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REVIEW ARTICLE

'LEADING FROM THE EMERGING FUTURE'¹: ANY LESSON FOR NIGERIA'S DEVELOPMENT AGENDA?

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ABSTRACT

This article surveys 'Leading from the Emerging Future' and explores its political and economic analysis to determine as to whether or not the political leaders of Nigeria can learn any lesson from it to enable them break the barriers to the nation's development agenda. This seminal book focuses on practical approach that empowers political leaders to shift their mental models from ego-system awareness to eco-system reality so as to transform the nation's extractive political and economic institutions that hinder national development. While appraising the activities of the political leaders the article shows that the performance of the economy has been poor with pervasive poverty and endemic corruption. The article argues that the main reason for this is that the structure of the political economy of Nigeria is largely designed to promote and protect the interests of political leaders and their cronies. Unlike previous studies on leadership and change in Nigeria that simply observed that the system has been rendered unproductive by poor leadership, this article posits that the problem with Nigeria is that the political leaders have failed to shift their mental models from 'ego-system awareness to eco-system' to build effective political and economic institutions to empower the citizens with the 21st Century knowledge and skills to drive the economy and improve their living conditions. It argues, therefore, that discussion on leadership and change in Nigeria deserves a different approach to transform the ossified institutions into innovative and creative ones. This can inspire the political leaders to shift their mindset and design and implement policies that will fit into the new global economy and help them to lead from the emerging possibilities.

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INTRODUCTION

The transformation of Nigeria's seemingly fossilized sociopolitical and economic system into a dynamic viable one requires a leader with the skills and knowledge to address the systemic bottlenecks that hinder the development of the political economy. That means changing the structure and "human consciousness" (Scharmer and Kaufer, 2013) as well as the "mental models" (Senge, 2006) of the leaders' from their engrained "ego-system awareness" into "eco-system reality" (Scharmer and Kaufer, 2013). Although, the process seems daunting because of the disordered Nigerian environment as well as the leaders' anti-growth mindset, it is not by any means impossible to accomplish with collective mindfulness (Scharmer and Kaufer, 2013) as every Nigerian is a stakeholder in the affairs of the nation.

According to Germer, Siegel, and Fulton (2005), "mindfulness," among other things, is a "moment-by-moment awareness." For Bodhi (2000), it means having awareness, attention, and remembering. Davis and Hayes (2011) have added to the crowded definition by noting that "mindfulness is a moment-to-moment awareness of one's experience without judgment." Yet, others have noted that "mindful leaders" are "courageous" as they perceive the "big picture" and "create environments of trust and safety" that "ignite innovation" (Moore, 2012).

Although the March 31, 2015 general election in Nigeria went relatively well as it gave the people elusive hope, not a whole lot has changed in the society (*Time*, 2015, April 13). The nation is still choking on its democratic experiment because of poor leadership and governance colored by unbridled corruption, non-functional healthcare and education systems as well as poor institutions and infrastructure. And the society is still afflicted by *Boko Haram* insurgency. These forces have

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resulted in a weak economy, rising youth unemployment and underemployment, poverty as well as insecurity in the society (*Time*, 2015, April 13).

There are conflicting reports on the rate of unemployment in Nigeria because of paucity of data. Available pertinent information, however, shows that Nigeria's unemployment rate is about 24 percent (this appears a very conservative figure). But youth unemployment rate is put at over 50 per cent, which represents about 64million people (*Business Day (Editorial)*, September 12, 2014, Para3). However, for the new *Oxford Poverty and Human Development Initiative* (OPHI), Nigeria's poverty rate is hovering around 43.3% of the estimated population 170million (as cited in *This Day*, November 18, 2014).

Three groups of unemployed youths have been identified in this article: university graduates, high school graduates not yet enrolled in any university program, and those who did not complete high school education. Others that have added to the rising rate of unemployment include people who choose to leave their current job to retire, those who went back to school for career change, and those who take a position at another organization. Most of the unemployed youths in Nigeria are vulnerable to anti-social activities as they are struggling to make ends meet without any form of government assistance. The political leaders, because of their negative "mindset" (Dweck, February 26, 2006) are not taking responsibility for these problems as every one is blaming everyone else. Nigeria's leaders, it appears, hate to be held accountable for anything. It has been noted that the mirror has two faces. The root cause of the present social, political, and economic predicaments in the society is not the making of the leaders alone, but collective selfishness (see Anderson, 2013). Everybody in Nigeria, it seems, wants to be in a leadership position whether or not they have the skills and knowledge to stimulate healthy competition, increase the wealth of the nation, and create economic opportunity for everyone. However, leadership is not about revenue sharing, but about working for a common purpose, moving people to action, and to create wealth (or a healthy economy). These are possible with leaders who have growth mindset (Dweck, February 26, 2006) and are, therefore, committed to improving the living conditions of the people.

