

**Business of  
LEADERSHIP**

**KAYODE OGUTA**

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# BUSINESS OF LEADERSHIP

*“Eleanor Roosevelt was a politician, longest-serving first lady, diplomat, journalist, and activist. She served as the United States Delegate to the UN for seven years, was head of the UN human rights commission, and helped write the 1948 UN declaration of human rights. She redefined the role of leadership as the first lady and led by example, advocating civil rights for African and Asian Americans, World War 2 refugees, and a greater role for women in the workplace and society. Before her death, Eleanor Roosevelt was described as ‘one of the most esteemed women in the world’ and her work and legacy still forms cornerstones of our society today.” One of her most liked quotes said “a good leader causes people to have confidence in the leader; a great leader makes the people have confidence in themselves”*

**H**ow do you make yourself better so that the organization and nations, or whatever body you lead, can be better? Jack Welch once said, “before you are a leader, success is about growing yourself; when you become a leader, success is about growing others.

This is because leadership is a major requirement for the advancement of the interest of people, teams, organizations, and society. Any society contrarian to this principle or requirement would remain the same or be on a negative trajectory until an exceptional leader appears.

To understand this better, let’s turn to history. History has been blessed with exceptional leaders like Martin Luther King, Mahatma Gandhi, Winston Churchill, Mother Teresa, who all appeared at a certain time to end a bad spell in the lives of the people they lead. Hence my conclusion that the emergence of an exceptional leader would change the trajectory of a people or organization or a place.

The question then arises; how do we produce good leaders so that our organization or society’s fortune can change for the better and also have a steady stream of leaders to call upon? Are leaders creations of social-political factors, or are they creators of the change society needs for solutions?

If leadership is ambiguous and amorphous, then we would not be able to understand and replicate it. No wonder the great presidential biographer, and authority on leadership studies, James Macgregor

Burns said, “Leadership is the most observed and least understood phenomena on earth.” Then if leadership must be understood, we must consider these truths I relate below:

1. So, how do we train people to become better leaders? How do we ensure that people who have been old in leadership can also learn new things to ensure that their leadership is better? I will say that the greatest cry in the world today is the cry of leadership, and this cry transcends nations, tribe, and culture, all the way from Trump’s America, Theresa May’s Brexit in England. Countries such as China, Nigeria, and South Africa were crying for leaders before the arrival of exceptional leaders.
2. We are all bettered by the presence of exceptional leaders and are diminished by their absence. So when leaders get better, the organization and society actually get better. Imagine a world that didn’t have a Nelson Mandela or a Martin Luther King or a William Wilberforce.
3. Vision is not enough, and neither is passion nor trust. One of the greatest desire in our time is for people who would lead and deliver results amidst uncertainty and chaos. We are all crying for exceptional leaders that can achieve uncommon results. We have seen many times people who have a vision but are

not able to get the result. The enormity of the challenges can be rather paralyzing and leave most people bereft of what to do.

4. We live in what is called VUCA world. The world of many leadership interventions is a world that is so uncertain that the only thing that is certain is uncertainty. We need the kind of leader that is comfortable with uncertainty, that can take decisions in the midst of chaos, and is assured in ambiguity. We need exceptional leaders who are not paralyzed by the rate of change and can offer agile responses to themselves and help the team and organization in which they lead. One of the things you will realize of late is that there have not been too many management books published, you know why? Because what the world is currently crying for is leadership.
5. Where the leader goes, the organization or society goes. Nigeria is a case study. In our generation, we are crying for leaders that bring about rapid transformation, people that can mold public opinion, leaders that can take the citizens out of poverty and transform their potential. Because no matter what potential you have, it probably will remain untapped unless an exceptional leader appears that can help you. You can see this when under-performing teams and results change for the better once the leadership is changed. The exceptional

leader must not act or become a lid but a catalyst to the potential of an organization. It is a leader that will determine the state of the result of the organization to a great extent. So if you want to change the result that a team is getting, the first person you have to change is your leader.

6. The goal for 21st-century leadership is not mere survival but thriving in a VUCA world. The presence of overwhelming challenges incapacitates most people, hence the need for exceptional leaders who can take intentional, deliberate, and strategic actions that can further team, or societal goals.

In advancing leadership, we always think about how we create leaders. How do we empower and strategically position leaders that can ensure the success of our purpose and our God-given mandate to any organization?

My understanding is that in order to advance the course of leadership, we need to make aspiring leaders, even leaders that have been in a position of leadership for a long time, aware of what the business of leadership entails. I am going to use four case studies to highlight the reason why leaders have to understand the business of leadership. For leadership must understand what business they are in so that they will be able to extract maximum value from their endeavors.

Theodore Levitt, a German-born American economist and author of *Marketing Myopia*, said in his writing, that if the railway industry had asked a simple question about what business they were in, they probably would have survived the onslaught of the dramatic changes in the transportation business. If they had just told themselves that they were not in the railway business, but they were in the transportation business, then they probably would have survived. But they thought they were in the railway business, and hence they did not extract value for what could otherwise have been possible.

Look at the failure of Kodak despite the fact that Kodak was the innovator of the digital camera. Most times, you would say to people to be innovative but I have also seen that a lot of times, people that innovate may not even be the one to extract value from their innovation. Hence, you have to be careful how you innovate so that you can also extract value from it. If Kodak had asked the question of what business they were in, they probably would have realized that they were not just in the photography business, which they thought they were in but in the memory business. If they were in the memory business, they probably would have positioned themselves when Instagram was just maybe like a ten-million-dollar company and probably spent ten million dollars to buy Instagram out. They might have become a ten-billion-dollar success today. Instead, they defined themselves by the fact that they were into the

photography business despite the fact that they were the one who founded the digital camera they failed to extract maximum value from it.

The third is Coca-Cola. They asked a simple question, what business are we in? When Coca-Cola asked that simple question, they answered themselves by saying they were in the “Thirst Business”. It was imperative to ask if someone doesn’t take Coca-Cola, what they take to quench their thirst? Obviously, it was water. Coca-Cola entered into the water business; that is how exceptional companies think. So if you are going to be successful, you have to ask yourself what business you are in.

Let’s look at the success of Apple Corporation too. They asked themselves what business they were in. Apple started by being in the computer business. Like other companies they re-defined themselves, they also transformed to be in the telecommunication business and had beautiful computers such as the MacBook to ensure the survival of the organization. Steve Jobs had to reinvent himself. They stopped being in the telecoms business and started being in the lifestyle business. They dropped computers from the name for they were into lifestyle and ensured that they could make the iPod. Next, they were able to make the iPad, and now they are into Apple TV because they just asked themselves, how can we be different? By being a different company they ensured people had good lifestyles, and they began to ask themselves instead of people having five

devices, how can it be reduced to just one device in their pocket? The iPod became the tool where you can play your music and do one or two other things. The iPad also became both the iPod and the iPhone and things just started adding up. So Apple was rewarded by becoming the first trillion-dollar company in the world because they asked themselves the question.

So, a business leader must ask themselves what business they are in so as to thrive. On this would rest their success. Once leaders are able to do that, they can grow themselves and their capability. Then they are able to exploit opportunities and reduce the threats; they are able to create better value for themselves and the organization they lead. So in my summation, I am sharing with you seven businesses in which leaders must manage and excel, and once they understand it, they will be able to grow themselves, exploit opportunities and reduce the threats:

1. The Business of people
2. The Business of power
3. The Business of productivity
4. The Business of performance
5. The Business of persuasion
6. The Business of priority
7. The Business of purpose

Understanding what the business of leadership is will enable leadership to navigate an uncharted,

unpredictable, and uncertain environment. This is more than a road map because you can only give someone a map in a terrain that is known and the terrain has been mapped out. In this case we are talking about a terrain that is not known, and that is the context in which organizations find themselves. The context in which they find themselves, is unfamiliar, unfriendly, unforgiving, and unrelenting. Survival is not good enough; they must thrive, and hence thrive in a VUCA world.



# BUSINESS OF PEOPLE

*“Christopher Reeve - When the Superman actor became a quadriplegic in 1995 after being thrown off a horse in an equestrian competition, Reeve suffered lifelong paralysis and lived out the remainder of his life in a wheelchair, attached to a ventilator. The American actor had a hard time coming to terms with this new life: “In the morning, I need twenty minutes to cry. To wake up and make that shift, you know, and just say, ‘This really sucks,’ to allow yourself the feeling of loss. It still needs to be acknowledged.” And then, he’d say, “And now...forward!” And forward, he went – on to do international public speaking, lobbying as a voice for people affected by spinal injury. But he didn’t stop there – he raised funds for his charity, the Christopher & Dana Reeve Foundation co-founded the Reeve-Irvine Research Centre, and co-directed the animated sports comedy family film, Everyone’s Hero.*

If there is one unguarded secret that all exceptional leaders know, it is that people matter greatly. If you have not come to this realization in life, business, or social interactions, then it is certain, you would not matter. Great organizations are built by great people. People matter!

