many organisations go back to their default settings. It should not be that way.

Increasing gender equality in the workplace must be a strategic priority for organizations because research shows that gender diversity is correlated with improved company performance. Your organization should recruit and retain more women to improve productivity, build resilience, and improve brand and reputation.

USAID, working through Tetra Tech International Development, is partnering with Lagos Business School, Pan-Atlantic University to roll out the USAID Workforce Gender Equality Accelerated Course across West Africa. The first cohort of the programme graduated in 2022. Today, we start a series celebrating the organisations and participants that took part in the pioneer programme.



WE ARE ALWAYS A WINNER.

We are thrilled to announce that Lagos Business School, Pan-Atlantic University MBA programme has won the bronze award for the Beta Gamma Sigma Outstanding Chapter Awards 2023. This award is a testament to the hard work, dedication, and excellence of our students and faculty members.

Beta Gamma Sigma is the international business honour society for AACSB-accredited schools, and the Outstanding Chapter Awards recognize the top-performing chapters worldwide. LBS BGS chapter was selected as the winner of this award out of more than 615 global chapters found in AACSB-accredited schools.

The award is presented to chapters that participate in a variety of chapter and Society activities and exemplify an outstanding commitment to the mission of Beta Gamma Sigma. We are proud of our MBA programme's long-standing reputation for producing exceptional graduates who are making a positive impact in their industries and communities.

We thank Liberia Electricity Corporation, Ghana Water Company Ltd., Eko Electricity Distribution Plc, Imo State Water and Sewerage Corporation, Lekela Power Senegal, Daystar Power Group, Ghana Grid Company Limited and Centre Kaizen Haiti for the investment.

The programme includes organizational gender equality assessments, self-assessments, a virtual course, and change management coaching. The programme prepares participants to become agents of change within their organizations by developing the skills needed to:

- Identify gender equality gaps within their organization
- Develop a business case that demonstrates how gender equality will benefit the organization's bottom-line
- Take targeted, tangible, and strategic action
- Strengthen leadership and change management skills
- Effectively engage other male and female leaders

Achieving gender equality in the workplace requires the commitment of both organizations and individuals. Organizations must address the structural barriers that inhibit gender equality, while individuals must acquire the knowledge, tools, and behaviors known to promote workplace gender inclusion.

To make a long-lasting commitment to gender equality, nominate your change champions for the 2023 programme today. Click on this link [Read More](#)

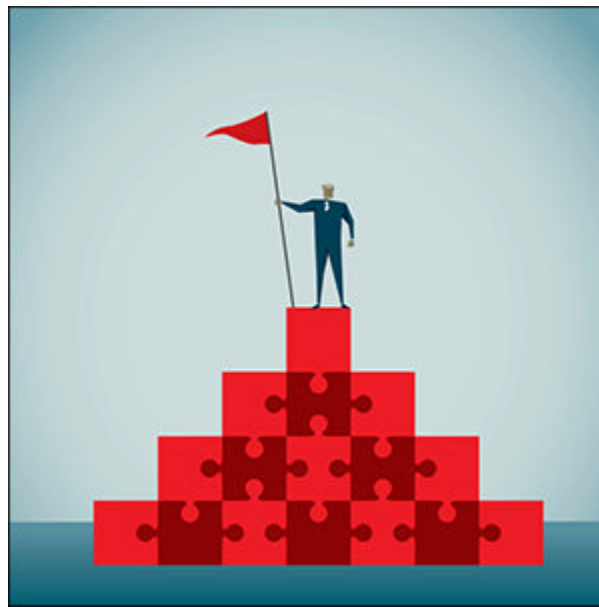
We appreciate the LBS BGS 2021-2022 executives and members for their efforts in sustaining the chapter's laid-down legacy. A big well done to the MBA - Lagos Business School alumni - Dheerendra Singh Chauhan and his team Faith Mpara, Jane Ngene (PMP), Elizabeth Ayo-Vaughan, Chukwuemeka Akubueze, Chiamaka Ibeh and BGS chapter Advisor for LBS & Africa Region Jacinta Anakua for the roles they played in achieving this great feat.