As noted, the challenges facing Nigeria appear deep-rooted in the mindset of the leaders and the nation's extractive political and economic institutions (Acemoglu and Robinson, 2012). With this there is a serious disconnect between ego-system thinking and eco-system reality (Scharmer and Kaufer, 2013). However, everybody has either a growth mindset or a fixed mindset (Dweck, February 26, 2006). It has been observed that our mindsets guide our individual interpretation and reactions to events around us. People with fixed mindset are said to focus on judging others and are often selfish. But individuals with growth mindset are also monitoring what is going on around them, but they are not focused on judging others (Dweck, February 26, 2006). The state of our mindsets (Dweck, February 28, 2006) or our mental models (Senge, 2006) affect what we do—our performance, decision-making

process and how we manage ourselves; it also guides our view of the world around us.

According to Albert Einstein's famous dictum, we cannot solve our present problems with the same level of mindset or consciousness that created them. The failure of the political leadership to change their mindset and embrace creative and innovative ideas that will transform and restructure the society, Nigeria's education and healthcare systems will continue to threaten the growth and development of the economy as these are the engines that drive individual and national productivity. But "failure is not an option" (Blankstein, 2010) for Nigeria. What Nigeria will become is what the leaders and followers in the society have decided to create. For Nigeria to move forward socially, politically, and economically, the leaders and followers (in collective leadership) should therefore have a deeper shift in their mindsets and gravitate towards "eco-system awareness" from their engrained "ego-system thinking" (Scharmer and Kaufer, 2013:11; also see Anderson, 2013). Without question, majority of the people wants a leader with growth mindset who can lead from the emerging future possibilities.

Purpose

This descriptive article reviews leadership in Nigeria as it investigates whether the political leaders can learn any lesson from *Leading from the emerging future* to enhance national development. The book focuses on practical approach that will enable the leaders to shift their mindset from their engrained ego-system awareness to eco-system reality. Therefore, this article seeks to discuss some of the critical issues raised in this book as they relate to leadership and development problems facing the nation.

Research Methods

Information for this article were mainly derived from *Leading from the emerging future*, the research and analysis of other scholars, analysts and practitioners in the field as well as pertinent academic journals and magazine articles to the issues in discourse. The primary method of study was, therefore, an extensive review of available related literature for an in-depth analysis of leadership and development problems in Nigeria and their implications on the entire society. The multiple sources of information were properly evaluated and analyzed to determine their validity.

Problem Statement

Debates about the absence of effective leadership in Nigeria and its underdevelopment status have been going on for decades as the leaders have been unable to change their mental models (Senge, 2006) that are critical in transforming the system. Yet, the political leaders appear to think that Nigeria can be transformed into an industrialized society without changing their mentality, reframing their meaning of leadership and designing and implementing functional public policies. The political leaders of the developed as well as those of the emerging nations could not have transformed their

economies into the healthy and productive state they are today without shifting their mentality.

Research Questions

This article focuses on the following questions: Why is it difficult for the political leaders of Nigeria to change their mindset from ‘ego-system awareness’ to ‘eco-system reality’ and develop the nation? How can the policymakers shift their ‘mental models’ to lead from the emerging possibilities?

Designing and implementing a new Strategy

With their knowledge and skills the leaders of developed nations are known to possess the capability in managing difficult situations by crafting and implementing functional strategies that align with the culture of their societies or organizations. That is different from the case with Nigeria. When a society, a person, or an organization has a problem, the first instinct will be to find a solution(s) to the problems (Kahane, 2005). A well-designed strategy is a symbol of action that will enable the authorities to achieve the desired goal – whether it is changing the behavior of a people or engineering a social change. By definition, a strategy is a “game plan” to achieve one or more goals. It is a plan, a “how” and “a means of getting from here to there” (Mintzberg, 1994:23). In addition, a “...strategy is a solution to move from where you are now to where you want to be” (Bucknell, 2011, April 12, Para 3).

As noted earlier, Nigeria is facing myriad social, political, and economic problems. Yet, the leaders do not appear to have growth mindset (Dweck, February 26, 2006) as well as the skills and knowledge to design and implement effective strategies to resolve the issues facing the nation. For instance, they are unable to tackle corruption that is ravaging the society, resolving the infrastructural and institutional problems, improving its standard of education, and rebuilding the economy. The nation’s system of education and that of the economy must align in order to make a difference in the life of the people. The political leaders should flip the lens a little to work out ways and means to serve a common good. They should collectively “develop cross-sector platforms of innovation and leadership” (Scharmer and Kaufer, 2013) for positive change in the country. One wonders why Nigeria is hard to change in spite of the human and material resources at its disposal. It appears, however, that Nigeria’s leadership quality is in its DNA. As observed earlier, the fundamental causes of Nigeria’s weak economy are poor leadership and governance that contribute immensely to the corruption scandals littering the political landscape, non-functional infrastructure and institutions, low quality of education as well as lack of practical skills and knowledge to drive the economy. There is no discernable change of attitude on the part of the leaders to address the shortfalls in the system. The leaders are not willing to put their egos aside and listen to the people. They are, therefore, mired in what has been branded “ego-system awareness” (Scharmer and Kaufer, 2013). The leaders worry about the realities in the eco-system only when there are serious national issues that threaten their own well-being as was in the case of the *Ebola* crisis (Freeman, 2014, in *The*

Telegraph, October 26, Para1) that has been described as “an epidemic without mercy” (*Time*, 2014, September 22:11).