There was this story I heard about a chef who was really good at his job making omelettes. An inquisitive customer walked up to him and conveyed how impressed he was by the quality of omelettes he made. The chef now told him the story of how he got employed and was not doing well at first. The complaint reached the manager, and the manager called him to the office. Thinking he was going to get fired, he did not. When he finally got to the manager's office, the manager gave him 50 eggs to take home for the weekend. He told him that he should get all his friends to watch a soccer match and ensure that no one should help him in the kitchen. After preparing the eggs for his friends, he came to the office a much better chef. And consistently, he improved in his delivery. The boss had believed in him, and he had come to believe in himself.

It could be said of the greatness and rivalry of two former British Prime Ministers: William Ewart Gladstone and Benjamin Disraeli, was largely due to their mutual loathing, as each was determined to outdo the other over a period of at least thirty years. They had contrasting personalities and, by extension, different results. One day a lady happened to

dine with both men on the same day. The lady was Jennie Jerome, Winston Churchill's mother. When a journalist asked Jerome what her impression of the two men was, she responded: "When I left the dining room after sitting next to Gladstone, I thought he was the cleverest man in England. But when I sat next to Disraeli, I left feeling that I was the cleverest woman."

The fact is exceptional leaders don't leave people the way they are. They improve them. Their brilliance rubs off on them. This is why it is always said that you manage things, but you lead people. Leaders must know they are in the people business, and hence they must answer the following questions:

1. How do I create meaning for the people that I lead?
2. How do we get the best result from the resources available to us?
3. How do we separate people from problems?

This is the power of the business of people. When you want a high-performing organization, you've got to get high-performing people. So, your job is not to create a high-performing organization per se, but your job is to create the environment for high-performing people. One of the things which I understand about leadership is that you must create the environment for high-performing people who can

come and own the result and claim the victory and say we did it for ourselves!

They are two kinds of people that lead: one that sees the end product, and one that sees the challenge to the end product. So, we have to make sure that the way we are going to carry out our goal is to ensure that people must see the end product of why we are leading them.

I want you to understand the powerful nuggets below. If you understand these powerful nuggets, you will lead the organization better, and you will lead the people entrusted to you.

- a. You are not in charge, but your responsibility is to take care of those in your charge:** There are times you think you are the one in charge or the top man because of the position you hold, or access that you have. Having such a mindset doesn't drive exceptional behavior. Exceptional leaders do not see themselves as the ones in charge but see to it that they take care of those who have been put in their charge. They are accountable like a shepherd, ensuring that no sheep is missing but well taken care of. This is your first responsibility as a leader.
- b. People are the instrument through which vision and results are realized:** a great vision without a great people would amount to zero. Never forget that people are

the instrument through which vision and results are realized. Steve Jobs, the iconic leader that led Apple to exceptional results, was always quick to remind people that he was able to achieve so much because of the people available to him. Your goal as a leader isn't to squeeze your followers like a towel but to position them such that their best can be given. So how do you make people give their best? You have to understand their strengths.

- c. **You must see yourself as the cultivator, not a cutter:** you cultivate the vision that people can buy into, and they can also buy into the ownership of the dream and the alignment that ensures that people thrive. So your goal as a leader is to cultivate people, cultivate dreams, and ownership. When people see your vision, you cultivate a sense of ownership with them, and they will buy into it, and the vision will become their own. That's your job as a leader.
- d. **You will ensure that people see themselves not as they are but as they can be:** This is one of the things that make people loyal to their leaders. That was the secret of Arsene Wenger when he was the manager of Arsenal. I read about how Thierry Henry, perhaps the greatest signing of Arsene Wenger, said that anytime he left Arsene's office, he always felt like the greatest player in the world.

When leaders make people see themselves as they can be, they can go and achieve great results. That is why all exceptional leaders always point to your greatness, not to your fault. They speak to your abilities; they speak to something that you can become, and not the weaknesses that you have.

- e. **You have to understand that the climate and soil always affect the performance of the best genetically produced seed:** your role as a leader is to create an environment that will ensure that people can thrive, the best genetically produced apple seed will not grow in the Lagos environment. You know why? Because Lagos has a tropical climate. Therefore, your role is to ensure that you create an environment and soil that would bring about high performing people who can thrive in your organization or under your leadership.
- f. **People are your greatest asset, and their effort can be multiplied:** in every other thing, effort can be added, but with people, the effort can be multiplied. Therefore, I like the adage that says that the best leaders are multipliers.
- g. **The greatest one of them is that you are not building a great organization, but you are building the people:** the people that you are building will build a great organization, and your role is to understand that

when you build high performing people, the high performing people will build a high performing organization.

Why do we highlight the importance of people or the realization that people are the most important resource to any organization? Inventory can be copied, business or delivery models can be replicated, your buildings can be bought, but the distinguishing factor in a business or organization at all times are the people. When the economy goes down, most times some organizations try to cut the people but that is why I always felt that they do not understand people's side of a business. You must understand the people side of a business. You can buy a factory, but it is the people that will run it that will make sure that the same factory can produce exceptional results.

*People Matter more than Ideas*

**Edwin Earl "Ed" Catmull** is an American computer scientist who is the co-founder of Pixar and was the President of Walt Disney Animation Studios. He has been honored for his contributions to 3D computer graphics, including the 2019 ACM Turing Award. Catmull, who is a close colleague of Steve Jobs said something very intriguing. You can have a bad idea and still come up with a great result if you have the right people. "Give a good idea to a

mediocre team, and they will screw it up. But give a mediocre idea to a great team, and they will either fix it or come up with something better.” Always make sure that you build your team to become great. Early on, all of our movies suck, wrote Catmull in his book *Creativity, Inc.*, but with good people, they made a lot of success. Catmull believes that leadership is all about making people stay on the path to excellence.

## Release the Genius of People

When leaders do their jobs, the geniuses of people are released. People are able to attain uncommon heights. In 2021, Chelsea Football club won the European Champions League, with a set of players that were inconsistent till their coach, who was a club legend, was changed. These same set of players then did the exceptional!

In her book, *Multipliers*, Liz Wiseman emphasized that leaders have an outsized effect on the behavior of others. She said some leaders make us smarter (multipliers), and some leaders actually diminish us (diminishers). When people are contributing their best, then you are doing a good job in leadership.

When you work for exceptional leaders, you don't consider it anything to go out of your way to achieve a goal or task. How do you make the geniuses of others come out in your organization? Understanding

this is your job as a leader. You must become a force that brings out the best in people.

A wise man once said that people don't care how much you know until they know how much you care. When you care about others, recognizing their humanity and contribution, seeing the potentials that even they cannot see, you would see them unleash their geniuses. You would make mighty men of ordinary mortals.

When leaders understand that they are in the people business, they are able to achieve exceptional results hence they themselves will become exceptional. My dad, a retired Nigerian Army colonel, once told me about a former Nigerian head of state that cultivated such massive loyalty in the army by having to personally take care of people. When he saw junior officers, he would ask them about their children, calling them by their name one by one, and that was so personal to people that people gave him their loyalty. Exceptional leaders do not pretend; they seek people's heart.

Can I give you some things that will enable you to build a great organization? Remember I said to you that you are not building a great organization; you are building great people and great people will build the organization. You are in the people business. Build the people, and the people will build the organization.

## **Ways leaders will know that they are in the people business. I call them the “Cs”**

1. **Crafting:** They craft the vision. When you are in the people business you craft your vision that can resolve complexities. You build hope and help provide direction. Many years ago, I read about the vision that Bill Gates had about the fact that Microsoft was going to have information at your fingertips, so everything you wanted, every information you wanted, you could get at your fingertips. This vision made Bill Gates for many years' the worlds richest man. When a man can craft a vision, people will buy into it because when you have a vision, it builds hope and it resolves complexities. It is not just a determinant factor for success, but a provider of hope and direction, and this is the reason exceptional leaders would craft a great vision for their organization.
2. **Clarify:** they clarify three things
  - a. They clarify the problem/challenge
  - b. They clarify the vision
  - c. They clarify the mission

Every time you see exceptional leaders come out, they will clarify the vision and their

mission. There was this story of the board of a company going to change the trajectory of their company. The CEO came together and said, “In six months’ time, we will exit this paper business.” When they came together three months later, one of them said in the meeting, he said in six months’ time we would exit this paper business, but the CEO said no, in three months’ time we would exit this business. The CEO had clarified the vision of exiting the business and the timelines that he had earlier given. What a leader should do is clarify the vision. What problem are we trying to solve? And if you clarify the problem, you are trying to solve, you will clarify the vision and the mission then things will work better.

