

2023:

Quo Vadis Nigeria?

**The Essence of Leadership
Communication**

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Kashim Ibrahim Fellowship Speakers
Series Event Kaduna

29th June 2022



Introduction



**KASHIM
IBRAHIM
FELLOWS**

**SIR KASHIM IBRAHIM FELLOWSHIP
PROGRAMME**

The Kashim Ibrahim Fellowship Programme

Vision

To raise a new generation of capable and committed young Nigerian leaders, who recognize the central importance of public service in building the country we dream of but have yet to achieve

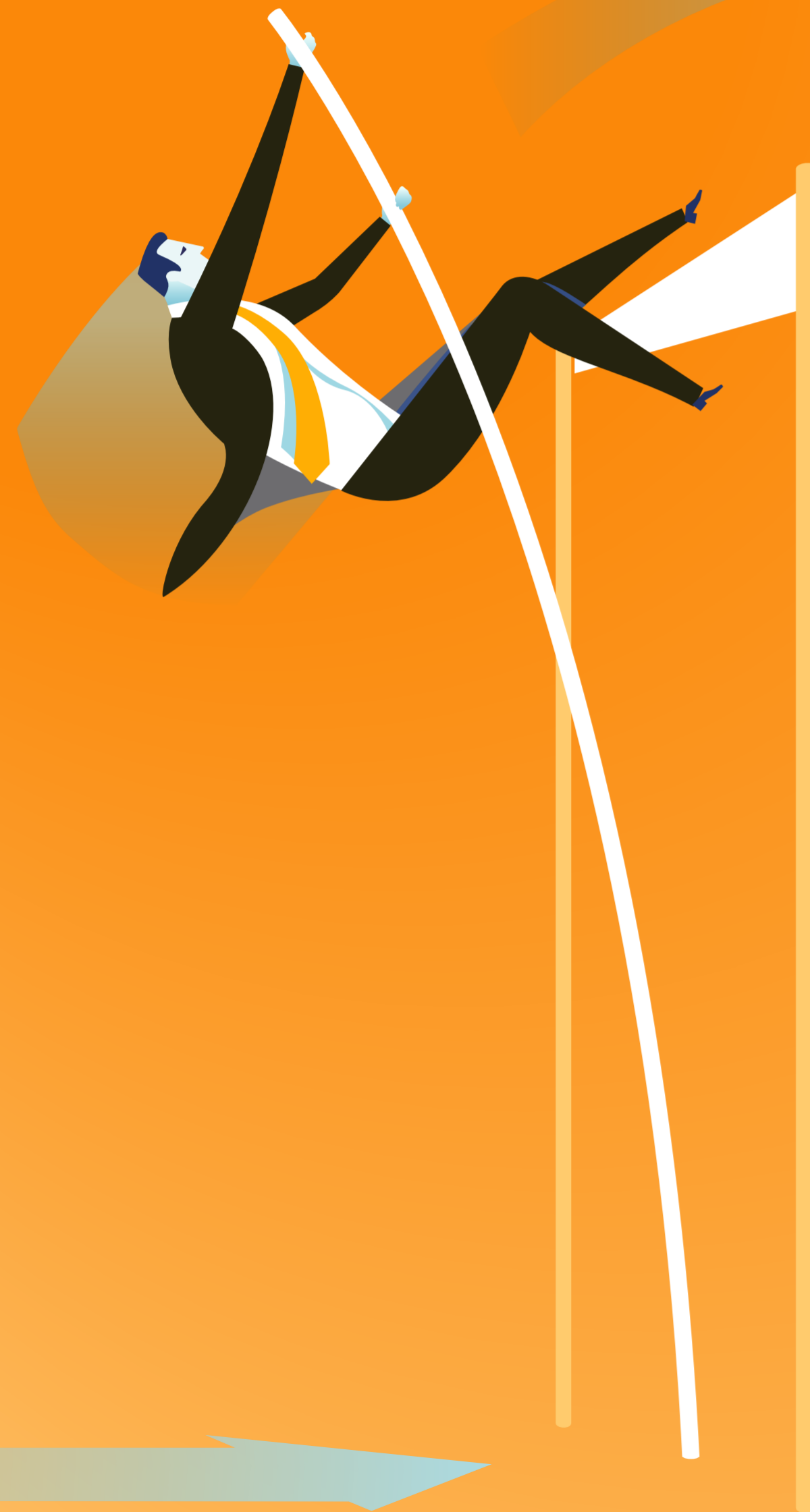
Mission

"To raise the next generation of leaders who will most likely be absorbed into the Nigerian public sector having had a first-hand experience of its workings and challenges"

Governor Nasir el-Rufai



Agenda



Context: Nigeria 2022



**Leadership & Communications:
A Nexus**



**Leadership & Communications
Challenges**



**The Communications
Environment**



The Communicators Toolkit



Leadership Goals



Final Word

Context: Nigeria 2022



Nigeria Today:

Economic challenges/ASUU strike/Fuel scarcity/
Insecurity: Boko Haram, IPOB, rampant kidnapping



Week of June 20th:

The World Bank: Nigeria has the world's highest number of Out-Of-School (OOS) children, 11 million in total!



2023 Beckons:

Heightened expectations
Presidential candidates Atiku, Obi, Tinubu *et al.*...What is their vision?
What do they offer you and I?
Nations and institutions rise and fall on LEADERSHIP!