Political stability in any society comes from the development of the institutions and infrastructure that drive the economy, create of employment, and take care of the needy. Nigeria has abundant natural and human resources that will enable the people to tackle their family and community obligations, only if the leaders can change their “mental models” (Senge, 2006) and transit from their “ego-system awareness to eco-system reality” (Scharmer and Kaufer, 2013). Without the political leaders reframing their thinking model, their meaning of leadership, and fixing the infrastructure and institutions that drive the economy; and without transforming the education system into the 21st century model and empower the youths with the knowledge and skills to compete effectively in the knowledge-driven global economy (Banks, 2008); and without addressing the needs of the growing number of the citizens in penury and poor health, the society will remain chaotic, unproductive and underdeveloped.

‘Reframing Leadership’ in Nigeria

Debates about the seemingly absence of effective leadership in Nigeria have been endless. For instance, Achebe (1983:1) has observed that “the problem with Nigeria is the failure of leadership.” Others have noted that there is poor leadership in Nigeria because most of the leaders are mired in a sense of entitlement in their actions, beliefs, and attitudes (Akor, 2014, in *Africanhadithi.com*; Ani, 2014, in *New Telegraph*, November 19). Nigeria does not need a leader with a sturdy sense of entitlement and bad attitude, but one who can tackle the intractable problems facing the nation. Without any doubt, the people would like their myriad social, political, and economic problems resolved by the political leaders. Specifically, they would like to have an enabling environment and a healthy economy; peace and stability in government; good roads; and functional hospitals and schools. Additionally, they would like their human and civil rights that are being trampled upon by the leaders respected. The leaders talk about these issues without resolving them; instead, they lock themselves up in their lofty offices dishing out orders that are unimplemented. But the people may not get the essential services they need without the leaders reframing their meaning of leadership (Bolman and Gallos, 2011).

The political leaders of Nigeria do not seem to understand the real essence of leadership. True leaders are the servant of the people and have passion and understanding for those they lead (Hunter, September 1, 1998). They are known to resolve conflicts by reframing the situation, which means “looking at the situation with a new set of eyes” (Dyson, 2014, para1). When the leader reframes, it will enable him or her to respond to situations by commanding control with confidence (Dyson, 2014). As noted, leadership is not in the position; it is responsibility and accountability; and it is for the good of society to enable the people to achieve their full potential. Instead of providing them with the necessary services, the political leaders of Nigeria use government policies to buy support from the gullible masses.

It has been observed that personal growth (or personal development), integrity and vision are among the component parts of leadership. Therefore, the leaders must change their mindset in order to lead from the emerging future possibilities (Scharmer and Kaufer, 2013). As Peter F. Drucker has noted, "You cannot manage other people [or a society] unless you manage yourself first" (Drucker, August 23, 2010-edited and with Introduction by Rick Wartzman:173).

Although there are other styles of leadership (Autocratic, Democratic Participatory, *et cetera*), in *Leadership*, Burns (1978) emphasized two types: a) *transformative*; and b) *transactional*. *Transformative* leaders are those who have a vision to mobilize people to action, while *transactional* leaderships are addicted to *quid pro quo*- "If you scratch my back, I will scratch yours" (see Banks, 2008: 94). This style of leadership seems pervasive in Nigeria. Yet, another type is leadership that hands down orders from top to bottom. Transactional style of leadership is mostly adopted by leaders who want utmost control over the decision-making process in an organization (Kouzes and Posner, 1995). Also, most of the leaders of Nigeria appear to fall within this category as the society has powerful leaders without effective institutions to tame their actions. Many people in the society wish to be leaders, but very few understand the essence of leadership. True leadership is about serving the people; it is about having a sense of responsibility; it is about providing the people the service they need, or "getting things done through people" (Northouse, 2007). In addition, leadership is about inspiring others to excel. In a democratic society, power is said to come from the people at the grassroots. In making decisions the leaders must take cognizant of the opinions and perceptions of the people. The essence of leadership, as it has been observed, is setting direction and lure others (followers) to align with it to achieve mutually desired outcomes. Therefore, the leader will assume responsibility for what went well and what went wrong. Put differently by Scharmer and Kaufer (2013): "The essence of leadership has always been about sensing and actualizing the future."

Nigeria's political leaders are filling their pockets with public money instead of serving the people. To move forward, Nigeria's leaders must change their mindset and the people must not allow them to continue "patching problems," instead of "re-designing" the system to make it function effectively (see Anderson, December 2013, para20). The leaders should also learn to become "servant leaders" (Greenleaf, November 2002) and better listeners so as to *transactional* empower the people with the skills and knowledge they need to become more productive. Additionally, they should be "grounded in mindfulness and service" (Maqueda, 2014, April 18, Para1) to enable them design and execute effective policies, and offer solutions to the nation's myriad social, political, and economic problems. That means reframing leadership and the environment.

