




# FEDERAL ROAD SAFETY COMMISSION ACADEMY, UDI

## "Command Leadership: My personal Experiences in Command Administration"

ACM Kayode OLAGUNJU, PhD, FCILT, mni

A Presentation to Students of Senior Course 1 at the FRSC Command and Staff College Udi, Enugu State on Monday 20<sup>th</sup> December, 2021

# OUTLINE

- ▶ INTRODUCTION
  - ▶ AIM
  - ▶ LEARNING OBJECTIVES
  - ▶ CONCEPTUALIZATION
  - ▶ UNDERSTANDING LEADERSHIP
    - QUALITIES OF LEADERSHIP
    - LEADERSHIP STYLES
    - LEADERSHIP AT DIFFERENT LEVELS
  - ▶ MY PERSONAL EXPERIENCES
  - ▶ CONCLUSION
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# INTRODUCTION

Several experiences are garnered when entrusted with leadership positions, especially in a dynamic Organization like the Federal Road Safety Corps (FRSC). I have been opportune to be a Unit Commander, Sector Commander in several States (Oyo, Lagos (twice), Kogi and Rivers), Zonal Commanding Officers in RS10, Sokoto in charge of Sokoto, Kebbi and Zamfara States and also in RS4, Jos directing affairs in Plateau, Benue and Nasarawa States. So, I have been at all the key leadership levels of the FRSC (Unit Commander, Sector Commander, Zonal Commander, Corps Officer and Head of Department).

# INTRODUCTION Contd.

My FRSC top Management Positions as the Pioneer Corps Transport Standardization Officer and Head, Policy Research and Statistics for over a decade at the National Headquarter has further enhanced my experiences in Leadership and Command Administration.

I intend sharing my little experiences to show you the ways I had travelled in line with John Maxwell that " A Leader is one who knows the way, goes the way, and shows the way." I believe you are all leaders in your own right and as Ken Blanchard puts " Leadership is unlocking People's potential to become better." You have to go better.

# AIM


- ▶ To explain leadership, relate and share my Command Administration Experiences in order to enhance leadership potential of the Students

- ▶ **LEARNING OBJECTIVES**

- Explain Leadership Concepts (styles, Attributes, Skills and Strategies)
- Share and relate my Command Administration Experiences
- Engender improvement in leadership potential of the Students

# CONCEPTUALISATION

- ▶ **Command:** This is in terms of a defined area in a Military or Paramilitary Organization like the FRSC, with an Officer exercising control over a group of men and logistics for certain Operational activities
- ▶ **Leadership:** "The capacity and the will to rally men and women to a common purpose and the character which inspires confidence."- General Montgomery

- ▶ **Command Leadership** : This can be explained as exercising control in terms of providing leadership in designated areas or jurisdiction.
  - ▶ **Command Administration**: The Process of running or managing a Command.
  - ▶ **Experience** : Simply means what you do or happens to you that affects you or influences things or people.
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# UNDERSTANDING LEADERSHIP

There are several definitions of Leadership. Let us ponder on the following:

"Leadership is **lifting a person's** vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations."

- Peter Drucker

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

-John Quincy Adams



"Innovation distinguishes between a leader and a follower."

-Steve Jobs, Apple co-founder

Leadership is learning from the past, preparing for the future and, managing the present in light of the past and future.

- Dr. James Magara

- ▶ "Become the kind of Leader that people would follow voluntarily; even if you had no title or position."

- Brian Tracy



"Effective Leadership is not about making speeches or being liked; leadership is defined by results not attributes."

- Peter Drucker

"The key to successful leadership today is influence, not authority"

- Kenneth Blanchard

"The art of leadership is saying no, not saying yes. It is very easy to say yes."