This award is a resounding affirmation of the exceptional quality of our programme and the outstanding individuals who form our vibrant community. We take pride in our MBA programme's long-standing reputation for producing graduates who create positive impacts in their industries and communities.

As we celebrate this achievement, we invite you to take a step towards advancing your career with our acclaimed MBA programme. Unleash your potential and unlock new opportunities by enrolling today .

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Inculcate



Why business Leaders must resist the Anti- ESG Movement.

The culture wars in the U.S. continue to rage, and they've come for business. Companies are being dragged into issues that stir emotions, such as abortion, gay and trans rights, racial and gender equity, and climate change. In particular, business is facing questions about its stance on societal issues mainly from the right side of the political aisle. So with 70% of America's top execs calling themselves Republicans, business leaders now find themselves in an odd position: accused by high-profile members and pundits from their own party of being part of a "woke" or "ESG" progressive agenda.

For many companies, it may seem smart to stay out of anyone's crosshairs. But try as they might, there's no avoiding taking positions on the big issues of the day — major stakeholders, particularly young customers and employees, expect it.

Preparing for and figuring out a response to accusations of "woke-ness" is now a top leadership priority, so let's unpack what's going on. We'll start with the most prominent examples facing organizations today. Then, I'll outline what leaders should consider going forward in light of today's political attacks.

What Is the "Anti-ESG" Movement About?

First, some terminology and background on how a variety of issues have been lumped together by the right. "ESG" (environmental, social, governance) is primarily the language the financial world uses to represent attempts to measure the risk (and opportunity) to a company or investment stemming from environmental and social issues. The "G" part refers to how well a company manages the governance of these issues.

"Sustainability" is a much broader idea which looks at a company's role in society and how it impacts, and is impacted by, the full gamut of environmental and social issues. The label "anti-ESG" makes it sound like going after investors (more on that in a bit) is the end goal. But it's just part of a larger "anti-woke" and anti-sustainability effort, which was summed up nicely in an article by an executive at fund giant Morningstar: "Anti-ESG [is] a proxy for opposition to the spread of 'liberal values' in civil society."

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Empower



Creating a culture for Succession Planning.

Business leaders who are concerned with their future and legacy place great importance on establishing succession planning processes that impact multiple levels of management within their organization. Succession planning generally has several elements including talent assessment, development goals, advanced leadership education, mentoring or coaching and special leadership projects.

Unfortunately, while these programs are very effective at developing future leaders, they can lack the speed and development of business intelligence that is only nurtured from a culture of succession planning. This means leaders are fostered from leadership teams where natural and dedicated leaders naturally rise to the top of their peers.

In a meeting with the senior leadership team of a biotech company, they remarked that not one of their 22 middle managers was close to being ready for promotion to the senior leadership team. This was very discouraging and left the organization vulnerable.

Setting Up A Culture Of Succession Planning

They didn't have the resources or time to develop a formal succession planning process. Instead, they created a middle management team consisting of all 22 middle managers. They were chartered as a unified management team responsible for optimizing operational excellence and culture.

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Upcoming Programmes



Women in Leadership

Women have become a dominant force in the workplace. Despite different challenges, many are rising to top management positions in the private and public sectors of the economy. Some have successfully broken the glass ceiling and others are aspiring to do so. As leaders, women have the responsibility to drive their teams to achieve and exceed targets. This requires creativity, innovation, professionalism and an ability to get the best from team members. Women often have to work harder and smarter to get to the top. This programme will assist women sharpen their leadership skills in order to succeed in today's challenging world. It will help them fine-tune their strategies for effective leadership. In the three-day period, participants would learn to explore and leverage on contemporary leadership tools that have helped organisations achieve high performance.

The programme is targeted towards:

- Women in senior management positions
- Women in top management positions in medium-sized businesses
- Professionals, consultants and owner-managers.

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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 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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