Reinventing the environment

Nigeria's extractive political and economic institutions that has created poor environment for economic activities do not engender incentive for the citizens to save, invest, and

innovate. Power and wealth are concentrated in the hands of those controlling state apparatus. In other words, only those in control of or connected to those in political power are benefitting from the system. This has destroyed the environment thereby rendering the system ungovernable without functional law and order and without creating economic incentive to enable the citizens play the pivotal role of revitalizing the economy. This will help to bridge the growing gap of income and economic inequality in the country.

As human beings our actions, attitudes, and beliefs are defined by our "physical environments" (Dewey, 1934:345). As such, we cannot remain in a dysfunctional environment and expect good outcomes in what we do. As our "physical life" is affected by the "physical environment" (Dewey, 1934:345), so also our nation's chaotic environment affect the quality of attention the people give to their actions. For instance, the environment is corruption-charged; and that has affected the "moral life" (Dewey, 1934:345) of the people and the health of the economy. Therefore, "No permanent solution is possible save in a radical social alteration" (Dewey, 1934:343). The political leaders can only change the system by changing their mindset or mental models (Senge, 2006). They are always on each other's throat with petty politics (*The Economist*, January 4th-10th, 2014:31), instead of dealing with broad national issues and creating an environment that would accommodate the interests of the diverse population. For instance, the former president, Chief Olusegun Obasanjo, during the run up of the March 31, 2015 general election, was always very critical of the policies of president Goodluck Jonathan (*Vanguard*, December 12, 2013), instead of working collaboratively with his administration to build a stable and brighter future for the society. It is the general believe that the Chief Olusegun Obasanjo's anti PDP activities likely contributed to president Goodluck Jonathan (PDP) defeat by General Muhammadu Buhari (APC) in the general election. But General Muhammadu Buhari does not appear to be the messiah Nigerians have been waiting for as he does not seem have the skills and knowledge to work with the national assembly and tackle the problems facing the nation (*Time*, 2015, April 13:12). Also, instead of designing and implementing effective monetary policies to build a healthy economy, the former governor of Central Bank of Nigeria, Mallam Sanusi Lamido Sanusi, who is now the Emir of Kano, took delight in heating up the polity by alleging that the NNPC failed to remit about \$49.8 billion to government's coffer (*Vanguard*, December 23, 2013).

Furthermore, the long-running misunderstanding between the Federal Government and the Academic Staff Union of Universities (ASUU)-a union of university academic professors founded in 1978- (*Punch*, December 31, 2013), disrupted the academic calendar of higher institutions for months. In addition, the relentless drop in global oil prices is putting enormous economic pressures on the government that lacks any solution to the problem. The energy wasted on all these sociopolitical plots could have been channeled towards retooling the education system to open the nation "up to the highest future possibilities" (Scharmer and Kaufer 2013). Everyone seems to agree with the general observation that

corruption and economic mismanagement (Ross, 2014), which has scared away both domestic and foreign investors from the economy, is a major part of the problem. Corruption has created a sink hole that has swallowed the fund budgeted for restructuring the nation's education system.

Radical Transformation of the Education System

As noted earlier, Nigeria is facing major challenges, including crisis in the education system. In particular, the education system lacks proper funding and planning (Afolayan, November-December 2014); teaching and learning are based on theory with little or no practical application of what the students learned in the classroom. Practical application is the way for any society to become innovative and creative and, therefore, to produce results the people wants (Scharmer and Kaufer, 2013). The ultimate goal of teaching is to ensure that students develop a deep understanding of the subject matter and interconnected knowledge and skills they can draw upon when needed (Banks, 2008). The problem facing the nation's education and other facets of the polity is dictated by the extractive political and economic institutions and the leaders who have failed to shift their mindset toward progressive and destructive innovation for economic success. Nigeria's repressive political and economic institutions have contributed immensely to eventual socioeconomic decay or stagnation (Acemoglu and Robinson, 2012). To transform the education system, the leaders' education policies must shift toward promoting favorable institutions and progressive innovation (Acemoglu and Robinson, 2012). The teachers and administrators in the education sector should be motivated to acquire the knowledge and skills needed to introduce practical education that works (Banks, 2008). It has been observed nations rise when they design and implement pro-growth education policies, create political institutions that share power (Acemoglu and Robinson, 2012), train and educate productive workers. But they fail when the institutions fail to adapt to the environment or when the powerful political elites benefiting from the *status quo* prevent the institutions from being transformed. To move forward, Nigeria's leaders should create progressive political and economic institutions, adopt education system and teaching and learning methods that have been tested by successful countries so as to adapt them to fit into Nigeria's environment.

While some educators and policymakers think that investing in technology only will improve the education standards and student performance, others have different opinion. For instance, Daniel Goleman in his inspiring new book, *The Triple Focus: A New Approach to Education*, co-authored with Peter Senge, thinks that 'blend in lessons in social and emotional learning can help students better understand themselves, their peers and the larger systems around them'. Such instructional techniques can improve both social skills and academic performance (Goleman and Senge, 2014). Improving Nigeria's education system should go beyond rhetoric. The leaders should adopt effective teaching, learning and education reform that will add value to the system. It seems only possible through building mindful schools and training mindful educators – those who have the welfare of

students at heart, and are committed and motivated to making teaching and learning enjoyable. It has been observed that mindfulness is an antidote to the diseases of the twenty-first century life (Cullen, 2011).