- Tony Blaire

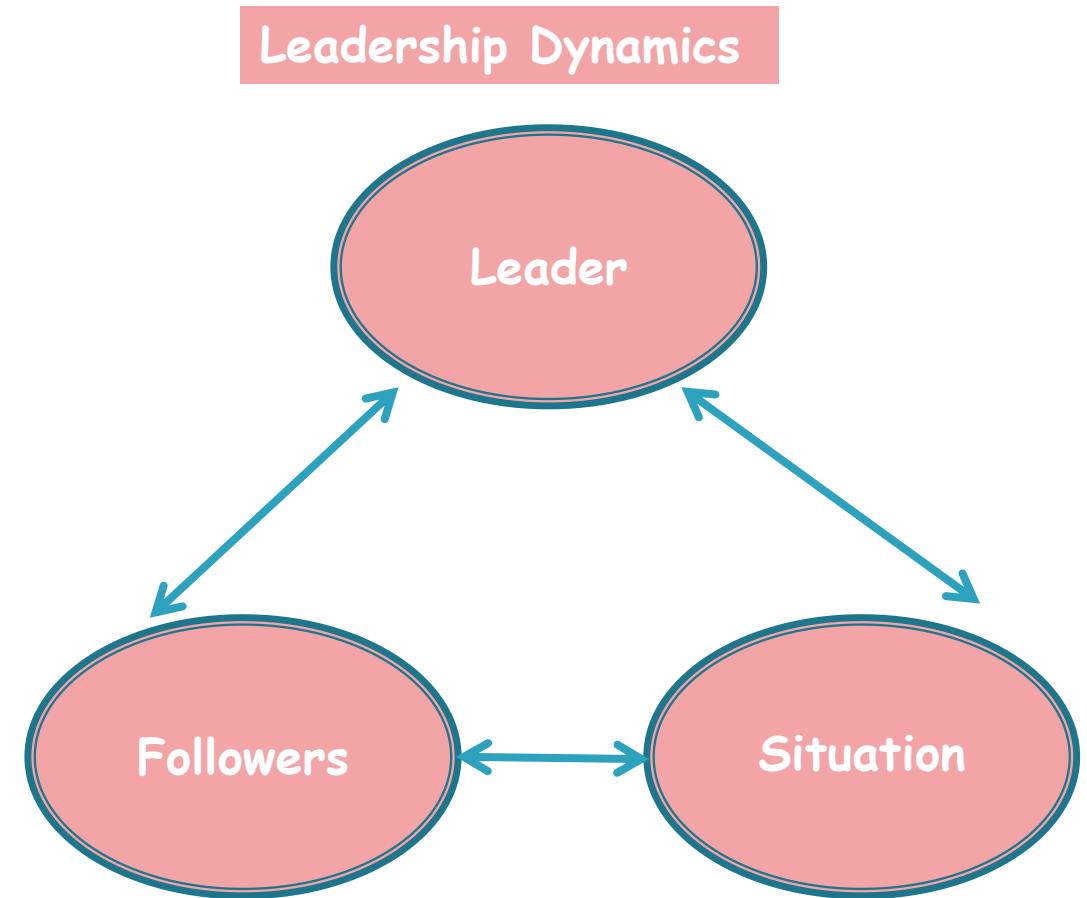
"He who has never learned to obey cannot be a good Commander"

- Aristotle





"Leadership is a product of a complex set of interactions among the leader, the followers and the situation. It is a process in which leaders and followers interact dynamically in a particular situation or environment. It is the reciprocal process of mobilizing, by persons with certain motives and values, various economic, political and other resources, in order to realize goals independently or mutually held by both leaders and followers"

-Galadima, HS (2018)




# Qualities Of Leadership

- ▶ **Vision**- There should be guiding vision with goals defined
  - ▶ **Integrity**- Your promises should be followed through
  - ▶ **Honesty**-Both Professional and personal life
  - ▶ **Trust**- Earn the followers trust
  - ▶ **Curiosity**-Always ready to learn
  - ▶ **Risk**-Take calculated risks and learn from their mistakes
  - ▶ **Dedication & Commitment**- Give your entire self to tasks and ensure resources are available to drive every part
- 


- ▶ **Charisma**-Capability to motivate people to excel
  - ▶ **Listening**-Listen to your followers
  - ▶ **Planning**- Sets up plans that pushes everyone to specific objective
  - ▶ **Motivating**- Inspires efforts for the Organization directing individuals or groups to obtain their best to achieve goals
  - ▶ **Communication Abilities**- To convey ideas and direction as well as listening to others
  - ▶ **Possession Or Acquisition Of Skill-sets**-The right skills required should be developed or acquired by all
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# Leadership Styles


## Autocratic Leadership

- Centered on the boss who holds all authority and responsibility
  - Leaders make decisions without consulting subordinates
  - Reach decisions, communicate them to subordinates and expect prompt implementation
  - The environment has little or no flexibility
  - Though goals could be achieved but does promote frustration, apathy, tension and hostility in the work environment
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## Charismatic Leadership

- Rooted in the personal and behavioral characteristics of the leader
  - Focuses on personality traits
  - Dominant among Politicians, religious leaders and celebrities
  - They wow their followers as they have the ability to carry masses of people along
  - Followers identify with the vision and accept the leader's values as theirs
  - They motivate followers to raise their performances without the use of formal authority or power
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## Participatory Leadership

- Many actors play roles in the processes
  - It is considerate, democratic, consultative, participative, and employee-centred
  - It is people oriented and facilitates interaction
  - it is oriented toward group decision making
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## Transactional Leadership