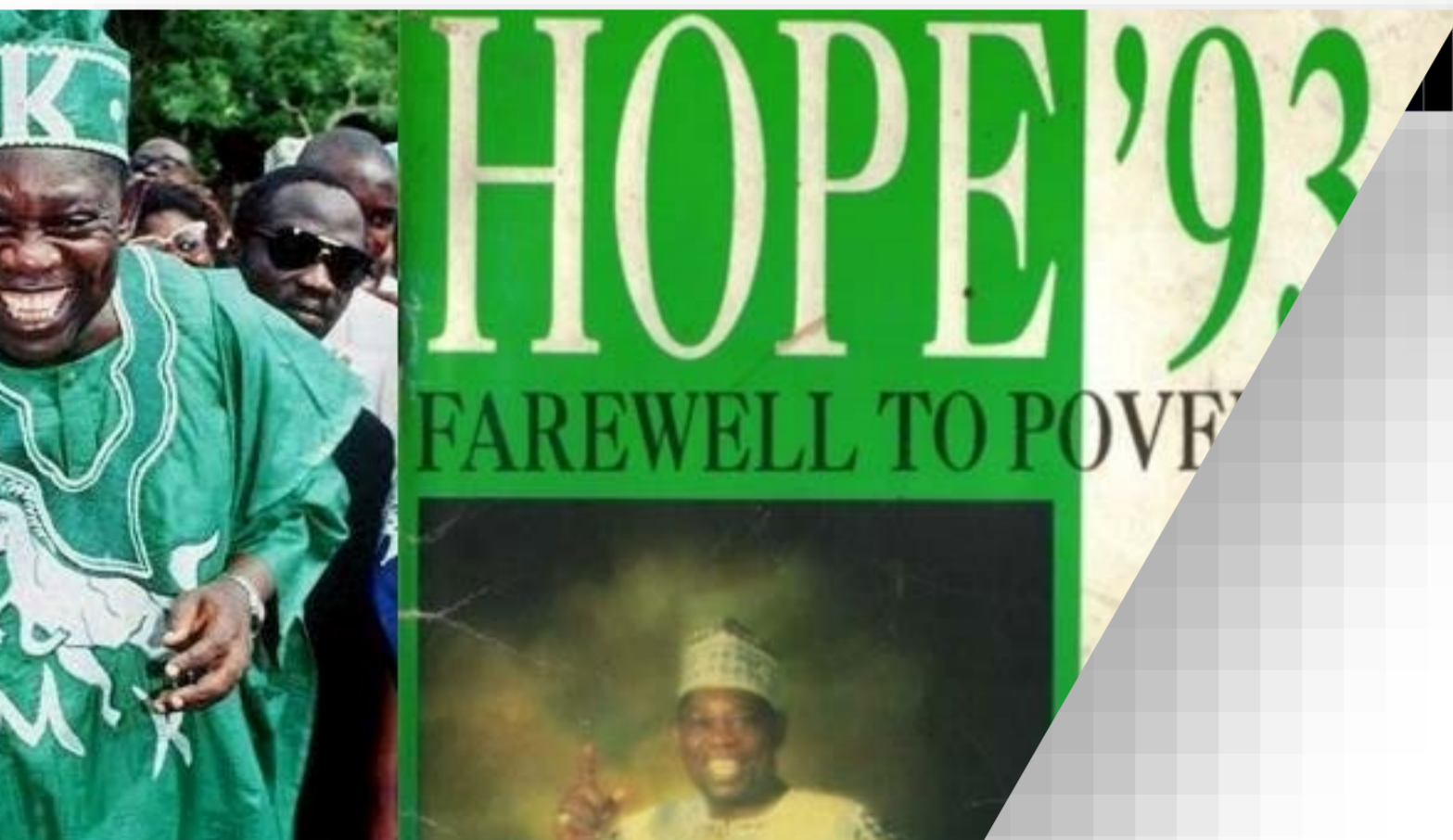




Barack Obama: *Yes, We Can*



Donald Trump: *Make America Great*



MKO Abiola: *Hope 93*

Political Leadership Communication

JUST DO IT.

Nike: *Just Do It*

Avis: *We Try Harder*

AVIS

We try harder.

Clou

Business Leadership Communication

Share a Coke with Friends



MTN: *What are we doing today?*

Coke: *Share A Coke*



Guilder: *The Ultimate*



Leadership

- One definition of Leadership says “it is taking the followers to higher levels they never imagined possible”
- Hence, leadership’s most critical role is communicating inspiration and direction

Leadership

- ... that laser distillation of the vision (future) based on a clear understanding of the challenges (past and present)
- Which then serves as continuous driving force for goal achievement

But why would anyone follow a leader?

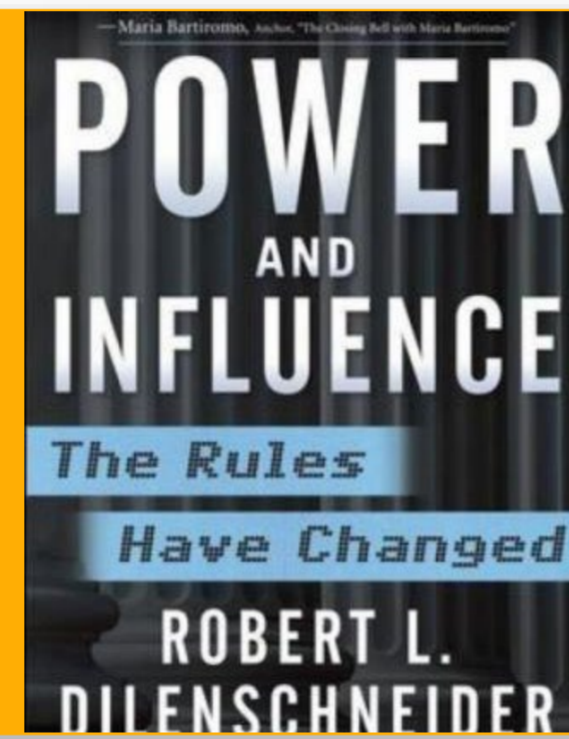
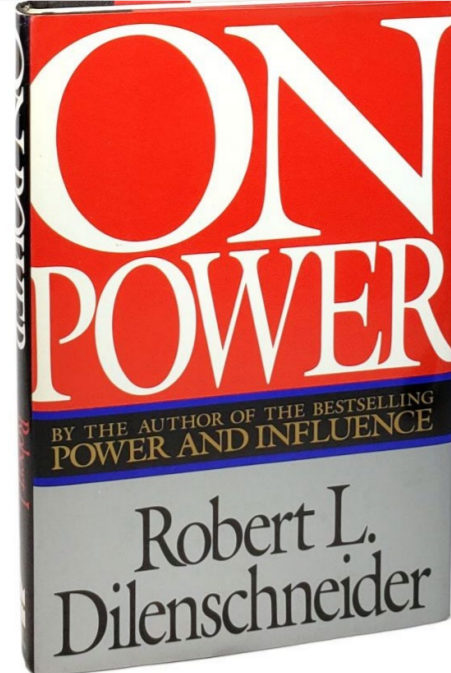
1. The leader's reputation (antecedents)
2. Clarity of vision
3. Shared values (ownership)
4. Ethics