3. **Communication Skills:** leaders must understand how to communicate with people and how to communicate with them in such a way that they can buy into your ideas. Communicate in words and actions so that people can dream to become better.
4. **They must create a trust environment:** where people can make a mistake and still feel that it’s okay to make mistakes. When it’s okay not to be okay, then there is a trust environment in the organization. You don’t think that when you come to an organization that your head is going to be cut off because you made a mistake. You will see that mistakes

could become constructive feedback and a learning process in which you are to have an emotional engagement with your employees.

## **The Coaching questions**

1. Are you leading people or using people?  
Remember you use things and lead people
2. Are you creating the environment for people to thrive? What kind of seeds can thrive in the culture that you have?
3. Your number one metric to look for is, do you have the right people occupying the right position in our organization?
4. What are you doing to make sure that people can do things for one another?

# BUSINESS OF POWER

**V**ladimir Vladimirovich Putin is a Russian politician and former intelligence officer who is presently the president of Russia, a position he has been occupying since 2012 and previously from 2000 until 2008. He was also the prime minister from 1999 to 2000 and from 2008 to 2012. Putin was constitutionally barred from seeking a third term initially, so he became Prime Minister during the reign of Dmitry Medvedev and returned to the presidency in 2012 in an election marred by allegations of fraud and protests; he was reelected again in 2018.

In April 2021, following a referendum, he signed into law constitutional amendments, including one that would allow him to run for re-election twice more, potentially extending his presidency to 2036.

You see that Vladimir Putin knows the difference between authority and power. You can rule without authority, but you cannot rule without power. This explains why many people in leadership positions cannot carry out significant changes.

***‘Power is the great Motivator!’ That was the iconic statement of David McClelland when he was trying to figure out how people in leadership positions do well.***

David McClelland figured that achievement or achievement orientation is the motivation for entrepreneurs, which is a drive to excel, advance, and grow. With that, you can understand people like Elon Musk, who sold PayPal, and invested over 180 Million dollars in starting three companies before remembering that he had not sorted out his house rent. But it is not so for leaders, McClelland found out that the quest for power to have control over a situation or circumstances is what drives leaders. He defined power as having an impact, control, or influence over another person, group, or the world at large and understanding how you use them. So having an impact, influence, control over another person or group or the world at large is how David McClelland defined the motivation for power.

The lesson here is how leaders go ahead and use this power for themselves or others. What do you do with power when you are the most important person in the room? Do you lift people up? Or bring people down? Is leadership all about furthering your interest or the interest of the organization? These are the questions that leaders must answer if they must be effective and if they are going to be successful.

## Nothing gets done without Power

Has your heart craved for a change in a situation or a status quo? How do you feel when you have no ability to influence?, how do you get things done without power? How does the dream materialize if you don't have the power to influence? Would the great models of leadership be one if they didn't have power as a template by which they could launch their initiatives?

Leaders must understand that they cannot exist in the world without power because power is the ability, the wherewithal to get work done. Any work that must be done, must be done through people, and it needs power.

There is a saying that where two or three people are gathered must be a case study of power. As said earlier, the dominant motive of an entrepreneur is the need to achieve, but David McClelland told us that the dominant need for the leader is the need for power, so power, in essence, is the exercise of leadership, and leadership is only defined if you have power. If you do not have power, then you can't exercise leadership.

Leadership always involves the attempt of a leader to affect the behavior of followers in a situation, so if you do not have power, this can not be effected. And there are different forms of power, but the most important thing to understand is the fact that as a leader, you are trying to attempt to modify behavior

or trying to change the path that people follow, and you can't do that without power. Without power in an organization nothing gets done and leadership becomes a fallacy.

## **Power Influence potential.**

David Dwight Eisenhower was an American military officer and statesman who served as the 34th president of the United States from 1953 to 1961. During World War II, he served as Supreme Commander of the Allied Expeditionary Force in Europe and achieved the five-star rank of an Army General. He planned and supervised the invasion of North Africa in Operation Torch in 1942–1943 and the invasion of Normandy from the Western Front in 1944–1945. When he got to the White House, he realized the environment was different from the army. To command the people working with him at the White House, he faced a different scenario. *You can be in a position of power and not have the power of the position!*

Leaders without power are ineffective. Do you know that politics is a game of power? The effect of power is that it can change behaviors and actions. When someone has power, he comes into a place, and he says do this, and it gets done! But if you know the person does not have power, nothing gets done. Power alters.

If you get to an organization, the person that is easily deferred to is the one that has real power. The

power behind the throne. An understanding of these dynamics is essential if you want to cause a change in behavior or influence people. The simplest way to get the influence is to get the buy-in of the person who has the power. Leaders are actually in the business of Power. If you don't have it, you must seek those who do!

## **Power has Consequences**

Anthony Kevin Dung is a former American football safety and coach who served as a head coach in the National Football League (NFL) for 13 seasons with the Tampa Bay Buccaneers and Indianapolis Colts. Dung's team became perennial postseason contenders under his leadership, missing the playoffs only twice with Tampa Bay. He led the Colts to victory in Super Bowl XLI, making him the first Black head coach to win the Super Bowl. And it was the year that tragedy struck his family. After the team won, the boys said they did it for their coach.

**In one of the Taos of leadership;** a leader is best when people barely know he exists; when his work is done, his aim is fulfilled. They will say: we did it ourselves.

The way leaders use power to carry out objectives is important. If people see that the leader is self-serving, it would have an impact on the way the people in the organization would respond. When people see

that leadership is all about them, they would go the whole hog for the leader.

## **What is Power's best use?**

Power is best used to drive behavioral change and influence results. This change causes a shift in attitude, in thinking or mindset and therefore the opportunity to influence results. So a leader must understand that we are in the business of power. One question that all great leaders ask themselves and which I have found myself asking is, how do you use power when you are the most important person or the most powerful person in the room as a father, as a team leader, as a husband, as a governor, as a president, as a company commander? This will really determine who you really are. So how do you use power? Do you use it to stifle people, or do you use it to promote or make people soar? So if you have power, the most productive use is not to exert dominance or exert control because that will erode team spirit or even culture over time. The most productive use is for you to bring about the needed organizational changes.

Every object will remain in the state that it is, except a greater force comes and moves it. This is Newton's law of motion. It is also a law that also works in an organization.

Five insights into the business of power;

- 1. Power is a Revelator:** It is neither moral nor immoral but reveals who you are or your belief. The way you use power, once you attain, access, or achieve it is always a reflection of who you really are. If you use power for self, it shows you are selfish, but if you use power for others then you are in service. It is important to understand that exceptional leaders always leverage power not for themselves but for the good of others. Nelson Mandela, one of the world's most important leaders, leveraged it for others. When his successors were leveraging for themselves, they lost the ability to influence others. So you must understand that power is a revelator.
- 2. Power is Relational:** the power of relationships is the influence that leaders gain through their formal and informal networks, both within and outside the organization. I read the story of Rosa Parks and how she defied the fact that she was told to stand up from the bus and cause the revival or the renewal in America. One of the things that came out was that she had a formal and informal network that became useful for her. As people grow in an organization, those that actually succeed or have the power to achieve things have been the ones who were able to build both formal and informal networks both inside and outside the organization. So if you

- come to an organization and all you have is formal organization, you probably will have people that are not fully committed.
3. **Power is Relative:** access to power is as powerful and important but power is relative. Some people have authority in the organization, but they are relative to other people. Your immediate boss may have the power to give you a query, but the top boss may have power to make you renew your CV. So, you have to understand that in every organization, power is relative.
  4. **Power has Risk:** your use of power can further or destroy the organization or institution, so when people have power the way they leverage it matters, if they use it for themselves they could destroy the organization. In the book *Good to Great* by Jim Collins, the author spoke about the five levels of leaders and the fact that level five leadership were pulled above level four leaders and yet level four leaders were capable, competent but they always use power for themselves.
  5. **Power has Reward:** As I told you earlier, the way you use power will determine whether people will give you their heart or their hands. If you use power for yourself, people will most likely obey you because of their job security or insecurity. They probably will give you their hands, but if you use power to

further the organizational goal, they probably will give you their heart.

Leaders at all levels have access to power. Often, that power goes unrecognized or underutilized. The Center for Creative leadership (CCL) describes the following as the sources of power in organization:

- I. The Power of Position:** This is the formal authority that derives from a person's title or position in an organization. For instance, the top man, the CEO's power is derived from the position he holds.
- II. The Power of Charisma:** This is the influence that is generated by a person's style or persona. When you see people who are charismatic, you find that they also have power, and their style or their persona derives that power.
- III. The Power of Relationship:** this is the influence that leaders gain through their formal and informal networks and inside and outside of their organization.
- IV. The Power of Information:** the power of information is obtained from the control that is generated through the evidence deployed to make an argument. So the person who has a piece of information in an organization can deploy evidence to make an argument, so the person has the power of information.
- V. The Power of Expertise:** This is the

influence that comes from developing and communicating specialized knowledge or the perception of knowledge. So the CFO of an organization is being defined when it comes to making money matters because he is the number one man. He is the one that has specialized knowledge of how to make sure the organization does not become cash strapped.