- Exchange relationship between the leader and the subordinate
- It manifests on :
  - a. Contingent reward behavior where the leader offers rewards to the follower on attainment of specific goals
  - b. Management by exception behavior where the leader monitors the subordinate performance and take remedial action if he fails to meet expected standards
  - c. Laissez-faire behavior where the leader avoids taking any decision at all times (Bass, 1998)
- It maintains or continues the status quo

## Transformational Leadership

- It stimulates and inspire followers to achieve extraordinary outcomes
  - It inspires followers to change expectations, perceptions, and motivations to work towards common objectives
  - It refers to leader moving the follower beyond immediate self-interests
  - It is about initiating change in organizations, groups, oneself and others
  - It motivates others to do more than they originally intended and often even more than they thought possible
  - It involves intellectual stimulation, individualized consideration, inspirational motivation and idealized influence (role model for followers).
  - It focuses on the big picture within the Organization while delegating smaller tasks  
(Galadima, 2018)
- 


## Laissez-faire Leadership


- It is based on the principle of non-interference or hands-off style
- The leadership allows everything to the invisible hand and not participating at all
- It is an essentially a 'no leader' approach to leadership
- It generates low cohesion, low involvement and achieve little

(Galadima, 2018)




## Strategic Leadership

- It is the ability to influence others to voluntarily make day-to-day decisions that lead to long term growth of an
  - Organization as well as its survival, and maintain its short term financial health.
  - Strategic leaders envision a future with the present circumstances in mind and pay attention to short-term financial stability, with an understanding of what is to be achieved in the long term
  - Articulation of a vision is part of the complex role for a strategic leader.
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- Organizations, nations, large elements of government, multi-national corporations, and national associations carry within their cultures, values, vision, political aspects, and the lives of people.
  - Since the aim of strategy is to link ends, ways, and means, the aim of strategic leadership is to determine the ends, choose the best ways, and apply the most effective means.
  - The strategy is the plan; strategic leadership is the thinking and decision making required to develop and effect the plan.
  - Skills for leading at the strategic level are more complex than those for leading at the tactical and operational levels. (Galadima, 2018)
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## Other Leadership Styles Classification

Some others do broadly classify Leadership broadly on decision taking styles of the leader. As such they classify as:

- Autocratic
  - Participative
  - Delegative and
  - Situational
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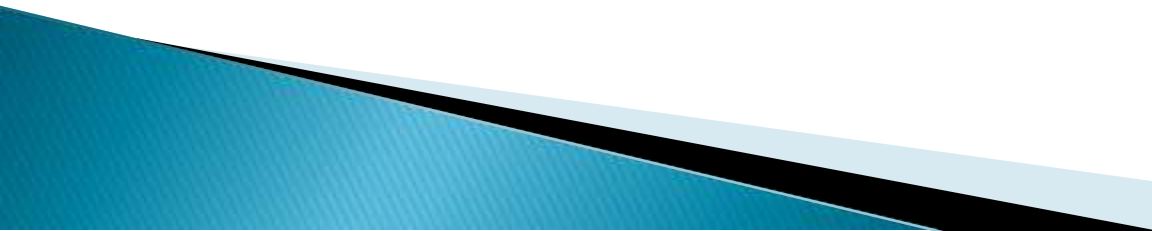
## Other Leadership Classification Types (Based On Focus)

**Traditional Leaders** have their eyes on the past and keep seeking to get back to the good old days.

**Conservative Leaders** have their eyes on the present and seek to maintain the status quo.


**Strategic Leaders** have their eyes on the future and their hands feeling the pulse of the future.

- Anigbogu, V.C (2018)



**WHICH LEADERSHIP STYLE IS THE BEST?**

# WHICH LEADERSHIP STYLE AND ARE YOU A LEADER?

- THERE IS NO ONE - SIZE-FITS ALL STYLE OR MODE OF EFFECTIVE LEADERSHIP; LEADERSHIP IS CONTEXT SPECIFIC
  - WHEN LEADERSHIP IS DEFINED NOT AS A POSITION YOU HOLD BUT AS A WAY OF BEING, YOU DISCOVER YOU CAN LEAD FROM WHEREVER YOU ARE
  - GET THINGS DONE
  - MAKE THINGS HAPPEN
  - EVERYONE CAN LEAD CHANGE
  - (PARA-MALLAM, 2018)
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# Leadership At Different Levels

**Strategic Level:** Strategic Leadership is at the top level where the executives design an organization structure, allocate resources, provide the vision and motivate the followers to key into the ideas



- ▶ **Operational** : The operational level is in between the Strategic and Tactical level. It makes contributions in both directions by interpreting policy and providing the day to day framework for **tactical leadership** to occur while keeping the strategic leaders informed of developments, issues, areas of concern, actual progress and so on which influence future decisions.
- ▶ **Tactical** (or Episodic) leadership is the level at which junior leaders operate (they may be called supervisors, team leaders or junior managers). They exercise leadership to solve a series of 'local problems' that require relatively quick solutions —leadership episodes— which are usually bounded by time and resources.

