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September 2024, Newsletter

Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE)

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August 2024, Newsletter 1



Leadership and Ethics News Around the World

Greetings Dear Readers,

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

Inform



Why Motivational Leadership Speeches Don't Create Real Change At Work

It's common to see leaders and managers trying to boost team morale with a motivational speech. These speeches often include inspiring stories and phrases meant to ignite a spark in employees. They focus on altering viewpoints and unleashing inner capacities, striving to effect enduring alterations. However, while these talks may temporarily uplift people, they rarely result in long-term motivation. Sustainable motivation requires more than just words; it demands actionable plans and [effective leadership](#) strategies.

Although motivational speeches fall short of long-term effects, there are strategies leaders can take to fill the void.

Motivational speeches often spark a fleeting surge of enthusiasm that quickly fizzles out. Without ongoing motivation and reinforcement, the initial zeal spurred by a motivational speech diminishes rapidly, resulting in employees returning to their original state.

The failure of many pep talks is also attributable to the absence of a genuine



How "Leadership and Self-Deception" Transformed My Perspective on Leadership and Personal Growth. Are you "In The Box" or "Out of The Box"?

In a world where leadership is often associated with authority and direction, [Leadership and Self-Deception](#) by [The Arbinger Institute](#) challenges us to look deeper. This book reshaped my understanding of leadership, self-awareness, and relationships, offering insights that have not only changed how I interact with others but also how I view myself.

The Main Theme of the Book:

At its core, *Leadership and Self-Deception* presents the idea that self-deception—our ability to lie to ourselves about our own actions and intentions—is the biggest barrier to effective leadership. The authors introduce the concept of being "in the box" and "out of the box." When we are "in the box," we see others as objects, blame

connection between the executive and their employees. When leaders do not grasp the personal needs of their subordinates, the message is broadly nonspecific and challenging for workers to connect with personally. This hinders them from fully submersing themselves in what is being communicated during these talks.

The fundamental problems behind the challenges encountered by those attending these talks are often overlooked. Focusing merely on superficial symptoms instead does little more than curtail the overall impact generated by giving an inspirational talk. Not requiring follow-up actions plays a pivotal role in the eventual downfall endured across countless assemblies.

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them, and fail to recognize their needs and humanity. When we are "out of the box," we see others as people, with hopes, fears, and needs, and can truly connect with them.

The book teaches that effective leadership starts with self-awareness. We must first recognize when we are deceiving ourselves and move towards understanding and empathy in our interactions. The key takeaway is that leadership isn't just about guiding others—it's about seeing them as people.

Key Insights from the Book:

1. Self-Deception as a Barrier: We often create narratives in our minds that justify our actions while blaming others for problems. This prevents us from seeing situations clearly and addressing issues at their root.

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LBS News



Africa Retail Awards 2024

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- **WORKFORCE**
A minimum of 20 employees.
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> <https://afracademy.lbs.edu.ng/ARA24>

November 9 2024

Lagos Business School,
Lekki-Epe Expressway,
Ajah, Lagos.

Deadline: September 21, 2024

APPLICATION FOR THE 2024 AFRICA RETAIL AWARDS

Applications are now open for the 2024 Africa Retail Awards, organised by the [Africa Retail Academy, Lagos Business School Nigeria](#) in partnership with [Nairametrics](#) and [KPMG Nigeria](#).

This annual award spotlights the most innovative, influential, and transformative businesses driving the retail industry across the African continent. It is a chance to showcase the trailblazers redefining the future of retail in Africa.

Do not miss your opportunity to be recognised for your outstanding achievements. Submit your application before the 21 September 2024 deadline.

How to Apply:

Visit the official application portal at https://lnkd.in/dmP_Fbni

Fill out the questions under the categories you wish to be considered.

Learn more

Emulate



Why 'No' Leaders Are Outperforming 'Yes' Leaders In The Workplace

The ability to make strategic decisions swiftly and effectively separates successful leaders from market followers. Traditionally, leaders who always say “yes” have been celebrated for their accommodating nature and willingness to take on any challenge. However, this approach [often hinders strategic](#) decision-making, diluting focus and resources.

A new breed of leaders—those not afraid to say “no”—demonstrate that this approach can lead to greater productivity and innovation.

The traditional “yes-leader” model is rooted in the idea that [accommodating](#) all requests is the pathway to success. While this may seem like a positive approach, it often leads to several pitfalls:

- **Diluted Focus:** When leaders say yes to every request, they spread their resources and attention too thinly across multiple initiatives,



Leadership Lessons Via The Tragically Hip: No Dress Rehearsal

Leadership isn't always about strategy or dominance. Too often, it is. I think leadership should be more about resilience, love, and collaboration—qualities that define rock legends The Tragically Hip.

Filmmaker [Mike Downie's](#) latest documentary, [No Dress Rehearsal](#), brings to light the leadership principles embodied by this iconic Canadian band. How they worked together, supported one another, and stayed true to their values offers a powerful example for leaders today.

Authentic leadership thrives not on power or profits but on relationships, respect, and a shared sense of purpose—qualities that are essential for today's leaders.

Building a Family Band, Not Just a Band

At the heart of [The Tragically Hip](#) was a commitment to each other and everyone who worked with them. Mike Downie reflects, "Anybody who ever worked with

leading to a lack of depth in execution.

- **Burnout:** Constantly accommodating all demands can overwhelm teams, leading to burnout and reduced morale.
- **Inefficiency:** With too many projects on the go, progress slows down as teams juggle numerous tasks without clear prioritization.