Perhaps, because of poor investment in human capital development (education and health care) the graduates Nigeria's secondary schools (high schools) churn out yearly by the educational institutions are ill-prepared to face the rigors of university education. To reverse this ugly trend, leaders of the secondary school education sub-sector should develop progressive policies and educate the educators so that they can empower their students with the knowledge and skills to become effective participants in the 21st century economy (Banks, 2008). Lack of proper attention in preparing high school graduates for university education seems to pose serious problems for the development of creative, innovative and productive citizens. For the workers to compete effectively in the 21st global economy (Scharmer and Kaufer, 2013) the education system should be transformed to empower workers with the 21st century knowledge and skills (Trilling & Fadel, 2009). Nigeria's education sector needs leaders "who are transformative in orientation" (Banks, 2008:94). Without retooling the education system and arming the workers with appropriate skills and knowledge; without abolishing policies and politics that are inimical to economic development and prosperity, Nigeria cannot be transformed into a productive society. Developed and progressive countries became what they are today because their people fought and overthrew the powerful political elites who dominated political and economic power and create a society where political rights were properly shared and the government became responsive to the needs of the people (Acemoglu and Robinson, 2012). To improve the nation's education system the educators should first be educated and motivated to empower their students, because the quality of faculty and teachers matter (Kezar and Maxey, November 2014) in the quality to teaching and support they provide the students.

The education leaders are good at blaming the teachers and students for the poor performance in external examinations, such as WAEC and NECO without taking responsibility for their own contribution to their poor performance. Since quality matters the leaders should develop an education system that serves the society well. They should upgrade the status of the educators, treat and respect them like other professionals; they should empower them to make better decisions (Banks, 2008) and effectively perform their duties. "A teacher's skill makes a difference in student performance" both "in school and their feelings of well-being" (Saphier *et al.*, 2008).

Teachers are the unsung heroes in the society (some people would argue it is the same in every society around the globe)! As a profession, the society should honor and value the teachers, support them with the resources they need to enable them grow and develop, pay them meaningful salary (living wage), and treat like professionals they really are. More importantly, teachers should be empowered with the necessary instructional support (assigned mentors and emotional support experts) for them to perform their well. The nation's education curriculum should be restructured to include conflict creative

resolution skills as well as social and emotional intelligence learning. As future leaders, teaching the youth good communication skills, ability to manage their emotions creatively and good decision making process are also imperative.

But it is unreasonable to expect the disrespected teachers to educate and motivate the youths; the society should expect to get only what it has invested in the education system. As John Dewey has observed: "...we receive but what we give..." (1934:214). When teachers feel honored they will develop the capability and commitment to educate their students and empower them with the skills, knowledge, and attitudes to "become change agents [in the] society" (Banks, 2008:97). The bottom line is that the society should reform the educational institutions by discarding the education policies that don't work because the state of the education system will affect the conditions of the whole system, including the healthcare system.

Transforming the Health Care System

The quality of political and economic institutions (including the healthcare institutions) matter in socioeconomic development in societies around the globe (Edison, 2003; Hoff, 2003). Without creating an inclusive political and economic institutions sustainable growth and development is difficult, if not impossible. For Acemoglu and Robinson (2012:x) "institutions that encourage prosperity create positive feedback...that prevent efforts by [greedy and selfish political] elites to undermine them". While healthcare is said to be getting better in the developed world, Nigeria's healthcare system, like the educational system, does not appear to meet the needs of the people. Put differently, Nigeria's healthcare institutions are not yet in the season of celebration. There are poorly equipped hospitals and health clinics strewn all over Nigeria (Dantiye, 2015, in *Daily Trust*, January 2; *Guardian*-(editorial) November 27, 2014). And like the educational institutions, the healthcare institutions are lacking the emerging 21st Century medical science and technologies that would enable the healthcare workers to provide high quality health services to the poor who need them most (Adejoro, 2015, in *Daily Times*, January 1; Musawa, 2014, in *Leadership*, December 3).

The healthcare providers cannot provide good quality health services without effective institutions, proper training and resources. Worse still, they operate in unsafe work environments (Dantiye, 2015, in *Daily Trust*, January 1). Transformation of the healthcare system should therefore "revolve around transforming the relationship between patients and the healthcare providers" (Scharmer and Kaufer, 2013). That means changing the mindset of the political leaders, the attitude of the elites and by creating pro-growth healthcare policies and institutions. As noted earlier, there are many communities in Nigeria without basic healthcare facilities; and the people do not have access to primary health care services (Adejoro, 2015, in *Daily Times*, January 1, para20) taken for granted in the developed world. Consequently, thousands of Nigerians die every year from preventable diseases or minor ailments' such as high blood pressure, hypertension, prostate

cancer, diabetes, breast cancer, maternal child birth issues, and malnutrition (Musawa, 2014, in *Leadership*, December 3). Due to ineffective political and economic institutions as well as the deteriorating health system the political leaders (and others who can afford it) often travel abroad to receive high-quality healthcare services at the expense of the public (Dantiye, 2015, in *Daily Trust*, January 2; Adejoro, 2015, in *Daily Times*, January 1). The ordinary citizens they left behind often resort to predatory pastors in the mushroom churches littering the landscape for salvation and private assistance to resolve their basic health problems (*Guardian*-editorial, 2014, November 27). To produce a healthy productive workforce for the 21st century economy, and to build a stable society, the leaders should rethink the ways they manage the nation's healthcare institutions.