Leadership & Communication: A Nexus



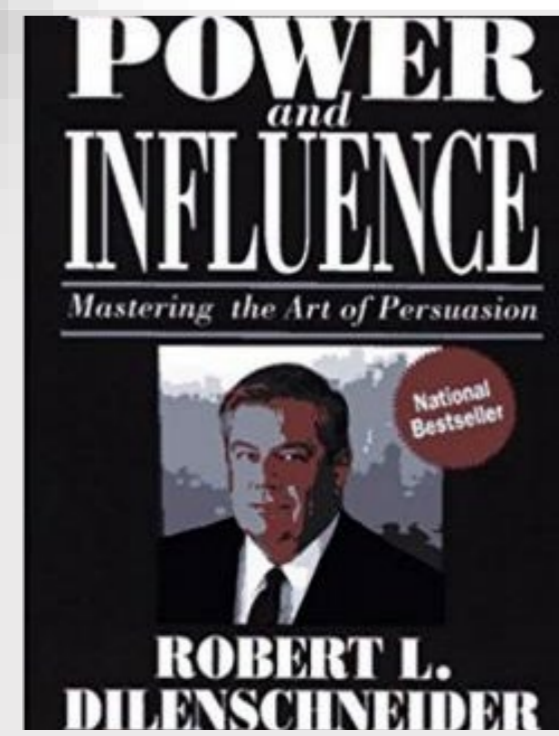
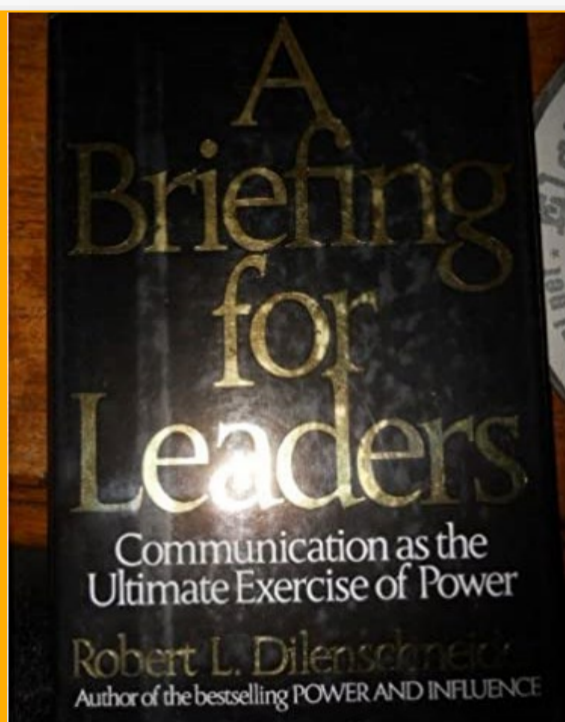
МОСКОВНЕ
ЗИЕ КУЗНИМ ИБРАХИМ ФЕЛЛОУШИП



Leadership & Communication

“Leadership is not the charismatic, mystical talent that many presume it to be. Leadership can be **learned** , and modern leadership clearly rests on the **mastery of communication** ”.

Robert L. Dilenschneider, Founder and Principal of the Dilenschneider Group.



Dilenschneider's Leadership Raw Materials

Canons	Essence
Vision	<ul style="list-style-type: none"> • Ability to impart a strong vision to an organisation • Vision articulated towards productive action by the organisation • 'Inside-out' communications : making communications work effectively
Values	<ul style="list-style-type: none"> • Custodian of the organisation's values • Creating an agenda for values and measure how well these are upheld • Projection of leader's humanity into the organisation and diminish their own aloofness
Time	<ul style="list-style-type: none"> • Scarcest resource • Agenda must be completed on multiple levels • A rhythm of accomplishment within the organisation
Support via motivation and empowerment	<ul style="list-style-type: none"> • Unleashing the power of employees towards advancing organisational goals • Upholding the dignity of individuals and their contributions in the daily business • Empowering women and other groups through special agendas
Objectivity	<ul style="list-style-type: none"> • Clear perspective by leaders on their own contribution • 'Right' profile for the needs of the organisation • Learning the agenda of important outside organisations to facilitate favourable perception

Leadership & Communication Challenges



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ЊОСЊИИ
ЏИ КЊИИ ИЊИИ ЛЕТОИИ

The Centrality of Leaders in Communications

- Greater scrutiny of communications by leaders
- Expected far higher standards of performance by leaders.
- More of the communications must be handled by leaders



Leadership & Communications: Questions for the Leader

- What capability must I possess?
- What reality must I work in?
- What are my tools?
- What are worthwhile goals and how are they reached?

Leadership & Communications: A Strategic Input Approach



A Strategic Input Approach: The Imperatives

- Appreciation of the dynamics of today's direct and engagement driven communications landscape.
- Familiarity with the application of communications in the overall context of providing leadership.
- Less time on communication's outputs: statements, speeches and press releases etc.