**VI. The Power of Punishment:** This is the ability to sanction an individual for failure to perform to standard or expectation.

**VII. The Power of Reward:** This is the ability to recognize or reward an individual for adhering to standards or expectations.

So as you begin to grow in your leadership journey, you may be aiming for the power of position, but you have to understand that you have to develop the power of charisma. You also have to understand that you have to develop the power of relationship through informal and formal networks. When people seek elective positions it's because they can count on relationships that they have had in a while. Charles Dunhig, writing in the *Power of Habit*, spoke about how Rosa Parks built a network of relationships that helped fuel her rise to stardom. I remember that many organizations we have consulted for will say that a particular person does not have visibility, just like saying that he does not have the formal

and informal network to get things done in this organization.

The power of relationships is very important. It could mean the difference between truncating your career at a particular point and moving forward into a top leadership position.

The power of information. We live in an information age; information is at our fingertips but also how to make this information is knowledge. The power of expertise and the power of punishment, and the power of reward will also aid your leadership journey. That is the business of power. Power is how things get done in organization, and leaders must understand that since they are in the business of results, they are in the business of making sure things get done in an organization, and they are also in the business of power because power is how things get done by the exercise of leadership. Nothing gets done without power in an organization.

David McClelland said that there are two kinds of power: pro-social power or the personalized power. So people that use power for themselves are personalizing power. In contrast, people use power for other people who are pro-social. Obviously, all of us want to work with people who do not personalize themselves as the entity, or the beginning and the end, and the alpha and the omega of the organization. You want to work with people who ensure that they are able to perform for the organization or use power for the organization. Jim Collins gave the

same conclusion when he said that is how a level five leader actually evolves and develops. So as you journey in your leadership, you must understand that your business of power is very important. You must understand the concept of power, how it is achieved, how it is lost and how it can be rewarded by its proper use in an organization.

# BUSINESS OF PRODUCTIVITY

*“When Do Won Chang moved from Korea to the USA in 1981 he maintained three jobs to support himself and his wife, Jin Sook. The then janitor, petrol station attendant and coffee shop worker saved his pennies to open a humble clothing store in 1984. That clothing store grew into the multinational retail giant today known as Forever 21. With more than 600 stores in 2015 turning over approximately \$4.4 billion in annual sales, the couple have had to recruit the help of their two daughters Linda and Esther.”*

**O**ne of the greatest puzzles in leadership is, how do we unlock the productivity of people, team, organisation, nations, materials and capital? And do you know that the job of leadership is to solve the puzzle. It is the job of leadership to improve their own and other’s productivity.

Do you know that entrepreneurship is the driving

force behind the creation of value but productivity is the utilization of resources to extract maximum value? You could be an entrepreneur but if you are not utilizing resources to extract maximum value you probably will not survive. Resources are always limited hence productivity is the very first test of a leadership competency, so the degree to which resources are utilized and ensure their yield is the test for leadership. Productivity is no accident, it is always the result of a dedicated, focused, intelligent plans.

What is productivity? Productivity is the measurement of input and output of resources. It is the state of being productive, fertile and efficient. Be aware of the high cost of productivity, and the only way you can do this is measuring the input-output of resources.

Let's look at some insights into business of productivity;

The famed Management thinker, Peter Drucker, believes it's the role of leaders to make resources productive. The next logical question is how do you make all the resources that is available to an organization productive?

When you talk about the business of productivity in any context, may be individual, team, family, nation, you are talking about the productivity of individuals themselves.

When teams get together for a common purpose they do well, because when teams work together,

they can get good results. Michael Jordan once said “individuals play game but teams wins the championship.” If you get the productivity of individuals, you get the productivity of teams. If you get the productivity of teams you get the productivity of the organization. If you get the productivity of the organization you get the productivity of the nation.

So productivity matters. When you are talking about things like efficiently deploying resources to create critical areas with the removal of distraction and the use of right tools and technologies and probably the use of soft tools all these things come together when you are studying the business of productivity.

Most organizations do not have the luxury of additional resources. One of the things we studied in basic economic was the fact that there is limited resources and unlimited wants, most organisation do not have the luxury of additional resources and hence must derive value from existing resources so the question that comes to leaders, is how do you harness your most productive asset and resources?

Seven things that will help you in this business of productivity;

1. Leaders must understand that the productivity of capital, materials and people can make or break an organisation or even a country. If resources are not properly managed, even a great enterprise is doomed to fail. One of the things that led to England or Great Britain

ensuring that many of their colonies were given freedom was because of the fact that the cost of keeping those colonies was so huge and it was destroying the economy of Great Britain. The productivity of capital is very important; the productivity can make or break an organization, even a country.

2. It is the goal of leadership to increase and improve the productivity of people. Low productivity translate to low performance and in business lower profit and in non-business decreased effectiveness so if you are performing well, if you have low productivity inevitably you will have low performance and if you have low performance you have low profit.
3. Productivity in the light of organizational mission is different from activity as it always leads to value that helps both personal, team, organisation and societies. It is what ultimately determines the competitive performance of companies. Even more important, it will determine very fabric of society and the quality of life in virtually every country Wherever you are productive, it is not mere activity, activity is not the same as productivity. To excel, the name of the game is productivity because productivity leads to value and activity just leads to energy dissipation.
4. Productivity is enhanced by removing hindrances and obstacles and is the goal of the

leader to actively and deliberately seek out those hindrances and those things affecting productivity and take it out. As a leader you should ask yourself what are the things affecting the productivity of my people, what are the things affecting the productivity of this organisation, what are the things affecting the productivity of this country? That is the role of a leader. For example I remember when I used to work for a telecom firm and people felt that we were spending time on emails and not enough productive time for results in the organization they felt that the productivity of people was not commensurate with the amount of reward they were been given they had to check the use of our email during organizational hours or the use of non-office email during organizational hours.

5. It is the job of leadership to ask themselves what are the things we need to do to ensure that we can keep producing at top level. *Productivity is not doing more, it is creating value with less.* We will never have enough resources and we would have more to do but with even the ones available to you, how do you extract maximum value from them? That is what productivity means.
6. Productivity is enhanced by many tools like contribution, focus and delegation. Most management systems and their tools are meant to

enhance productivity in organisations and in societies.

7. Productivity demands what should be done and what should not be done. Let me quote Peter Drucker again: “there is nothing as wasteful as doing something very well that should never have been done at all.”

So do you lead the productivity of countries, organisations, teams and people? Let’s look into the four things in the productivity of people and how it is enhanced.

- a. Decision Management
- b. Attention Management
- c. Energy Management
- d. Time Management

Time Management is what people talk about in terms of what you focus on. It also involves energy management. Your productivity is what determines whether you will deserve the job that you are getting or you absolutely do not deserve that job. Though it is the job of leadership to improve themselves and the people that follow them productively.

# THE BUSINESS OF PERFORMANCE

*“Leadership is the lifting of a man’s vision to higher sights, the raising of man’s performance to a higher standard, and the building of a man’s personality beyond its normal limitations. - Peter Drucker”*

**T**he Russian Oligarch Roman Abramovich bought Chelsea Football Club and was the owner for 19 years, winning 21 trophies, that is, every trophy that was available to the club. He was known to have sacked 13 coaches in the period, including club legend Frank Lampard and his own personal friend Avram Grant. Roman was known to be ruthless and which is why he led Chelsea to the most glorious era of their 117 years of existence. He was all about results.

His leadership exemplifies the goals of leadership. When people come together, they want to use the combined synergy to achieve and attain super

heights. *The goal of leadership is to make common people perform uncommon results.*

In the Judeo-Christian text, there is the story of King David and how he turned dejected, destitute, and outcasts into mighty men. C. David Jones, in his book *David's Mighty Men*, describes David's entourage as a magnificent, special elite force of fearless warriors. They were extraordinarily strong, courageous, unflinchingly brave, and completely committed to David. They were thirty-seven of the fiercest and dedicated warriors that ever lived. Jones writes:

“They were a combination of combat commandos, stealth rangers, navy seals, Green Beret, special ops, and Delta forces who had acquired the skills of battle demanded to survive and conquer in hand-to-hand warfare. They engaged in clandestine operations and were often outnumbered by staggering odds pitted against them, yet they stood their ground. Time after time, on fields of battle, they were the last men standing.”

How did David transform common, ordinary men into uncommon and high-performing machines? That is the question that leaders must answer. Raising the performance of men or team members.

## **Leadership is the business of performance!**

Yes, Leadership is about the business of performance. Result is the name of the game. It is either

you get results, or you are out. How do you make your team, company, or country transform into a high-performing machine?