The ineffective political and economic institutions (as noted earlier) are inimical to the growth and development of the society. Medical doctors and other healthcare workers are often on strike to press home their demands over diverse issues, including non-payment of salaries and allowances, which often lead to unnecessary loss of lives (*Punch*, 2014, October 16). As a result, many Nigerians have lost fate in the healthcare system as they perceive the healthcare workers as unreliable, unskilled, undereducated, and not kindhearted health care providers (Dantiye, 2015, in *Daily Trust*, January 2). Some people think that the healthcare professionals care only about their remuneration than provision of health services to the needy (*News Agency of Nigeria-NAN*, 2014, October 18).

The health care workers have the right to protest under democratic rule. The protest may have exposed the rot in the health care institutions. As Travis Smiley has noted, "The suffering of everyday people gets rendered invisible if they don't find a way to express it" (*Time*, May 11, 2015:39). Nigeria's leaders must find the political courage to address the critical healthcare issue. Everyone should have access to high quality health care that is being enjoyed only by the rich and powerful political leaders. The administrators of the healthcare institutions, in collaboration with the global medical community, should transform and modernize the nation's healthcare system for the benefit of everyone. Put differently, "We must find the courage to address what kind of nation we want to be" (Smiley, 2015, in *Time*, May 11, p.39). Building functional health care facilities in every community to deliver high quality health services to the citizens as well as building a healthy economy is imperative. But this requires an effective institution and a transformative leader who is committed to working collectively with others in the society to build a healthy economy.

Building a healthy economy

This seminal work, *Leading from the emerging future*, also discussed what it branded the "logics of institutional power" as well as the process of "transforming the field structure of an institution" (Scharmer and Kaufer, 2013). It avers that unless a society succeeds in "transforming the key institutions that constitute" its "systems" it will be unable to tackle both the global and domestic challenges it faces. The authors advised

that the leaders should, therefore, shift from “ego-to eco-system awareness—that is, from organizing around special interests to organizing around common intention” (Scharmer and Kaufer, 2013).

For the writers of this article, that means, in essence, that the prevailing ineffective political and economic institutions in Nigeria are known to breed a weak economy, which creates high unemployment and poverty as well as generates sociopolitical uncertainty. Yet, the political leaders of Nigeria do not appear to take the threat to the nation’s institutions and national stability seriously as they are mired in their selfish political interest (*The News*, November 11, 2014). Perhaps that is why *Leading from the emerging Future* posits that “In order to meet the challenges of our time, we need to shift our thinking as individuals and as a society” because “Today’s economy works as a set of locally embedded and globally interlinked eco-systems” (Scharmer and Kaufer, 2013). It must, therefore, be said without equivocation that Nigeria’s economy is not an exception. Nigeria’s economy is threatened by poverty and corruption. Many Nigerians appear to have innovative, creative and entrepreneurial skills but the extractive political and economic institutions, unfriendly business environment, and poor leadership that have combined to create weak economy, have not allowed the society to tackle its systemic problems. The sordid situation does not allow for what economic gurus have branded ‘creative destruction and innovation’ (Schumpeter, 1942).

To build a healthy economy the political leaders of Nigeria must shift their mindsets it has been done in ‘East and South Asia (Singapore, Korea, Japan, China, Taiwan, and Vietnam, and Northern Europe’ among other progressive societies (Scharmer and Kaufer, 2013) to enable them invest in the infrastructure and institutions that drive the economy. This will enhance individual and national productivity. Connected with this economic transformation process is that the society must empower the youths with the skills and knowledge to take initiatives, conduct independent inquiry, compete effectively in the global economy, and produce results the society wants (Scharmer and Kaufer, 2013). As Senge (2006:370) has aptly noted, “When... people develop [effective institutions and work collaboratively]...they can be a formidable force for change” in the society.

In reality, “more transparent model of government” is known to focus on “empowering” the “citizens to be entrepreneurial and inventive”(Scharmer and Kaufer, 2013). However, the secret of economic growth, since the time of Adam Smith is specialization. But this is only possible with effective political and economic institutions that will enable Nigeria to train the needed technical manpower to specialize in producing the goods and services the world wants. This goes to say that economic growth and investment in human capital development are inseparable as they complement each other (Ocampo and Vallejo, 2012). This leads to innovation and development both in the developed and developing nations. Also, effective policymaking and implementation will enhance national development and global competitiveness (Siddharthan and Narayanan, November 4, 2013).