A Strategic Input Approach: Focus Area

- Articulation of vision
- Communications strategy
- Communications implications of organizational and strategic plans
- Corporate governance
- Diagnosis of key communications issues
- Issues management
- Social Media engagement Protocol or framework

The Communications Environment : Challenges and Approaches



Key Features of the Communications Environment

- Fragmented assemblage of numerous audiences
- Clutter of messages
- High speed of Events

Fragmented Audiences

The Fragmented Audiences

- No longer a single audience (internal or external)
- Diversified audiences
- Audiences come with multiple agenda

Fragmented Audiences

Managing the Fragmented Audiences

- Recognizing messages in the diverse and fragmented landscape
- Consent issues vs Consensus issues
- Individuals are a composite of different subgroups
- Listening to various groups
- Addressing the concerns of groups

Clutter

Message Clutter

- Clutter is pervasive
- Nigeria's media is one of the most vibrant in Africa.
 - Over 120+ operational terrestrial TV stations
 - Over 100 licensed radio stations
 - Over 130 newspaper titles
 - Over 70 magazine titles
 - Over 50 online newspapers
- Compelling stories and messages competing for attention
- Negative effect on operations and messages

Clutter

Dealing with Message Clutter

- Understand the pervasiveness of clutter
- Cultivate loyal core supporters
- Make positive messages graphic to get above the clutter
- Make one adviser an alter-ego for clarifying messages
- Use feedback loops to ensure that messages register
- Use clutter as a shield in difficult times

High Speed of Events

High Speed of Events

- Time waits for no one
- Technology has compressed time
- Crisis and its phases
- The Product/Service as a source of crisis

High Speed of Events

Controlling the Speed of Events

- Write first and clearly on the slate of public opinion
- Analyze key sectors of opinion before taking major steps
- Act on predictable trend before you are forced to
- Condition the organization to today's compressed timeframes
- Manage crisis within the context of its phases
- Seize positive crisis within the same urgency as negative ones

The Communicator's Toolkit for Leaders



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ПРОГРАММЕ

The Communicator's Tools

- Information about issues and trends
- Intelligence and research
- Formulation of agendas and plans
- Proper use of advice and staff work
- Organisational Social Media Literacy

Issues & Trends

Issues & Trends

- Information has major impact on the operations of organisations
- Mastering information is key
- The media is a major source of information
- Macrotrends are important
- There will be preconceptions to be dealt with

Issues & Trends

Discovering Issues and Trends

- Guide the tracking of external information
- Create connections between goals and external events
- Foreshadow events
- Consume media intelligently (Good media diet)
- Scan entertainment and humor for emerging trends
- Sift shreds of data to identify new megatrends
- Constantly weed out old-and new-misconceptions

Research & Intelligence

Research & Intelligence

- Gathering intelligence is old as man
- Methods and sources issues
- Application of intelligence challenges
- Gathering intelligence is a sine qua non

Research & Intelligence

Perfecting Research & Intelligence

- A universe of key influencers
- The audience of 1
- Research literacy NOT Research process management
- Encourage research about your organisation by important external parties
- Maintain the file of public information about your organisation in advance of crises
- Gather intelligence about your associates

Agendas & Plans

Agendas & Plans

- Not a mission statement
- Not a code of behaviour
- Agendas are guidance control mechanisms
- Guides the direction of the organisations in the short-to medium term
- Agendas well-crafted can be a powerful competitive weapon

Agendas & Plans

Agendas Setting & Plans Development

- Scan predictable(s) for their effects
- Lock on to targets before deploying resources
- Endow agendas with staying power
- Create the communications flipside for each step in the agenda
- Limit backroom agendas to constructive goals
- Patrol the horizon for conflicting agendas

Advice and staff work

Advice and Staff Work

- Many leaders either succeed or fail based on the quality of advice and staff work that supports them
- Effective long-term leadership requires investment in quality staff resources
- Advisers have a constructive role:
 - Objective view provided facing the leader squarely and serving as a sounding board
 - Unburden the leader's calendar from the details that often enter into staff work
 - Give leaders a fresh and expansive range of options



Get The Best from Advisers

- Enable advisers to bring you forthright advice
- Practice intensive, non-interruptive listening
- Balance creativity and pragmatism in staff work
- Don't delegate leadership work to staff

Staff support for communications

- **Speechmaking**
- **Phone calls**
- **Meetings**
- **Written word**



Speechmaking

- Speech preparation to advance the inside agenda
- Each speech should have one or two memorable messages
- Identification of speaking opportunities that further the organisation's agenda

Meetings

- Preparation of backgrounders
- Drafting minutes
- Ensuring activation of next steps

Phone calls

- Helping leaders conduct a well-managed phone call
- Thinking through an integrated strategy of contacts
- Developing a written plan for important phone calls