I once attended a seminar, and the speaker said something that I never recovered from: “You can either have results or excuses.” This reminded me of a friend when I wanted to start my entrepreneurial journey who told me I dared not complain about the environment for the same environment that I was complaining about, some guys were bringing forth amazing results. There is no room for an excuse. Hence, you cannot rise in any field if you are fielding excuses.

## **You can choose one, but you cannot choose both.**

Whenever you have any leadership position or authority, it is either result or excuses. I normally tell people during my training session that when a person stops giving excuses, then the person has justified that he can become a leader.

Leaders must understand that they are in the business of results. Good leaders get good results, and exceptional leaders get exceptional results. The realities are not the defining factor, but the ability to marshal out results.

Result is like oxygen. Once you stop getting good quality results, the body dies. Without consistent

great results, the future of an organization or country cannot be guaranteed.

The path to mediocrity is so easy, and a lot of people trod it. People are given to mediocrity, so excellence seems difficult. So wherever you are in any field, whatsoever social interaction you are involved in, you must always recognize that you are in uncertain, unfriendly, unforgiven, uncharted water. But you've got to find a way to become result-oriented, because results matter.

Great organizations know that the first person to change if an organization isn't performing to its potential. In sports, coaches are fired; in business, CEO's are fired; and presidents are changed in democracies.

In the case of a non-profit or profit organization, you have a board meeting who would ask or evaluate the leadership and ask, is the leadership the kind we want to continue with or not? So in understanding the business of performance, you must understand we live in a world of wrenching change. Things are changing so fast that if a leader doesn't know how to change and bring about the result, the leader will be changed. There is absolutely no refuge for mediocrity.

## **How do you Raise Performance?**

So if I want to explain to you the business of leadership, what are certain areas I want you to look out

for? There are certain things you should understand for you to become an exceptional leader that brings about exceptional results;

1. You must always realize that not all things matter equally, and that is why leadership is always in the business of priority. There is this Pareto guy who said that 80% of our results are always gotten by 20% of our activities. Therefore, the job of leadership or exceptional leaders is to look at what 20% of activities will get me excellent results. So, understanding this is the basis of all great decisions. Next, what do you do? You focus on your HLA (high leverage activities); this principle ensures that exceptional leaders always work with a sense of priority. Once we have chosen our priority, we work out from that sense. It was the same kind of thinking that Steve Jobs used to make Apple a trillion-dollar company. Not all things matter equally, so if as a leader you think that everything matters equally, you are not going to be an exceptional leader. You've got to use from a sense of priority and workout from a sense of priority. What are the things that actually make you exceptional leader? It was said of a former American president that everything mattered to him equally hence he wasn't able to prioritize? However, if you are going to be an

exceptional leader, you've got to ask yourself what are the things that are really important, and you focus on them I call them the high leverage activities. A very few things that can have high-level result.

2. Leaders should understand their role is to determine the key result areas: the bestselling author of Result Based Leadership Dave Ulrich advocated for a business that the key result areas are the result for employees, result for organization, result for customer, and the result for investors. For non-profit, you need to ask what are the key results area we are looking for? When you understand the key result areas and work on them, you can achieve the result. He said that we must provide action-oriented guidelines that we can use to develop our result skills. I head a nonprofit organization, and I always ask my team what the bottom line is, where there is no bottom line? What are the key result areas? Maybe the number of visits, the number of impacts, the number of changes that is taking place because of our intervention? So, all exceptional leaders have to determine what are the key result areas and like for the business organization like Dave Ulrich said four key result areas are the result for employees, the result for the customer, the result for the organization, and the result for the investors

and for nonprofit we need to ask what are the bottom line when there is no bottom line.

3. The question is not just about getting results, but in getting consistent result and sustainable performance. If you think about short term result, and long-term non-performance, then you will still lose. So the goal of the game is that you get short-term result and long-term performance.
4. How do you keep an organization? And it's a question you've got to ask yourself whenever you have a leadership responsibility or leadership oversight in any place. You've got to ask yourself how do we keep performing flawlessly today and thriving consistently? You must build a recipe of success that others can't copy or if they copy, they do so to their peril. You must think not just in terms of what people call the competitive advantage, but what we call the revolutionary advantage. You've got to ask yourself how do we perform flawlessly today and thrive consistently, so that we may have a revolutionary advantage over our competitors?
5. All healthy things grow: so your role in the business of performance is to ensure that your organization is healthy. One of the ways to make sure that organization is healthy is to remove the root causes of dysfunction in an organization. Leaders can tap into organization

transformation by building into the talents and geniuses of people in the team and also to ensure that resources can be multiplied, I love one of the books of Liz Wiseman when she wrote about the multiplier that it's a goal of leader to ensure that they are multiplier that they are not just cultivators, that they are multipliers, and that's the reason why when you think about all great success story like Southwest airline they are all fanatical about how to improve business performance and ensure that in any environments they produce consistent result. To do this you must have an healthy organization and a way that leaders ensures that is to remove the cause of dysfunction, causes of confusion, and bring clarity to the organization they lead.

6. A leader's job is not just to get better but to aim to be different in other to produce results. This means learning a lot of new skills that can be used to work and learn. Unlearning and relearning, things worked before, but they no longer do. Like I was sharing with someone, when we were growing up, one of the things we learned was that land and labour are factors of production. Amazon and Uber, they don't deal with building, they just play with algorithms, and it has become a major success advantage and performance. A leader's job is not just to get better but to get different. So

you ask, how can we be different? That is one of the goals for you to have sustainable performance and exceptional results.

7. We have to use the multi-disciplinary approach and skill necessary to ensure that leaders consistently help the organization produce result. How do we create and seize the opportunity in an age of disruption and unstructured uncertainty? We must have a multi-disciplinary approach and skills. You may be thinking that a leader probably needs to read about the industry, but you are going to be reading about globalization. You are going to be reading about technology. You've got to understand what forces of technology you are employing. You also have to understand how demography affects your organization and the future of your organization. Probably you may have to understand politics.
8. In our thinking terms, how do we produce a high-performing machine that is going to be agile, innovative, creative, and yet still engaging to followers? Most followers like certainty. They want to know that everything is certain, and everything is known. But how do you run such a thing in a turbulent environment and still be able to get the kind of result that you want. That's a challenge for most leaders. So it is not easy to be a leader, that I agree, but you must help the organization create a

platform that enables result. To do this as an exceptional leader, you must realise you are in the business of performance.

Let's look into the seven insights that can help you understand the business of performance and make sure you excel in them;

- a. You can either give excuses or result. But once you stop giving excuses, then you have passed the test. You do not justify any leadership position that you have been given, If you are an excuse giver. So you do not need to give excuses. When I hear people enter into leadership positions, no matter where and they give excuses, I just conclude in me that this person doesn't understand leadership. Your role is not to give excuses. Your role is to get results. If those things were good, you probably would not have been called upon. If it were easier, you would not have been given the mandate, somebody else may have gotten it before you. I challenge you; do not give excuses again. No more excuses.
- b. The test of your leadership is not your brilliance or your competencies: but the test of your leadership is getting results-which is to make common people achieve uncommon performance. That is going to be the test of your leadership. The famous saying of Peter Drucker that the test of leadership

makes common people achieve uncommon performance.

- c. Leadership's goal is not to become an influence or a magnetic person, but raising the sight of your team so that they are better and achieve good results. You raise the sight of people, so that they are better by raising their sight and their performance. It's the same thing that Steve Jobs did. When someone comes to you, ensure that the person has a better performance than he was doing before. So your goal as a leader is to ensure that people raise their performance by becoming better. It is your own goal as a leader to ensure that you raise people's performances, that they do not behave the same way in which they did before they met with you. Otherwise, you would not deserve the leadership position that you have.
- d. You must understand that it's the function or the job of a leader to create the environment in which potential can become performance. One true thing is the fact that certain fruits do not grow in some soils. That is the reason it is important leaders create a climate in which potential can become performance like the example I used earlier. There may be world class people in your organization or in your team or in your social interaction but they would never perform to their capacity to their potential unless and until the environment is created

for them to perform. It is your role to understand what environment you are creating, so that potential can become performance.

- e. Exceptional leaders always use the CAFE model on organizational performance; like a symphony, the CAFE model is
  - i. Clarity
  - ii. Alignment
  - iii. Focus
  - iv. Execution

Because all great companies have clarity about their mission and their goal about what they intend to do. They are also aligned with their strength, their capacity, and also the environmental situation. They are focused on their priority, and they execute so perfectly, and that is the reason why every top organization actually have to go through these four processes of the CAFE model in my own opinion.

- f. All exceptional leaders must take away performance barriers and organization dysfunction so that their organization can fulfill its purpose. Your job as a leader is to take away an organization impediment like personal agenda, misalignment and lack of clarity. Otherwise your organization will not be able to function as it ought to be.
- g. It is your job as a leader to create both

agile systems that consistently deliver results over time.