-Tozer, J. (2020)

# MY PERSONAL EXPERIENCES

- ▶ I have been involved in Leadership in FRSC at different levels of STRATEGIC, OPERATIONAL and TACTICAL.

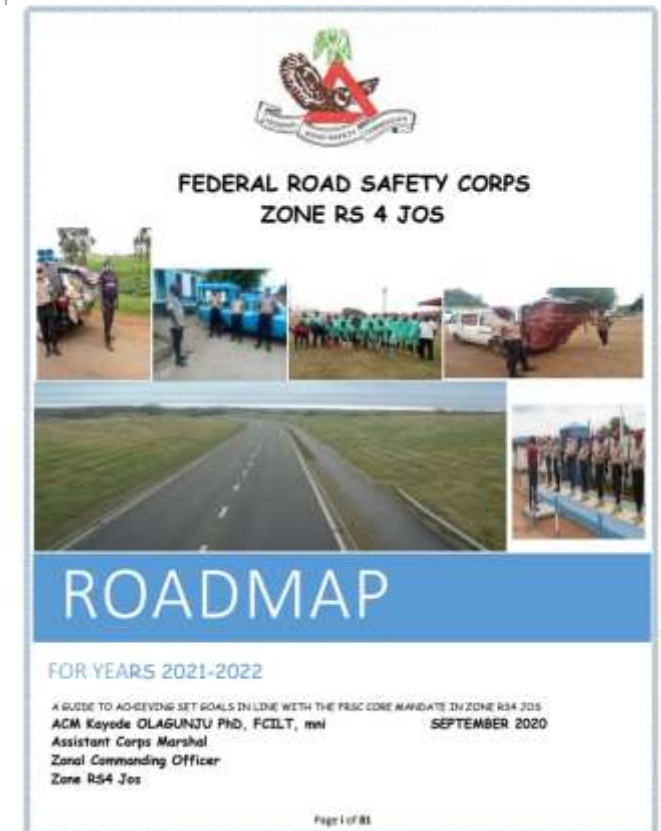
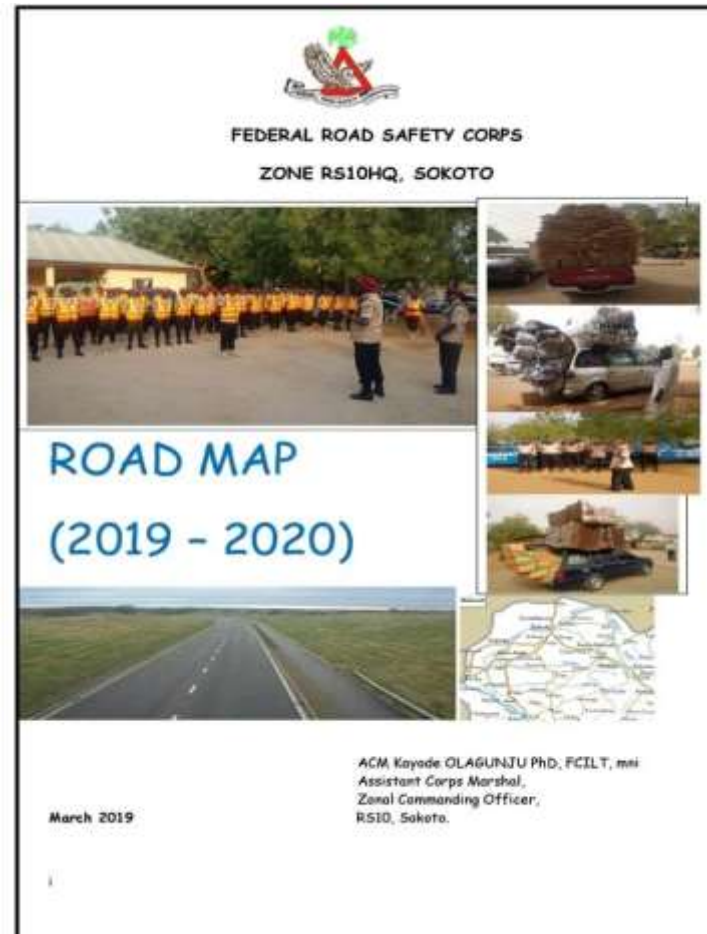
Will share with you some of the experiences that have shaped my Leadership Style that has earned me Several Management Recognitions including Best Head of Department, three consecutive years as a Member of the FRSC Management and over 40 awards, commendations and other recognitions at all the Strategic Levels of Leadership from being a Pioneer of the Corps in 1988 till date.