The Written Word

- Research
- Facilitating personalized, action-oriented written communications



Social Media Literacy



Organisational Social Media Literacy

The Challenge

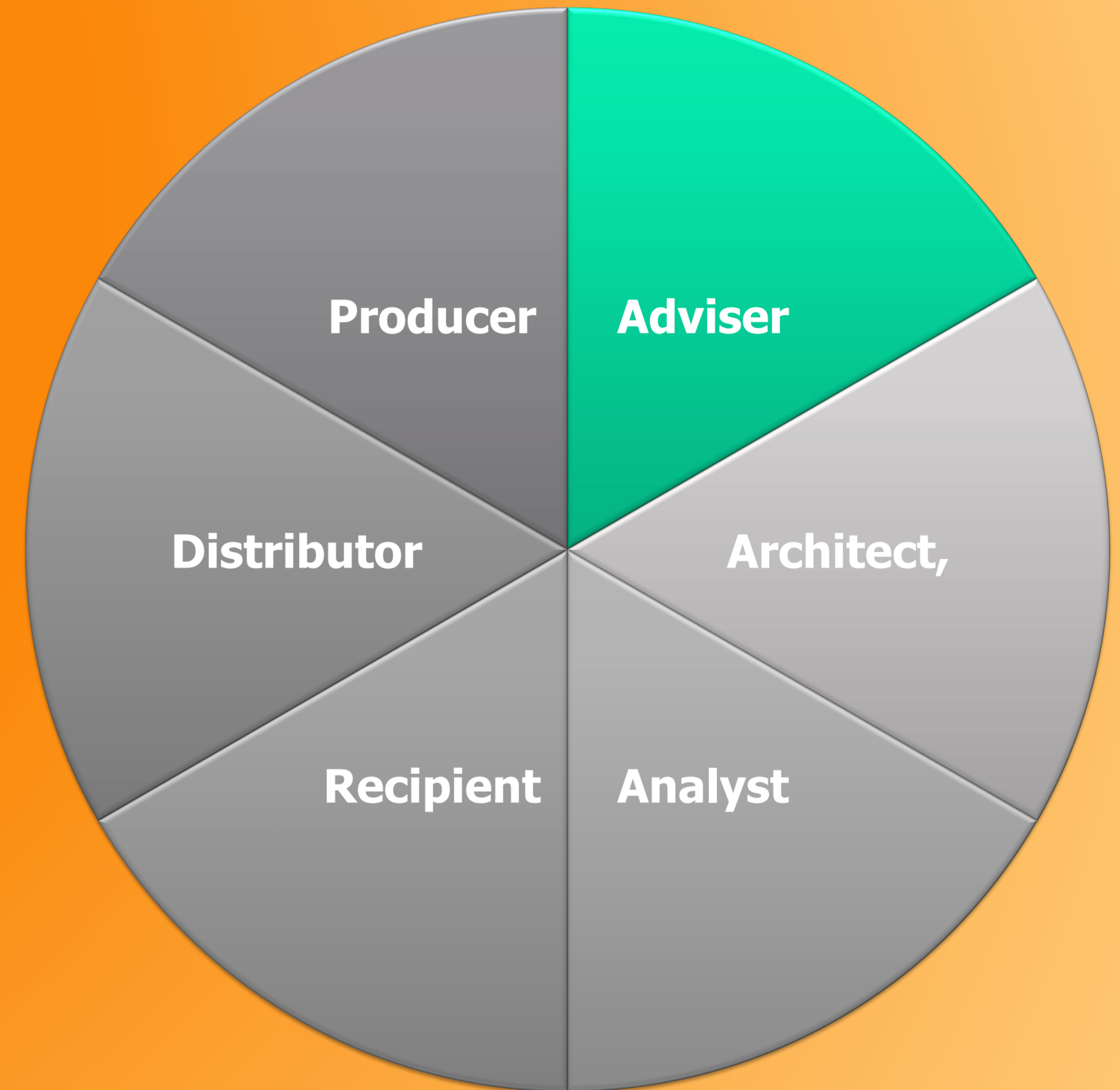
- Fast becoming a source of competitive advantage
- Individuals increasingly embrace social technologies,
- Many leaders fear the risks of unbridled information
- Difficulties meshing the open dynamics of social media with existing communications processes.

Organisational Social Media Literacy

The Consequence of leaders shying away

- Inhibits collaboration, knowledge sharing, and the tapping of employee capabilities
- Leaders should develop new social-media skills and help their organizations do the same

The Six Dimensions of Social-Media-Literate Leadership



The leader as producer: Creating compelling content

- Develop creative competence (authenticity, storytelling, and artistic vision)
- Hone technical skills (especially video production)

The leader as distributor: Leveraging dissemination dynamics

- Understand cross-platform dynamics and what causes messages to go viral
- Build and sustain a body of social followers

The leader as recipient: Managing communication overflow

- Create resonance via selective replies/linking
- Make sense of the noise through intelligent filtering

The leader as adviser and orchestrator: Driving strategic social-media utilization

- Enable and support 360-degree environment in social-media usage
- Coordinate and channel activities within span of control

The leader as architect: Creating an enabling organizational infrastructure

- Balance vertical accountability and horizontal collaboration
- Leverage social media for key business functions

The leader as analyst: Staying ahead of the curve

- Monitor dynamics of social-media industry
- Understand cultural and behavioral impact

Leadership Objectives...

Putting it all together



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ПРОГРАММЕ

Achieving Leadership Objectives

A combination of Proper application of
Leadership Raw materials
+
Thorough sense of the Communications
Environment
+
Excellent use of the Communicator's
Toolkit

But Vision is not created by magic

Building the Vision

- **Creativity**
- **Access to the sources of power and the minds of key influential**
- **Ensuring reliable organisational performance and growth**
- **The goodwill of key constituents**

Sustaining Creativity

Creative & Provocative use of communications via:

- Thoughtful use of silence
- Perceptive questioning (“thought terrorism”)
- Role reversals
- Projective thinking

Access to Gatekeepers

- Focus on quality and results before access
- Real gatekeepers are diverse and unexpected
- Understand the political agendas of gatekeepers
- Strive to speak at important forum
- Cultivate young promising reporters
- Educate reporters to build long-term relationships

Ensuring Sensible Growth

- A focus on long-term growth opportunity not short-term financial performance
- Marketing the essence of the organisation to key publics
- Optimal Deployment of organisational assets such as brand identities
- Responsible Community Leadership: Helping change public policy and attitudes on key issues

Earning Goodwill

- Understand the new antiestablishment and its evolution
- Statistical analysis not personal whim should drive corporate giving
- Take credit for corporate giving through identification programs
- Courtesy : fundamental



Final Word

Nigerian Youths on Nigerian Leaders





My colleagues in C & F Porter Novelli conducted a dip-stick research for this talk

Here's what Nigerian youths think of Nigerian leaders:

Dip stick research: What Nigerian youths think about Nigerian leaders



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Target Audience & Respondents

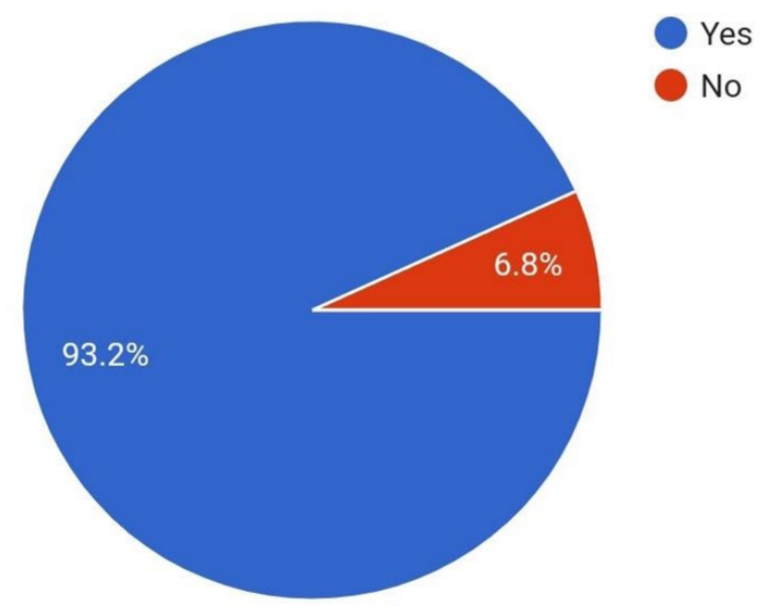
Target Audience: Nigerian youths between the ages of 20-45.