When you have this seven insights you will become very biased towards getting results all the time. You are paid for results, not excuses or stories. Nobody wants storyteller in an organization. Everybody wants results because that is the name of the game. There are five tools that leaders can use to build exceptional performance;

1. **Every time clarify the win:** What is the win? The win may change over time. The win may be survival, the win may be getting customer or winning the customer, the win may be strategic thinking. Whatever the win is, just get the win. Once you clarify the win, everybody in your organisation will work towards achieving it.
2. **Clear the misalignment:** it is your job to take away performance barriers and goal misalignment.
3. **Create your recipe for success:** Employ all the systems that you would need in an environment in which you want to create so that things will work well.
4. **One of the things I learnt from Peter Drucker was the fact that control is the job of the leaders.** Control is the thing that the organization will work towards. Control

can come in the form of financial, system, performance wherever you apply to the organization.

- 5. Always build on consistency:** so once you clarify the win, clear the misalignment, create your recipe, use control, and build consistency. You are on the road to ensuring that you are a performance-driven person.

Do not forget your job is not just to deliver performance in the short term. It is to ensure consistency. Overtime, you will always get results, sustainable results, and sustainable performance. Because, if you did well yesterday and you are not doing great today, it will become just a story and nobody will keep a storyteller in the organization.

# BUSINESS OF PERSUASION

I want to ask you a very simple question. Have you ever wondered or have you ever thought about the reason why men will follow someone to a war front, knowing fully well that they could lose their lives? Leadership is similar to this. Have you thought about what makes people abdicate their will? Those are the things we are talking about when we are looking at the business of persuasion. Persuasion is the essence of leadership. It's the same way when I ask you this question; what is the secret of getting someone to buy a hundred-million-naira car when a twenty-five-million-naira car will do the same job? The person is persuaded about something, and that is the only reason why someone will buy a car worth a hundred million when a twenty-five-million-naira car will suffice. Probably the same elegance, the same class taste, but a hundred-million-naira car is just going to be all about persuasion. Now, understanding people is the instrument that leaders use to get results. It will bring about an important

consideration, how do leaders use these instruments? There are many ways that leaders can go about it, and I will share with you some of them. Definitely, persuasion is the principle that allows people to buy into a goal or into an objective of a leader or an organization. So what are the ways in which you can get people to change behaviours or take certain action in an organization?

- 1. You can intimidate them:** some leaders always point to their position to get the result that they want by exploiting the insecurities that people work with in their environment. They try to get their result by using fear and the threat of loss to get people to change, but for you, do you think intimidation is a good way?
- 2. Inducement:** some leaders induce behaviours of change through bribing people. The problem with that is, you have to keep increasing the bribe for it to be motivational, so the bribe figure of yesterday will not work tomorrow. Also there is a school of thought that says there is a limit to how far you can bribing people.
- 3. The use of incentive:** this is what we call trade-by-barter. Incentives also have their own limitations.
- 4. To inspire people:** This is good, but like Zik Ziklag said “you will need a fresh dose of

inspiration every morning to get behavioral change.”

5. **Influence:** People take ownership of the process, and by the time all is done, they claim that they were the ones that did it themselves. They have been influenced and they took ownership of the process.

So persuasion is the way in which exceptional leadership executes and gets results. Persuasion is the act of causing people to do something or to be something by reasoning or urging them. In every organization, people have two choices, they either comply or they promote defiance. *However, persuasive leaders don't just want committed or complying people; they want energized and engaged people.* Persuasion is central to all what every great leader would do. They will persuade you, and when all is done, the people will say we did it ourselves. The people have persuaded them to take ownership of their decision. But you cannot persuade people if people believe that you are doing it for you and not for them. So you have to persuade people by selling to their interest and what will interest them.

Changing minds: persuasion involves connecting with people. As a leader, how will you connect with people? Persuasion involves carrying out a decision while people own the process of carrying it out themselves. Persuasion involves complying with

directives. Don't forget that people can either comply or defy. When people are persuaded, they do so intentionally with their heart to comply. Persuasion is commonly embraced when all of us are in this together. Then, we are persuaded. I have seven insights I like to talk about.

- a. Persuasion is appealing to someone's interest rather than his intellect. As a leader, you must always appeal to people's interest rather than their intellect; don't think that people should know what to do but appeal to their interests. If you do this, we are all going to have a better world, and better lifestyle. We are going to create change, and have a better impact. So hence a great leader can persuade you to leave a well-paying job for a start-up, knowing fully well that the end result will be better. I imagine those people that followed Jeff Bezos when he was going to start Amazon left their high paying job. The only promise he gave them was when you come to work for me, I will give you shares. It was a promise, but it must be persuasive for some people to have left their high-paying job for a startup.
- b. Persuasion is bringing to us what the eye cannot see by helping people to remove the roadblocks to performance such that the job can be done. This may involve leaving behind long engraved habits, perceptions or mindsets.

How do we bring to words what the eye cannot see? That is the process in which you are actually persuading people.

- c. The third insight I found out is that persuasion is more than selling the vision to people. It is the act of making them make their own decision. The famous statement that when a leader's job is done, the people will say we did it ourselves. This is the transference of the vision and ownership of the vision to the follower.
- d. Persuasion is a skill that exceptional leaders have that enables them to exert leadership because they uncover and appeal to people's deepest drive and needs and desire. Leaders are always looking for how to connect with people. In one of the recent elections for the American president, everybody outside America was wondering if these people were mad. Why will they choose a particular person over the other? This person looks very intelligent, this person looks policy-driven, this person looks prepared for leadership, so why would you choose someone that probably will bring chaos? But the truth is that one person was actually able to persuade the people more than the other. Because the person appealed to the deepest drive, the needs and desires of the electorate. Most times when a leader can do that they are able to connect, do not

forget that persuasion is connecting with the people. You connect with them because you can appeal to their deepest drive, their need and desires.

- e. Persuasion acts on their fundamental belief that human actions and decision are first a function of emotion than logic. Like we earlier said, you appeal to their interest, not their intellect because human action and decision are a function of force of emotion rather than logic. It is an appeal to emotion, to intuition then logic. The use of emotion and intuition, and logic in that order helps to frame ideas, approaches, and solutions to diverse groups of people.
- f. Persuasion is an attempt to change one's attitude and behaviours. Through various media outlets, you can use presentation, influence, and communication to change one's attitude.
- g. Persuasion is the opposite of manipulation. Manipulation is getting someone to do something for you in spite of them, but leaders will not do that. Exceptional leaders will get someone to understand the need to do something for them. Manipulation is short-term persuasion.

And you will ask me, what are the tools that aid persuasion? I like to talk about tools when I talk about this business so that it helps you;

1. **Credibility:** People are most likely to believe in a credible leader and be prepared to go all out for a leader. This is how trust and confidence are earned, and hence the foundation of an exceptional leader is credibility. When credibility goes down or is doubted, morale plummets, and performance becomes doubtful. Credibility matters, it aids your ability to persuade people when they know they can trust you. Then you can influence them, and they can connect with you.
2. **Context Understanding:** Most leaders don't understand context; hence they do not get commitments from people to follow through in management. I always think when people don't understand the context in which they are operating, it makes them unable to perform. You have people who did well as military leaders, but didn't do well as civilian leaders. Why? Because of the fact that they do not understand the context and how it works to build our behaviours. For instance, if you go to a movie theatre, at the peak of the movie, you will probably be squeezing the hands of your sweetheart, but if you are at the stadium, at the height of performance you will be screaming. You will be shouting; why? Because it is a different context and a different environment. Leaders understand

context, and great leaders have become masters of context.

3. Craft a story: With storytelling, people can see and own the process themselves. That's how exceptional leaders make people own the process of change themselves.
4. Compelling Solution: A leader must think through solutions. Hence, they must create solutions that people can see as better than the ones on the table. You must have a compelling solution. For instance, if you are discussing with people and people feel like they have a better idea than you, the most important thing is the fact that they will not buy into it, but if they know that your own is better than theirs, then they will follow you.
5. Connection: All great leaders use their act of connection to get into people's emotional state.

These are five great tools that will aid your persuasiveness. There are lots of books on persuasion, but all of them still come down to one thing; without the ability to persuade people, there will be no change which is the essence of leadership. If you are going to be an exceptional leader, you must use persuasion. Don't forget that a lot of authors always say that leadership is influence, but leadership is persuasion. Professor Cialdini said, The essence of leadership is persuading people to do the things for themselves and the organization. At the end of the

day, they own the result and everyone becomes better, including the society at large.

One of the reasons why I love to teach about leadership is not only that it changes people. More importantly, it can also give meaning to a society. Imagine if I create ten million leaders, the kind of changes that you would have in a society are the kind of dream I have. It's important to raise great leaders. In the I3L podcast group, we believe that we would raise your leadership goals to make you a better leader for the 21st century world.