I believe these few experiences will be of great benefits to you all.



# Road Map

- ▶ In every command I have served as the Commander, I either review the Road Map (if any) or evolve a new one by collectively develop one that key into the FRSC Strategic Goals and seek for Management Approval. Usually a Short term Plan.



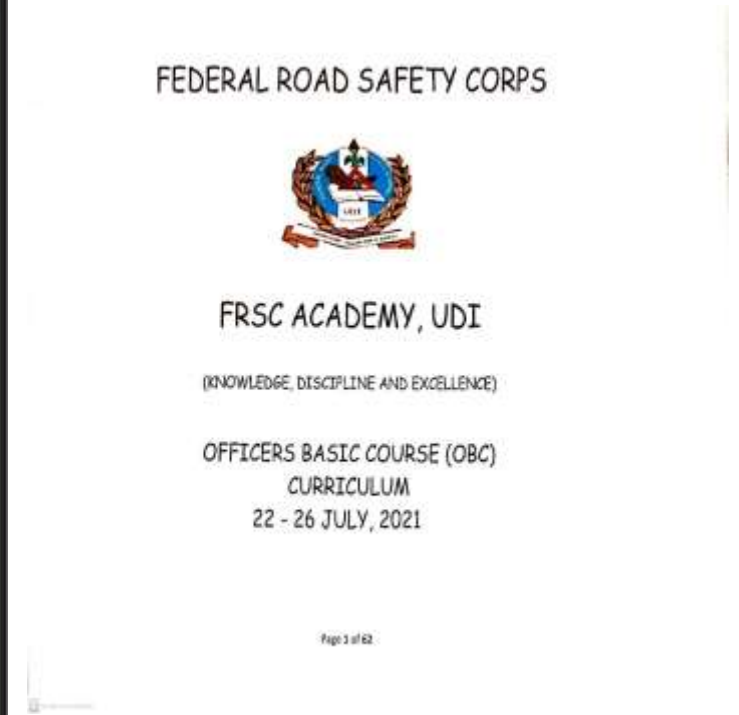
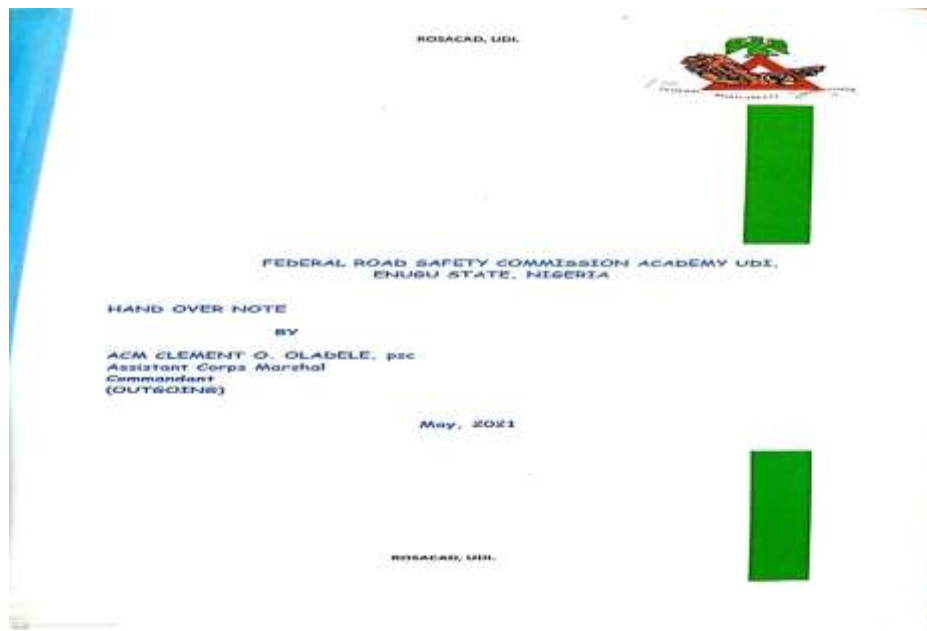
# Team Work

- ▶ This is of paramount importance



# Documentation and Reports

- ▶ Reports must be of good quality and timely. Documentation is very key here. Acknowledgement of mails and prompt response to directives very important



# Commitment and Dedication

- ▶ I always show the followers high level of commitment and dedication to duties. The positive personal experiences shown in this regard will actually motivate your staff
- ▶ Engr Ade Coker then ZCO RS5 Benin example of working late and going to accident scenes with us in the night and after imbibing such, my Kogi experience with same with my Head of ops then is a relevant case