74 persons filled the form. However, only 69 were between the ages of 20-45 and could therefore answer the six questions asked:

Does your age fall between the range 20-45?



74 responses



Your Voice Matters!

Questions Responses **74** Settings

Your Voice Matters! ✕ ⋮

Kindly fill the form with accuracy. Thanks. Your information will be treated with confidentiality. The email input is only needed to restrict 1 response to each person.

Email *

Valid email address

This form is collecting email addresses. [Change settings](#)

Does your age fall between the range 20-45? *

- Yes
- No

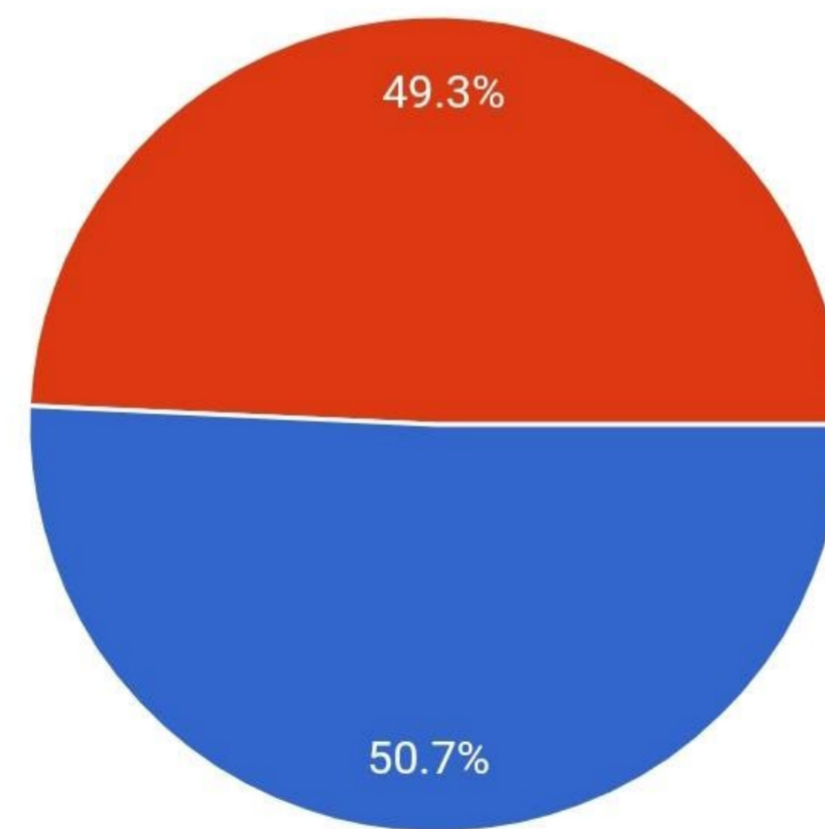
QUESTIONS

1. Are Nigerian leaders (at Federal and State levels) abreast of key issues and trends that matter?
2. Do you see evidence of intelligent research in policies?
3. Is the level of agendas and plans formulation at par with other countries?
4. Do you believe Nigerian leaders choose the best available hands in their teams?
5. Do Nigerian leaders make proper use of advice and staff work?
6. Is the Social Media used strategically for developmental purposes?

Responses

Are Nigerian leaders (at Federal and State levels) abreast of key issues and trends that matter?

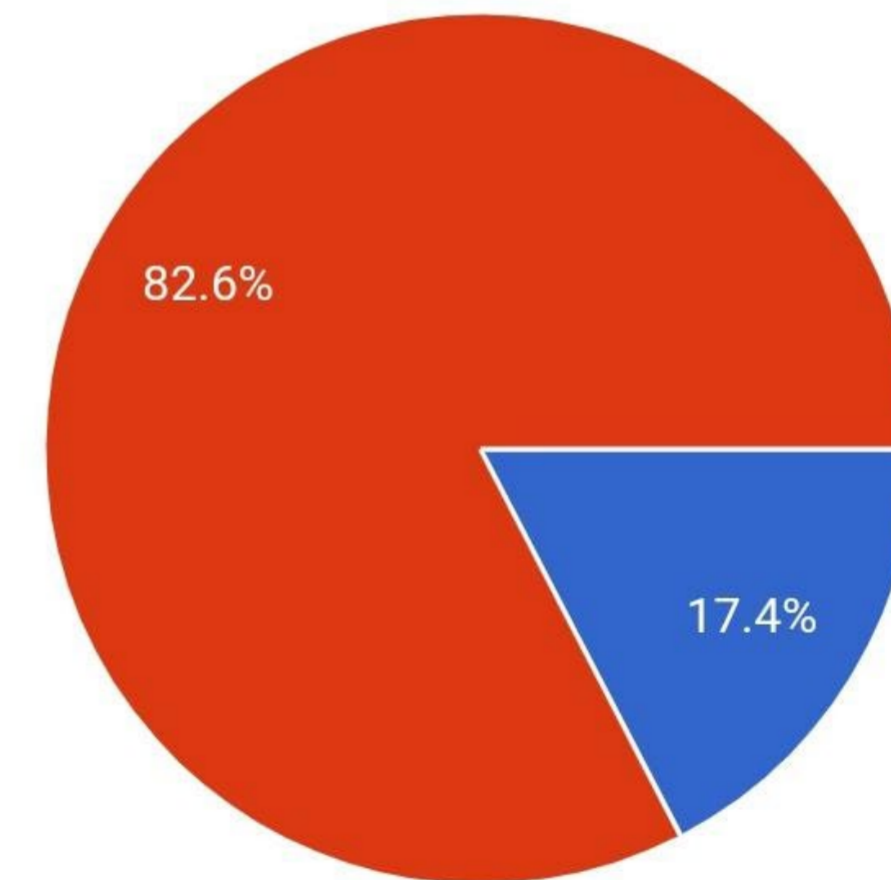
69 responses



● Yes
● No

Do you see evidence of intelligent research in policies?