# BUSINESS OF PRIORITY

*What matters most must not be at the discretion of what happens least.*

*If everything is important, then nothing is.*

All effective leaders know that activities don't equate to productivity and as the late sage Peter Drucker once said "the worst thing is to do something very well that should have never been done." Leaders know that not all things matter equally.

As you begin your leadership journey or experience one of the conclusions that you would come to is that not all things matter equally, this is the basis of the Pareto Principle (80-20 principle) that says 20% of our activity gets 80% of our result. If you are going to be a leader that performs, that does extremely well, you would ask yourself; what are the 20% activities that I need to focus my attention on?

One thing that life has taught me is that prioritization is everything. It is the secret to a productive,

purposeful, performance oriented life. It is what brings all other disciplines to focus. There are many things we need to accomplish in life, but we have very limited time. There are many areas of interest, but we have limited opportunities to fulfill them all. So it is in the job of a leader to understand that because you do not have all the time in the world to attack all the issues, you've got to focus on the most important one.

There is a classical management leadership principle from Jethro. He said unto Moses; "What you are doing is not good if you continue like this. Not only would you destroy yourself but you will destroy every other person following you." Because ultimately where the leader goes, the organization and the people that follow him or the people goes. So Jethro told Moses there are certain things that you should do and the rest you delegate. That is the secret to highly effective leadership. So the business of leadership is to find out; what is the priority of my organization? What is the priority that we need to do as per this time? To change your life as Mcwin once said, "You need to change your priority." Leaders have to understand that it is all about priority. If I get my priority right it also means that ultimately we would find out that it is easier to excel.

Prioritization is a vital skill for every leader no matter what level you are currently at or what size of organization you lead. But not every leader practices this discipline. So if you do prioritize, you make

everything all the same better. It was said by the former United State President Jimmy Carter that one of the things that made him become one of the least effective Presidents of his time was that he was micromanaging. He did not prioritize important things, so he could delegate the rest. But for you or I leading an organization, companies, churches or businesses knows you've got to find out what are the top priorities that only you can master and meet, then you will have to delegate the rest.

Why do i think it is like this? it is easy to think that because we are busy that we are achieving because you are working does not mean you are achieving anything. This is not the same thing as productivity. Business does not equal productivity, and activity does not necessarily mean accomplishment. Another reason why this is important is that certain priority requires that leaders think ahead on a continual basis to know what is important, what is coming next, and to see everything. How everything relates to the overall vision, strategy and mission of the organization. That is a lot of hard work; Leaders always employ strategic thinking. For instance, if you are going to consult any top strategist, they would ask; what is your number one priority at this particular point in time? What are the things you need to accomplish? That if you accomplish this, it makes every other thing easy or irrelevant to accomplish. Those are the things we need to figure out, and once we find them out, we will excel as

leaders. Certain priorities cause us to get us out of our comfort zone at the very least. Sometimes we have to do things that are painful. What is strategy? It is committing the organization to a priority and ensuring that you can delegate the rest. Strategy is saying I commit this organization to this priority, and I can delegate the rest. So, if an organization is saying our priority now is getting customers, their strategy is how to increase customers? If your priority says we want to improve the brand recognition then the brand recognition now becomes the priority of the organization. Hence, priority actually reveals your character as priority reveals a person's character. Also, priority reveals organizational character. When you look at all healthy companies, no matter how enticing something is or how many things they can gain short term, once it is not in their priority they will not take it. They will not be distracted by it. Still, they will want to stick and stay with their priority. There are many times I have listened to how Microsoft Zoom came out, and it was meant to compete with the iPod. Everyone said it was beautiful and probably even more beautiful than the iPod, but it wasn't the priority of Apple to make sure that the iPod was very beautiful. It was their priority to make sure that it was tied to a lot more other things than that, so as long as they stay with their priority iPod won and zoom lost.

Priorities are the first step towards being an exceptional leader. As I said in the classic consulting

case of Jethro advising Moses in the Judeo Christian ethic that he cannot do all things. It was also the case of the Apostles prioritizing the ministry of the word and leaving every other thing, such as the serving of tables. All success in life is from understanding our areas of maximum return, and working from what is called the HLA (high-level activities). These are the activities that, once you do, you will be able to achieve maximum return from your endeavor? What are the things that you are best prepared to do? This and other questions are what makes leaders come from a position of extreme advantage to become exceptional leaders.

Prioritization also gives the courage to win. Once leaders have shown the priority, the rest is to ensure that they are able to keep others doing it. Without prioritization, we would never be able to fulfill our potentials as we would always be driven by all sides. The famous legendary coach John Wooden was a master of priority. His priority was that each of his team members played to the best of their potential. And if they play to the best of their potential, they are going to win. He was never concerned whether they were going to win the championship, and he wasn't concerned if they were going to defeat their opponent. Still yet. They always won the championship and yes they always defeated their opponent. What was the secret? They mastered the priorities of their lives. Prioritization makes you have a strategic berth. So which customers are we going to serve or

which customers are we going to ignore? This and other questions are the questions of priority.

One day Gary Keller said something that got to me. He was quoting a Russian proverb when he said “if you pursue two rabbits, how many would you catch”? Apparently it was none. So if you catch none, it means that the reason why a lot of people do not fulfil or do not have exceptional results is simply because they have too many things that they are pursuing. And once you are pursuing many things, you will never be able to achieve exceptional results. All exceptional people work from the position or from a place or from an advantage of priority. Choosing what are the priorities, what are the things we should dedicate ourselves to, and leaving the rest; not because they are not important but these are the things if you focus on, you would be able to achieve great results.

What is the priority in your life? What is the priority in your organization? I once worked for an organization and they always looked at whatever they were doing in a two-year cycle. All they were looking at was how could they build an infrastructure to support long term business development of this organization. The first two years they did that, then they went to get a CEO who was all concerned about how to maximize return and sell? After that they went to get another CEO who was technical. How do we optimize what we are doing so that we could always win was his focus. From what I saw, it helped

me to see how exceptional organizations think and do and until you and I ask ourselves; what is the priority of my life? What is the one thing that if I do I will fulfil my life dream? Or my potential or my purpose? If I don't have that answer or if I can't go through that thought process, then I will not win. So if you are going to lead a team or lead an organization you are going to ask them what is the one thing? Some times the one thing might just be survival. We are going to be thinking about let's just survive for the meantime, and once we survive, we would just go through Next Cycle. Then maybe investors will come, and we could sell out or perhaps when another season comes, we would be able to exploit opportunities. If you do not understand your one thing, you will not be able to maximize the opportunities that you are in. You might not be able to maximize the strength that you have, or you might not be able to look at the circumstances that you are going through and be able to win.

Are you growing in your organizational role? As you are growing anywhere you are; what is the one thing that you need to do now? What is the priority of your organization? Are you building infrastructure? Are you building the process of systems in place, so that once the organization works, it can grow? Many years ago I once attended a professional discussion. It was an inaugural lecture, and the professor said that when animals wanted to conquer the earth, one of the first things they did was that

they started to build structures. And once they built structures, they were able to use those structures to conquer the earth. As you run your organization, if you do not have structures and systems in place, then your priority might be to get them. Afterwards, you can now begin to fine-tune these systems overtime to ensure that you are going to win. If you have systems and structures in place, you can begin to ask where do we focus our system on, or where do we put our strength? Where do we put our resources? Where do we put material investment so that we can maximize advantages and returns to us? So it involves a lot of thinking. You have to ask yourself what are the things we need to do? How are we going to do them? So that we can ultimately sell and win.

In the business of priority, it is your role as a leader to help an organization to think, what is our priority now? In the state where I live in Lagos, Nigeria, one of the things I realised is that Nigeria is going through a strategic shift. 80% of our population are below twenty years old. It means one thing that the priority of the country should be; how do we ensure that in the next ten to twenty years, all these people who are entering the marketplace would have the capacity to have self-fulfilling jobs, or to be empowered to be able to create wealth? Otherwise we would find a situation where they would come, and they will become unhappy, unfulfilled, and delusional and they may become a strategic threat even to the

country itself. So it is up to authorities, leaders, and exceptional leaders to begin to think what are the things we need to do now? What are our priorities? Where are we going? What should be our priority now? We cannot respond to everything. We cannot respond to every wind, so what are the things that we could use? What are the things we could afford to close our eyes to and ensure that over time or later on could become our priority? But that's not our priority today, which is the goal of an exceptional leader. That's what exceptional leaders ask; what is our priority? They are in the business of priority. Take for instance, South West Airlines, it is their priority to make sure that it is a place where they can standardize things. No matter what it is, when you come to South West Airlines to complain, they will board you to another plane because they fly Boeing 737 planes. Their priority is to give value to their customers and make their experience beautiful.

As a leader it could be for a profit or non-profit organization. What is your priority? Make sure that it is your role as a leader to find out what is your priority? Once you find out your priority, it is easy to become productive, improve performance, and motivate your people. Because your people understand what you are doing. I think priority puts everything together from our purpose. We get our results from our priority. Then, we would understand how to become high performance-oriented and how to increase

the productivity of the organization, and ensure that the people are doing extremely well. The people will ultimately become a better organization for the people which we lead and run.