# Integrity and Honesty

- ▶ It is true that "Officers make the Command". The levels of integrity and general honesty in your Command is a reflection of the personality of the Commanding Officer. The Followers know you and they can easily determine if you are the compromising or "No nonsense" type.
- ▶ Number of ATC (bribery) cases in Zone RS 4 Jos to about 1000 % when I served in Jos as staff started booking those that offered them bribes
- ▶ Don't take returns or ask your subordinates to aid corruption else you mortgage your future and make Command and Control difficult
- ▶ Don't create opportunity to blackmail you



# Courage

- ▶ You must be courageous in taking decisions as even some of your staff and other Stakeholders will attempt intimidating you with their "connections". You can only do that if you don't have any skeleton in your cupboard for them to blackmail you with or hold your hand against taking certain decisions
- ▶ Patrol men were continually searched spontaneously to discourage them from taking bribes
- ▶ In most cases the number of patrol men and DLC staff arrested jumped to over 10 times when I got to some Commands
- ▶ I personally led some of the Intelligence Operations and storming of the patrol points and DLC centres

# Sacrifices

- ▶ I once walked through the valley of the shadow of death for my non compromising attitude and nearly paid the supreme sacrifices.
- ▶ There are consequences for every action of yours. Weigh them and be prepared for them

'I walked through the valley of the shadow of death' – Sunrise News

BRIBERY – MY PERSONAL EXPERIENCES, ACM Kayode OLAGUNJU, Assistant Corps Marshal, Federal Road Safety Corps, Nigeria. (preciousenze.com)



## Nigeria: Shot FRSC Boss Moved to Another Hospital



*This Day (Lagos)*

18 JULY 2002

*By Frank Kintum*

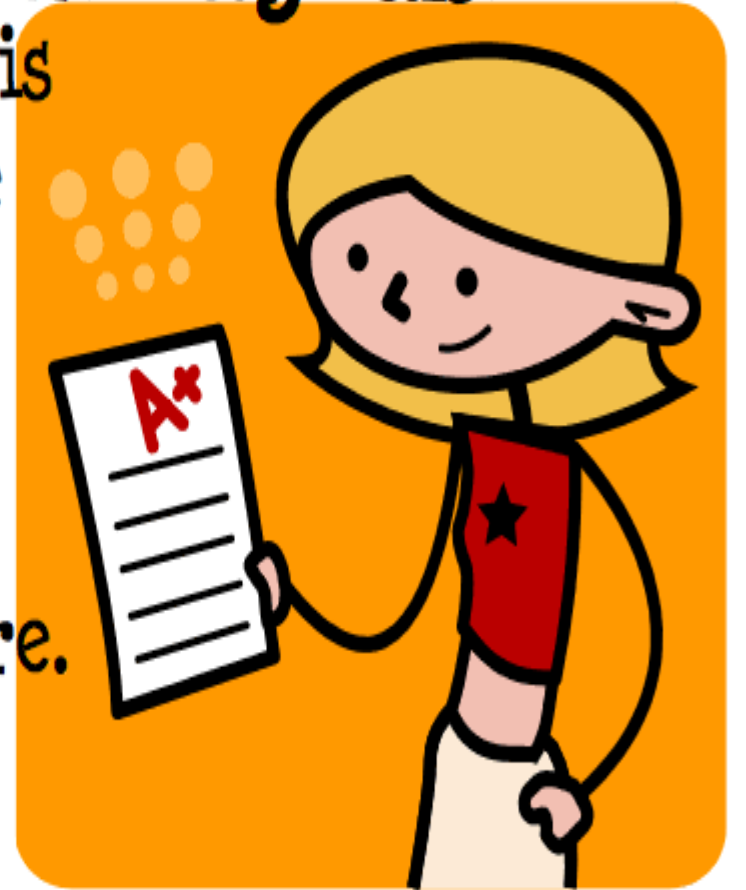
Lagos — The Lagos State Sector Commander of the Federal Road Safety Corps, (FRSC), Mr. Kayode Olagunju, who was shot in the stomach by suspected assassins last week, has been moved to another hospital where he was receiving treatment.

According to informed sources, the FRSC boss, who was attacked by four armed men in his Ojodu, Lagos home at about 9 pm Saturday night, was moved to another hospital for security reasons.