69 responses

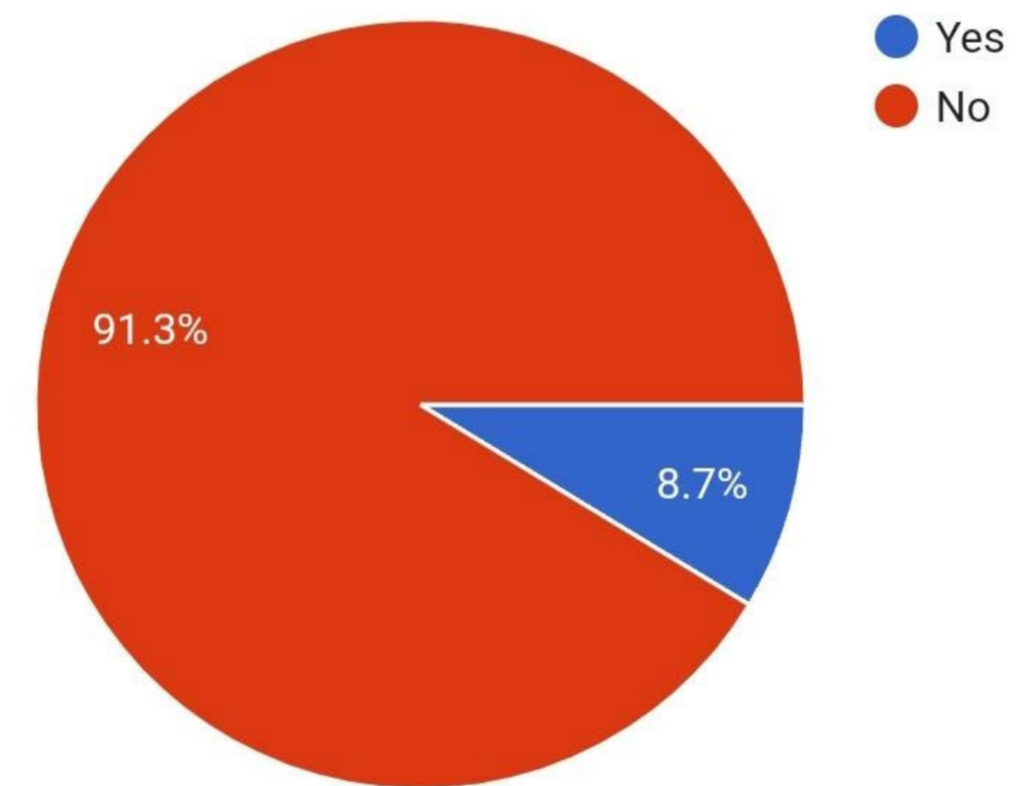


● Yes
● No

Responses

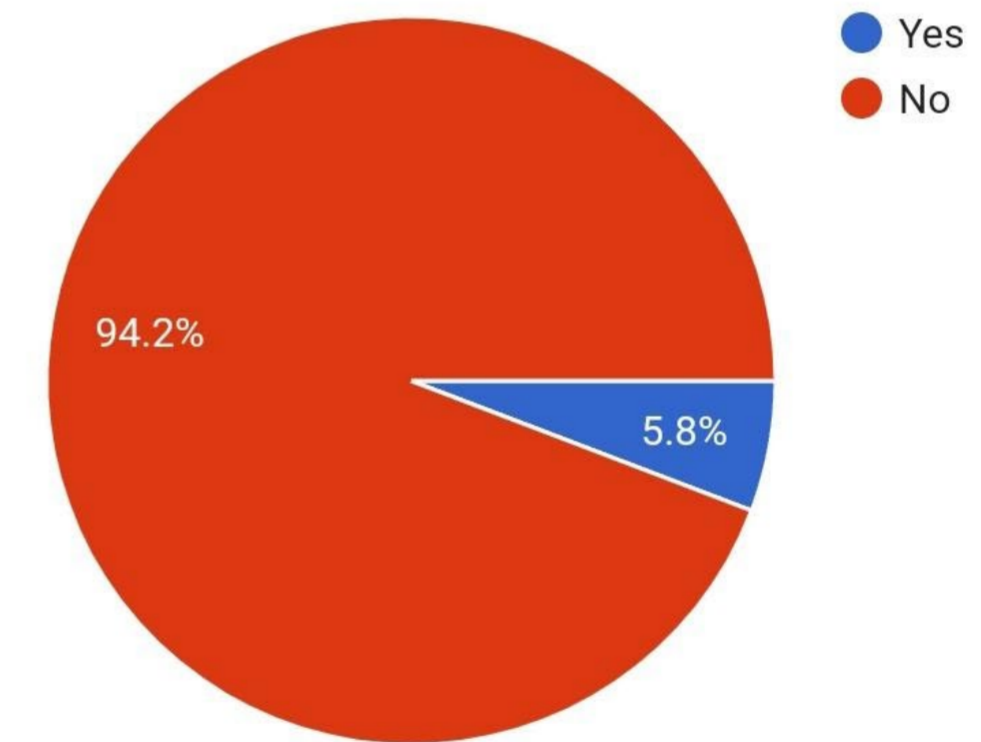
Is the level of agendas and plans formulation at par with other countries?