One wonders why Nigeria’ leaders not adopting and adapting to the new methods of “co-shaping” the nation’s “collective future” (Scharmer and Kaufer, 2013) espoused in this seminal work. While Nigeria seems to have a history of democratic elections, it does not appear to have a transparent government and inclusive political and economic institutions, which will engender socioeconomic development. There are always violence, intimidation and electoral fraud during elections. With that chaos would reign with kidnapping for ransom and political murders. Those who can afford it would hire private security personnel for protection. Given what we have gleaned from this book, Nigeria cannot build a healthy economy and lead *from the emerging future* without the leaders shifting from their engrained “ego-system to eco-system awareness both individually and collectively” (Scharmer and Kaufer, 2013). Without institutional transformation of the education and health care system and without tackling the endemic corruption and security challenges the society will remain chaotic and underdeveloped with untold human misery.

Corruption, Security and development challenges

As we have seen, among the forces retarding Nigeria’s development include corruption and insecurity. Regrettably, decades after its independence in 1960 many Nigerians still harbor the mentality that public fund belongs to nobody and that any person who has access to public account should divert it to his or her own personal bank account. It is, therefore, a general believe that corrupt has prevented Nigeria from investing its abundant oil wealth in human capital and infrastructural development to enhance the economy for common purpose. In an article “Oil giant that runs on grease of politics” in the *San Francisco Chronicle*, Nigeria was described as a rich nation floating on oil wealth “but almost none of it flows to the people” (Bensinger, March 11, 2007). Due to endemic corruption only a few individuals in the corridors of power are reaping the benefits of the nation’s oil wealth. The authors of this article wonder why it is hard for the leaders to tackle the corruption-scandals (Ross, 2014, March 11) that are strewn on the nation’s political landscape like straw hut in a hurricane. Another ‘blind spots’ in Nigeria’s sociopolitical and economic development is insecurity.

The *Boko Haram* (a militant *Islamic* group) onslaught(*Punch*, 2014, November 5; Carson, 2015)in the northeast is threatening to destabilize the country. Members of the group have kidnapped more than two thousand (2,000) citizens, mostly women and children, and killed or maimed thousands of others. Nearly two year ago, this group raided and kidnaped schools girls from their dormitory in a small town in the northeast called *Chibok* (*Time*, 2015, May 11, p.12) and the government does not seem to know their where about. The activities of this group have displaced many people and negatively impacted businesses and economic activities in the area. Recently, however, the Nigerian military with support of troops from the neighboring Chad, Cameroon and Niger, has intensified efforts to drive away the group from its enclave in a thick forest where it was suspected that the Chibok girls were being held. But many people were disappointed that those rescued from the forest were not the girls (*Time*, 2015, May 11, p.12). Although the president-elect,

Muhammadu Buhari, has made various political statements that he would rescue the girls, obliterate the *Boko Haram* group, tackle corruption, and restore economic normalcy in the society, the citizens seem to have adopted a “wait and see attitude” because he does not appear to be the messiah they have been waiting for.

The political leaders of Nigeria find it difficult to change their mindset and tackle to issue issues facing the nation. As a result, they lack sustainable solution to the insecurity and corruption issues in the society. But they are only good at pointing accusing fingers on everyone else. It is feared by many well-meaning Nigerians, including this writers, that corruption and insecurity problems, if not resolved, could precipitate into a state failure as political instability is known the world over to affect economic activities and hinder socio-economic development.

Changing Mindset and Behavior

As we have seen from the change framework of *Leading From the Emerging Future*, when the leader of an organization is shifting, he or she is changing the state of the entity either collectively or individually. It is imperative to note that individual or collective change leads to growth and development. Every person has a mindset, which is the totality of our knowledge, core beliefs, and thoughts that influences our view about ourselves and the world in which we operate (Dweck, December 26, 2007: 6; Mindsets. @ <http://www.mindsets.com>; also see Davies, January 29, 2015). Put differently, our mindset determines how we receive, process and react to information (Dweck, December 26, 2007). For *Webster's New Collegiate Dictionary* (1980), mindset is “a mental inclination, tendency, or habit; a fixed state of mind” (p.725). But for Dweck (December 26, 2007:6), professor of psychology at Stanford, a set of attitudes need not be so set because they not set or “carved in stone.” It has been observed that to lead an organization successfully the leader must shift his or her leadership mindset.

However, changing a person mindset means reframing or changing the person's old self for a new one or changing the person's old way of thinking to new way of thinking see (Anderson, December 2013). All depends on the meaning the person attaches to things around him or her. There are two fundamental types of mindset that everyone has: a “fixed mindset” or a “growth mindset.” A fixed mindset is one in which you view your talents and abilities as fixed or that your “qualities are carved in stone” (Dweck, December 26, 2007: 6). That means you are who you are, your intelligence and talents are fixed, and your fate is to go through life avoiding challenge and failure. A growth mindset, on the other hand, is one in which an individual sees his or her mindset as fluid, a work in progress-that our fate is one of growth and opportunity (Dweck, December 26, 2007). A change of mindset is always possible (Dweck, December 26, 2007: 8-13). It is only a death person who does not change or shift his or her mind on an issue. At any given time, any person can change from a fixed mindset to a growth mindset and learn to use a growth mindset to achieve success and happiness. Good leaders as well as good followers need this is the type of mindset for their nations

or organizations to grow, develop and thrive as well as for individuals to reach their full potential. As noted earlier, a person's mindset directs his or her action. “The view you adopts for yourself profoundly affects the way you lead your life. It can determine whether you become the person you want to be and whether you accomplish the things you value” (Dweck, December 26, 2007:6). According to Green (2012), developing a growth mindset is ‘a chance to grow’ or to be successful in what one does.