# Knowledgeable

- ▶ You must continually search for knowledge. The thirst for more information, knowledge, skills and tactics to improve yourself is very important.
- ▶ You need to be conversant with circulars, Public Service Rules. Condition of Service. Scheme of Service, Relevant Laws, Rules and Regulations
- ▶ You must be seen to know better than your subordinates

**Knowledgeable**  
Learning is  
a treasure  
that will  
follow its  
owner  
everywhere.  
-Chinese  
Proverb



# Arrogance

- ▶ Arrogance will make you feel you know it all, leading to your destruction.
  - ▶ Don't be "too big" to learn from people who know better than you in certain aspects. Your young Officer may be the one to take you through certain technical issues where you are not grounded.
  - ▶ Don't feel you know them all
  - ▶ I am an avid reader and always follow the developments in the industry
- 

# Loyalty

- ▶ You must be loyal to the system.
- ▶ "Eye service" does not connote loyalty
- ▶ Don't make efforts to destroy your boss(es) as you may actually be digging your own grave and remember, you will be paying back with the same coin later when you assume certain leadership positions

# Fear

- ▶ Don't Operate with fear. Get convinced with your positions on certain issues and follow through. Don't fear Change but Change fear



# Networking and Synergizing

- ▶ You can't stay put in your office dishing out Orders to your subordinates without networking and Synergizing with others that could aid your work
- ▶ Sharing my experience in Adamawa SC where I was actually coordinating Heads of other services in terms of Social and relationship with the then Vice President of the nation and the Adamawa State government
- ▶ Playing golf regularly and always on course with the Plateau state governor and "who is who" in the state



# Media Relations

- ▶ Have good relationship with the media.
- ▶ Know some of them personally, like getting to know their birthdays and congratulate them when they celebrate important event
- ▶ Don't have the "Farmer-Hole" relationship with the media. Don't let them feel dumped or that you only relate with them when you need them
- ▶ The media men I needed while in the Command leadership saw me as their friends. Some believed I was one of them.
- ▶ Always identify newsworthy materials and "tell your own stories"
- ▶ With good relationship with the media, they won't hurt you



**FRSC warns Nigerian ...**

The Federal Road Safety Corps (FRSC) has warned ...

[business247news.com](https://business247news.com)

**FRSC warns Nigerian against offering its officers bribe <https://business247news.com/2021/02/23/frsc-warns-nigerian-against-offering-its-officers-bribe/>**

6:11 am

# Community Relations

- ▶ Have good relationship with the host community.
- ▶ You need them more than they need you
- ▶ We have had cases when the local communities stood behind the Corps and protect the Corps facilities from being attacked during unrests