69 responses



Do you believe Nigerian leaders choose the best available hands in their teams?

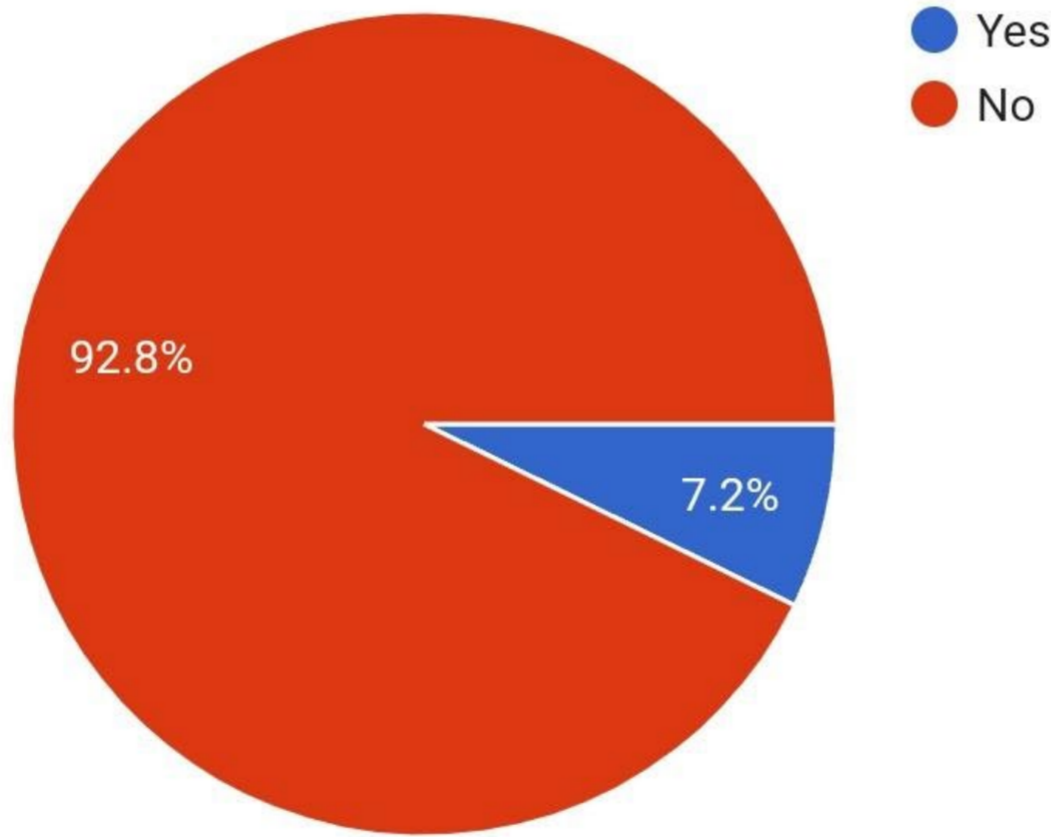
69 responses



Responses

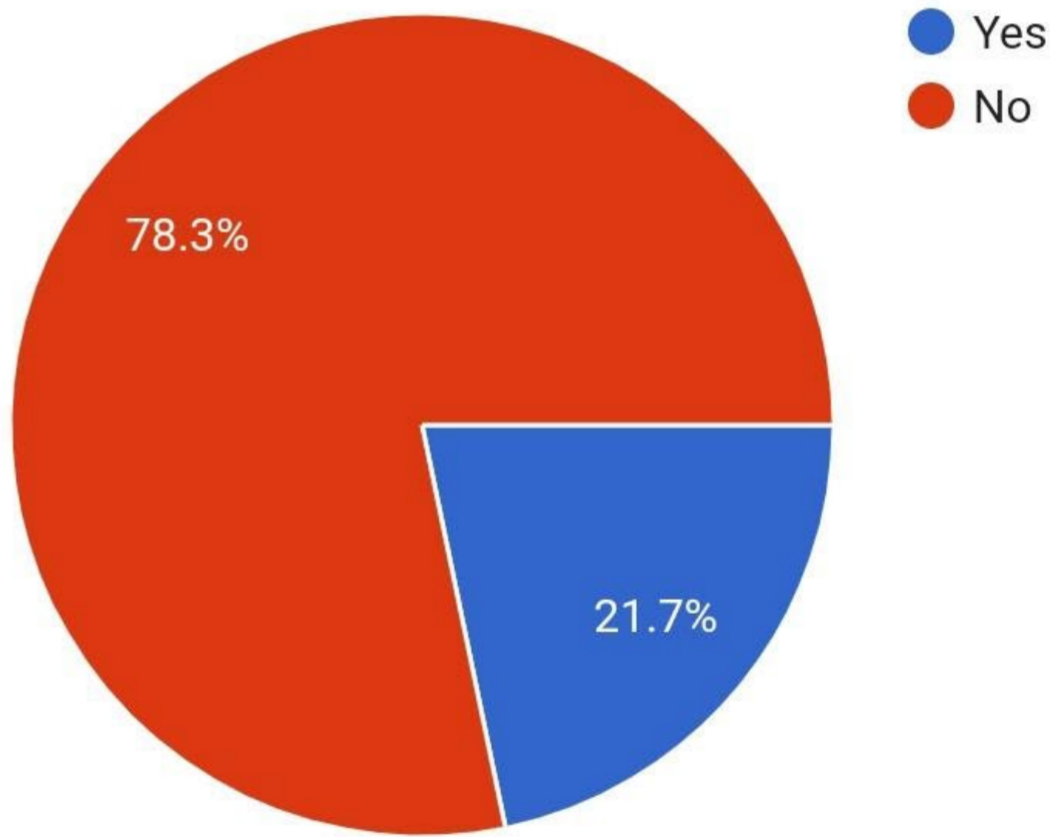
Do Nigerian leaders make proper use of advice and staff work?

69 responses



Is the social media used strategically for developmental purposes?

69 responses





Based on this research, and my talk, what would you be saying to Nigerian leaders on Leadership Communication?

Thank You

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