How does one change his or her mindset? It has been observed that the first step to changing one's mindset is acquiring the right information and utilizing it effectively (Dweck, December 26, 2007; Mindsets @ <http://www.mindsets.com>; Davies, January 29, 2015; Jacoby, February 2012). For Dweck (December 26, 2007), one can change from a fixed mindset to growth mindset by learning to hear your fixed mindset “voice”(p.105); recognize that you have a choice (p.101); take the growth mindset action (p.124); and practice-acting on positive or growth mindset. To be successful an individual (a leader or follower) must align his or herself with the best people around (a good role model)and model their ways of thinking or reacting to issues. In other words, having a good role model can enable an individual to positively change his or her mindset. An individual (or a leader) can change his or her life by scrutinizing his or her mindset or by looking into the engrained belief-system. Leaders or followers can change their beliefs (or flip their lens around a bit) if they think their belief system is not helping them to move forward. This is because some belief-systems can and do limit a person's activity and progress.

Furthermore, for one to positively change his or her mindset the person has to build the mindset around meaningful goals and vision. And one must always re-examine himself and learn from past experiences why the person is not getting the outcome he or she wants. This will enable the person to discover his or her true voice-what the person is truly good at and direct the mind and heart to those activities. However, for an individual to sustain the acquired positive mindset the person must guard or protect it from being contaminated by bad information, bad habit, or bad belief system from others. Developing talents and skills as well as moving away from a dysfunctional environment can also help a person to change (Jacoby, February 2012; Mindsets. @ <http://www.mindsets.com>; Davies-ebook-www.SamuelThomasDavies.com).

More importantly, maintaining confidence in oneself is imperative in changing a person's mindset (Dweck, December 26, 2007) and behavior. Always prepare your mindset for change because change is imperative. As *Leading From the Emerging Future* has aptly noted:“In order to meet the challenges of our time, we need to shift our thinking as individuals and as a society” (Scharmer and Kaufer, 2013). Thus, a person cannot change his life without changing his mind.

Concluding Remarks

After exploring the change framework of *Leading from the emerging future* the authors found that there is a remarkable difference between Nigeria's development agenda, the course it has taken over the years, and those of the develop nations

analyzed in this book. Although in the opinion of the authors', this article is the initial attempt at exploring how the in-depth analysis of the myriad social, political and economic issues discussed in *Leading from the emerging future* are related to the leadership and development problems facing Nigeria, after reviewing this book's change framework and the activities of the political leaders, it can be said without equivocation that the political leaders can learn new strategies and procedures from this seminal work on how to develop the society and empower the citizen to improve their living conditions. This point of view is dictated by the simple reason that the policy making process has remained under control of the political leaders who have been trumpeting "change" in the society for decades but are lacking the proper mindset (Dweck, December 26, 2007) to transform the society into a viable nation. As we noted from the onset of this article, the leaders are unable to shift their mental models to dismantle the engrained extractive political and economic institutions that are inimical to Nigeria's economic growth and development. Put differently, they are unable to perceive the Nigerian world with new lens and offer better perspectives and insights on how to scale over or get around the obstacles that are dragging Nigerian economy back. They have promised and failed to restructure the institutions and infrastructures that are the foundations for future growth and development of the economy.

Developing a positive mindset by the leaders will change the dynamics in the political economy as well as the living conditions of the citizens. To positively transform Nigeria the political leaders must change their mindset so as to transit from the nation from its 20th century institutions and infrastructure and methods of operation in to the 21st century system. If the political leaders cannot change their mentality they will be unable to build effective inclusive political and economic institutions that will give the people a voice in the political process. Also, they will be incapable of redistributing the nation's oil wealth to trickle down to the people at the grassroots and empower them to alter the quality of attention they give to their actions. As the behavioral dimension of change espoused in *Leading from the emerging future* has noted, "The quality of results produced by any system depends on the quality of awareness from which people in the system operate" (Scharmer and Kaufer, 2013). That is the crux of the matter with Nigeria's development agenda.

Since the political leaders are incapable to improve the performance of the political economy and protect the general interest of the country, it is inconceivable to expect any positive outcome from the system. The political leaders of Nigeria do not appear to lead with integrity as they are not keeping their promises. For the society to move forward, therefore, the political leaders should learn to listen to the people and empower them to serve the cause they care about. They should begin this process by shifting their mental models (Seng, 2006), create inclusive political and economic institutions (Acemoglu and Robinson, 2012), and empower the people to elect (or select leaders) with the courage, political will, and commitment to enthrone positive change in the society. Nigeria needs a political leader with an open mind, an open heart, and an open will (Scharmer, 2007; Seng, Scharmer, Jaworski and Flowers, 2005), to tackle corruption, transform the education and healthcare systems, and invest in the

infrastructure and institutions that will enhance individual productivity and national development, without which the nation will continue to be hamstrung by economic problems, political instability and social crises.

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