Ultimately, the “yes-leader” approach can result in a reactive rather than proactive management style, where leaders and teams are perpetually firefighting rather than strategically planning.

The Power Of Saying “No”

“No” leaders prioritize saying no to non-essential tasks and distractions and can streamline their team’s efforts towards high-impact objectives. This approach has several key benefits:

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the band became part of that family." This sense of belonging extended beyond the stage and crew—it was a cornerstone of their success. The band's long-term collaboration with the same team members for decades was based on mutual trust and shared experiences. It is a crucial lesson for leaders.

Trust and loyalty are built over time through genuine care and investment in people. Successful leadership, as exemplified by The Hip, is not about individual achievements but the strength of the collective. It's about fostering a deep sense of collaboration that elevates everyone involved.

Integrity Over Profit

The Tragically Hip were defined by their refusal to compromise on values, even when it meant turning down lucrative opportunities.

As Mike Downie recalls, "They left a lot of money on the table. They had rules about corporate sponsorship because they wanted their audience to trust them." Their decision to prioritize integrity over profit created a strong bond with their fans, further cementing those attributes of trust and authenticity.

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Inculcate



Leadership is not being incharge. Its about taking care of those in your charge

Effective leadership is the cornerstone of high-perleadership is the cornerstone of high-performing teams. It's more than just assembling a group of competent individuals; it's about inspiring, empowering, and guiding them toward shared goals. As leaders, we must go beyond managing tasks—we must empower our team members to take ownership of their responsibilities. When you trust your team and give them the autonomy to operate, you ignite a spark that fuels engagement, creativity, and drive. This is where transformational leadership shines, and it's where real progress begins.

On the other hand, poor leadership, especially in the form of transactional or authoritarian styles, emphasizes tasks over relationships. These leaders focus on short-term goals and maintaining strict control, often at the expense of team morale. While this might yield immediate results, the long-term consequences are detrimental. When you lead in this way, your team becomes disengaged, losing their sense of purpose and drive. Over time, this demoralization hinders progress and stifles innovation.

Delegation is not just a management tool; it's a powerful demonstration of trust. When we delegate, we show our team that we believe in their abilities. This fosters a culture of mutual respect and empowerment, which, in turn, drives performance. A leader who trusts their team members encourages creativity, problem-solving, and ownership, leading to better outcomes for the team as a whole. Trust-based leadership is a long-term investment in your team's success, one that pays dividends in the form of increased productivity and a more engaged work force. 8fIn contrast, leaders who micromanage are often fixated on control, fearing that things will fall apart without their constant oversight. But here's the truth: teams thrive when given the space to innovate and the autonomy to make decisions. Micromanagement suffocates that spirit, leading to frustration and stagnation. If you want a team that's motivated, innovative, and ready to tackle challenges, you must give them the

trust and autonomy to do so.

[Learn more](#)

Empower



How Leaders Reduce Resistance And Resentment When Cutting Costs

A CEO and their team explored the following question at a recent meeting: How will we evolve our current operating model and organizational structure to reduce expense and improve efficiencies? Interest rates and other external shifts were putting massive pressure on the CEO's business, and they were considering a range of options where cost reduction was at the center.

What leaders already know is that a discussion about cost is never just about cost. Even when we all know it must be done, that doesn't make it easy. Cost cutting raises all kinds of emotions across the workplace, from fears about being able to reach goals with fewer resources, to resentments about why one leader has to tighten the belt more than another. So how can we have productive discussions about cost, budget, and doing more with less? Consider these ideas.

Describe the moment you're in with care.

A senior leadership team at a major retailer was tasked with modernizing the company's infrastructure. Given the enormity of the project, the team had access to significant funds beyond its annual budget. When the project ended and funding stopped, the team

characterized the change with comments like, "this will be really tough, the future is going to be hard." No question, the shift in funding would have an impact, but the team's messages were casting a dark shadow on the rest of the organization. As morale dropped, the team realized they had to meet the moment they were in very differently, starting with how they characterized the moment itself.

[Learn more](#)

CKCRLE News

Upcoming Programmes



Unlock the Power of Your Team: *Driving a High-Performing Culture 2.0*

Presented by: Christopher Kolade Center for Research in Leadership and Ethics at Lagos Business School

We are thrilled to announce the return of our acclaimed program, "Driving a High-Performing Culture: Elevate Your Organization to the Next Level."

Join us for an immersive experience that will empower you to unlock your team's full potential and achieve outstanding results. This program is designed to equip you with the essential strategies for cultivating a culture that fosters success, innovation, and growth.

Don't miss this opportunity to transform your organizational culture and drive exceptional performance.

Key Takeaways:

- Align your team around a shared vision and purpose
- Foster a culture of trust, accountability, and open communication
- Drive innovation and creativity through experimentation and learning
- Build a strong, cohesive team that works together towards common goals

Transform Your Organization:

- Learn from expert facilitators with real-world experience
- Engage in interactive exercises and group discussions
- Apply practical tools and frameworks to your own organization
- Network with like-minded leaders and professionals

Benefits:

- Effective leadership strategy
- Employee engagement and motivation
- Implementation framework
- Networking opportunity

Outcomes:

- Boost employee engagement and motivation
- Improve collaboration and teamwork
- Drive innovation and growth
- Achieve exceptional results and surpass your goals

Don't miss this opportunity to elevate your team's performance. Register now and take the first step towards a high-performing culture.

We look forward to helping you unlock the power of your team!



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