# BUSINESS OF PURPOSE

**E**verybody has the potential to achieve extraordinary things, but very few people make the contribution. The question is, why do some companies make significant leaps in achievement and others do not? If you are in leadership, one of the first things to understand is what is the purpose that we are in business? Or if it is a non-profit organization, you've got to understand what the purpose of our organization is. One of the greatest leaders or thinkers that ever lived was Peter Drucker, and he said "the job of a leader is to find out what is the mission of our organization?" I believe that he was talking about purpose, and why do we exist? We cannot exist for everything, but why do we exist? It is wrong to say that we exist to make a profit, but we can also make profit in fulfilling the reason we exist.

Benjamin Franklin said the secret of success is the consistency of purpose. Hence I believe that for the leadership of an organization, the secret of success will be the understanding of the reason why this organization of this social endeavor actually exists.

It is why exceptional leaders don't go for position but to make a difference and ultimately is why exceptional leaders make outstanding success. In his book "start with why" Simon Sinek spoke about the Wright Brothers who invented the airplane. He compared them with someone else who was better funded and had an organization behind him. Still, he could not succeed; why? The Wright Brothers knew their purpose, and they were committed to the purpose. Why are you doing what you are doing? The great organization I have studied, you would see one thing that is clear about them, and they understand why they exist. Companies that know their purpose do well even in depressed markets. We see it in all exceptional companies. Amazon, Facebook, MTN Nigeria. All these companies are driven by consistency of purpose; they are not in business to do any other thing. They are in business for a purpose, and understand it. They live this purpose, and it is important that they are remunerated for it. All exceptional companies in the world, such as Apple, Southwest Airlines, understand the purpose in which they exist. If you become a leader and want to become exceptional, you've got to understand what is the purpose of the organization? I know academicians are arguing the important role of purpose, and business leaders are of the opinion that purpose is the key to exceptional performance. Kelvin Moore in his book "People with Purpose" showed how purpose can be used to inspire leadership engagement and motivation. One must

be able to transcend doing something one loves to do something that can change the world.

Leaders that have achieved exceptional results, have been leaders that understand purpose. Why do we exist? Why was this organization created? Things may change; like Jim Collins once said, “purpose could stay with us for the next hundred years”. Leaders must understand the purpose in which they have been able to come into the business.

Seven insights from purpose are;

1. **Every leader must lead from a sense of purpose:** if a leader does not lead from a sense of purpose, they may never be able to make an impact. You must lead from a sense of purpose, like having to change the world, wanting to make a significant impact, putting a dent in the wall people like Mahatma Gandhi, and Martin Luther King all led for a purpose. They always had a sense of purpose, and that’s what really separates the good from exceptional leaders. Take someone like Nelson Mandela. He had a purpose that he wanted; he didn’t like apartheid, either from a black or white led apartheid, it was a sense of purpose. And immediately he fulfilled the sense of purpose, he was done with leading the people. Every exceptional leader always comes with a sense of purpose. If you do not have a sense of purpose, it is almost certain

that you will never be exceptional. You have to understand why you are here because that is the reason why you will be able to go through the price to be paid. Leadership has great cost, which is why you will not abandon the ship or give up. Because you are working from a sense of purpose. Leadership and all exceptional leaders have always worked from a sense of purpose that is beyond money. A privilege that I am here for a time just as exceptional. People that run this organization or people that do well, who are exceptional in leadership always come with a sense of purpose. They all do something they believe, and they were born for a time such as this.

- 2. Purpose is attained when we discover something more than achievement, attainment, or action:** We see things that we wish we could correct and have a goal for it, because we want to make the world a better place. It's not just about achieving something, and it is not about attaining something. It is not about even taking action; it is about making a lasting impression and making a difference in the lives of people. That's the reason why people that become exceptional leaders always live beyond the ordinary things. They pay a tremendous price to be able to achieve what they are doing, because life is not just about achievement, making money,

nor attaining certain heights; it is about making a difference. Take for instance, Nelson Mandela, it couldn't be about making money because he would have made money as the president of the Republic of South Africa. However, it was beyond that. When Nelson Mandela became president, one day he decided to visit the national rugby team when South Africa was hosting the rugby world cup final. He went there knowing fully well that rugby was a white man's game, and he went there wearing the uniform of a white man, and it was amazing. There was nothing that could have unified the country beyond that because that was the kind of purpose that was driving him. It is driven beyond white or black man's supremacy, he was driven by equality. He wanted everybody to see themselves as equal as intended by their creator. Purpose goes beyond achievement, attainment, and action. Exceptional leaders always want to make the world a better place, so they live from a sense of purpose, and that's the reason why you must understand why you are here and how you can make a difference. How can you make a legacy in your generation?

- 3. Purpose is what births resilient and grit the never die attitude:** It is always more comfortable to give up, but when you are driven by purpose you will always say no! I will

not give up. I would pay the price. I will go the entire length no matter the setback. I believe that I would win with the combination of skills and time. With that talent, I will be able to unleash a treasure on the earth. It is said that people lose their way when they lose their “why”. As long as you have the why you can stay in the game. When I see people give up, when I see people just surrender it's because they really do not have a purpose. Look at Britain's one-time Prime Minister Winston Churchill, everybody had told him that he should surrender, he should give up, but he objected. He had a purpose that the world will be free, and that drove his resilience. That's why one of his most famous speeches was just five words. Never, ever give up because purpose always means that you will never ever give up whenever you find the reason why you are alive.

- 4. Purpose and her discovery is a journey that you can unleash as you become more and more intentional about it and opportunities will arise to make the world a better place:** Bill Gates the legendary founder of Microsoft software said “his purpose, dream, and vision was that he was going to put a Microsoft software upon every table and he succeeded. By the time he succeeded he gave himself the audacious purpose

of making sure he was going to eradicate malaria from the surface of the earth. Every time I have had to reflect on how Nigeria survived the Ebola crisis; I want to thank God for the Bill Gates foundation, someone who discovered his purpose and started a journey. As you begin to go into purpose you will begin to discover more, and unleash and release yourself.

- 5. Without purpose work is meaningless, and achievement is futile:** If you have no purpose. You could achieve so much money, and everything is just futile. You become like the preacher who says that everything under the sun is meaningless, vanity all vanity! But with purpose, work is meaningful, and achievement is significant. Until we get this factor in place, leadership will be a duty that can become boring and routine. Every exceptional leader must understand that “I must live for something greater than I”. You must understand that there must be a reason why you’ve gotten the responsibility to run this organization or that group or that social intervention at such a time like this. The price to pay for leadership may become so high that you may want to give up, but when you understand purpose, you will pay any price and yet not be significantly altered by it. As they say, “he who has a why, can cope and bear it more than those people that do not have a

why.” You must understand that purpose will ensure that work is meaningful and achievement is not futile.

6. **When an organization discovers purpose it is bound by values and not rules:** This allows people to take action today knowing that tomorrow will be more valuable become much bigger. Those who lead are able to create a following of people who act, not because they were commanded but because they were inspired. Great leaders in my opinion, are able to inspire people to act because they can give them a sense of purpose and belonging that has nothing to do with an incentive to be gained. Have you ever wondered why people would go and wrap themselves up, taking suicide vests and just go off? Their minds have been wrapped up that they can gain something different than this, but that is just an abuse of what we are looking into. When I talk to organizations or leaders, I ask them, what values do you want to be penalized for? If you understand the values you want to be penalized for, and willing never to give up on it then you have fully comprehended why it means to have values. Most people try to invoke integrity as a differentiating value. It is not. It is a right to play. You must find out what are the values you really want to have?
7. **Purpose is what clarifies direction and**

**ensures that people don't get burnt out:**

You must understand that there is something that you must do and put your heart into, and therefore they always keep paying the price. In the world that we live in today, most people are asking themselves, what is my purpose of living? You must know your why? If I do not have a purpose, then why are we doing all these things? Recently, so many have committed suicide, world-class people are inclusive. Every exceptional leader should understand that we are in the business of purpose. Let's help people discover why they are here. There are many ways you can help people discover their purpose. Why do top organizations like Google attract and retain talent? Because of the fact that they consistently make an emphasis on finding purpose in their workplaces.

If you want to become an exceptional leader, you have to understand that you are in the business of purpose. You are in the business of making sure that people can live beyond just money. When you are trying to survive, money might be the most important thing, but after you have survived, money is nothing. If you are going to be living for something meaningful, you've got to ask yourself, why am I here? What is going to be my legacy? What are you going to live behind for the next generation? Why would this place be a better place because you once

lived here or you once walked on it? That is your reason why and that is the change you must think about making. That is how your life can be meaningful, and you can be impactful.