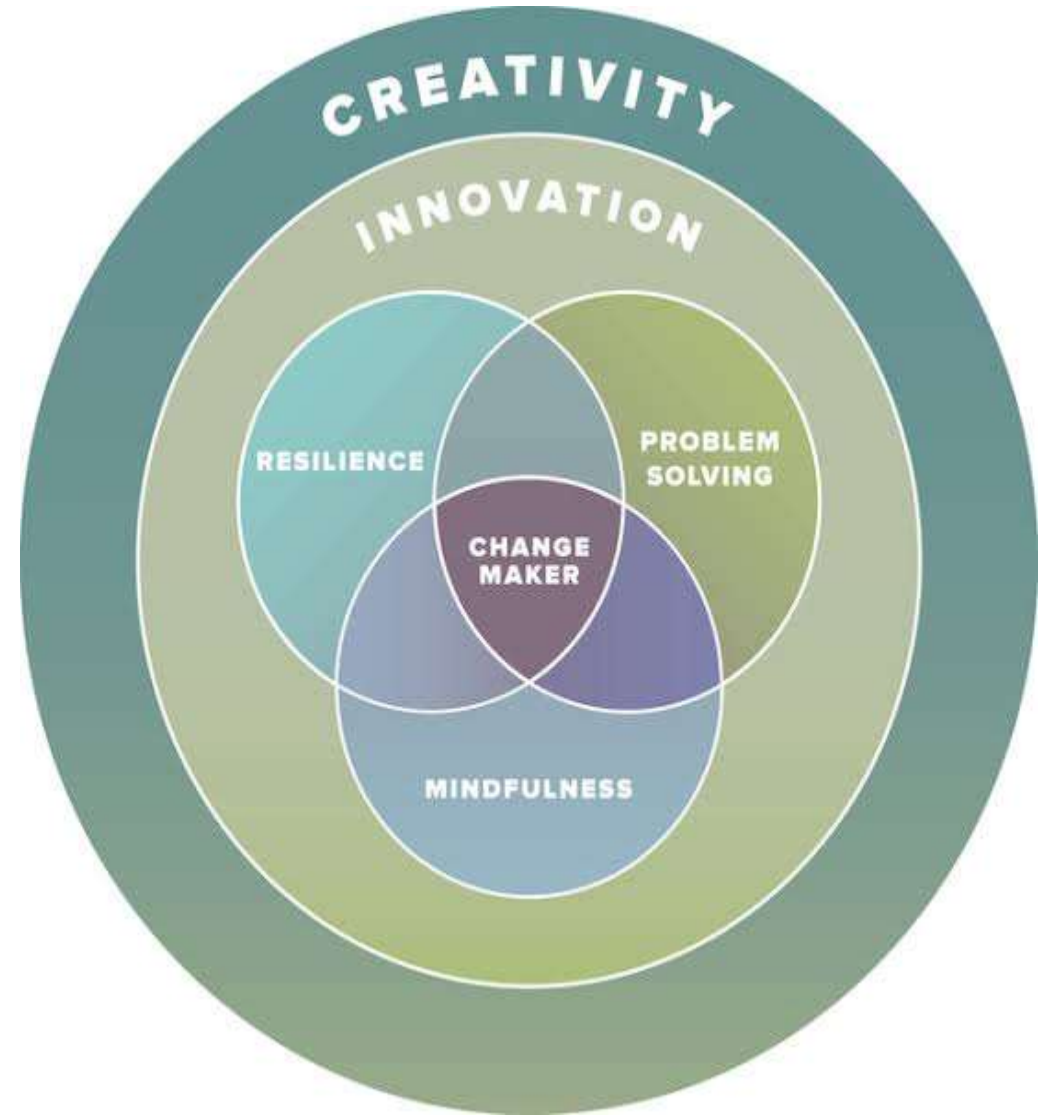
# Rewards and Punishment

- ▶ Motivate and reward good staff as you also punish infractions in good faith



# Creativity and Innovations

- ▶ Be creative
- ▶ Bring in new innovations
- ▶ In some of the Commands, I introduced the following, among others
  - Road Map
  - Inter-command Drill competitions
  - Brainstorming Sessions for staff to discuss and come up with solutions on critical issues like extortion
  - Presentations on individual Research Topics
  - Special Ops such as "Operation Shed Weight", 'Operation Good Evening\Good Morning"
  - Awards for Staff in different categories; patrol, drill, integrity, commitment, etc



# Mentorship

- ▶ Mentor your staff
- ▶ Present positive image that will motivate your staff that they will want to be like you
- ▶ Be the shining mirror
- ▶ Many of the Staff that worked with me see me as their mentors. I have heard some of them referring to themselves as "Figaro of Figgy Boys/Girls" Some of them are SCs and ZCOs today



# Remember Good Deeds and Forgive

- ▶ Mistakes are bound to be made, have capacity to forgive where necessary, especially when those involved have also done certain good deeds in the past



# Peer Review

- ▶ Benchmark your activities with the high flyers in the system
- ▶ Always do Peer Review and always aspire to be better version
- ▶ Let there be positive rivalry in the good as you create healthy competitions
  - I created Squad system in the Sectors, appointed Squad leaders with different Operational records of arrests kept to create competitions. This raised Operational Levels of the Commands

# Be a Teacher

- ▶ Always be ready to teach as you direct, correct and guide your subordinates
- ▶ Relate with them in friendly atmosphere and teach them to have better versions of themselves

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# Skills and Competences

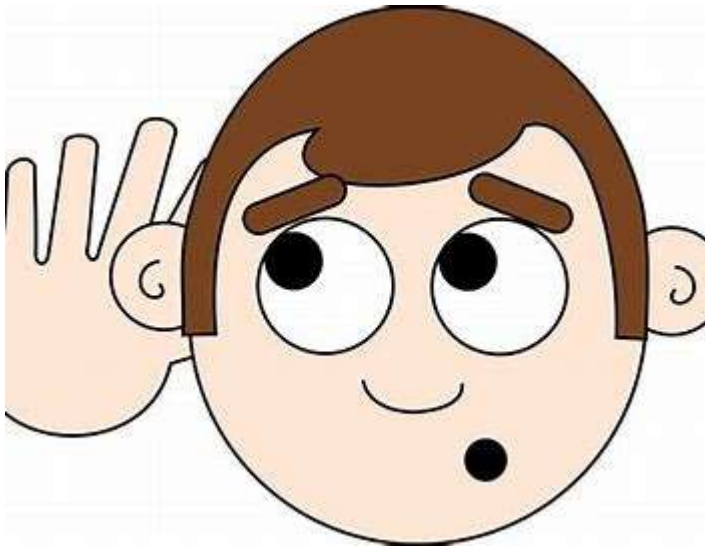
- ▶ Be equipped with the right skills and competences that aid your performances
  - Computer Applications
  - STI
  - ADR, etc

I made conscious efforts to develop myself on STI that could improve my performances



# Listen

- ▶ Why do we have two eyes, two ears but only one mouth?
- ▶ Observe and Listen more than Talking



# Identify Talents But Be Fair To All

- ▶ I always identify talents, the high flyers but show respect and fairness to all
- ▶ Encourage all to put in their best and always push them to improve



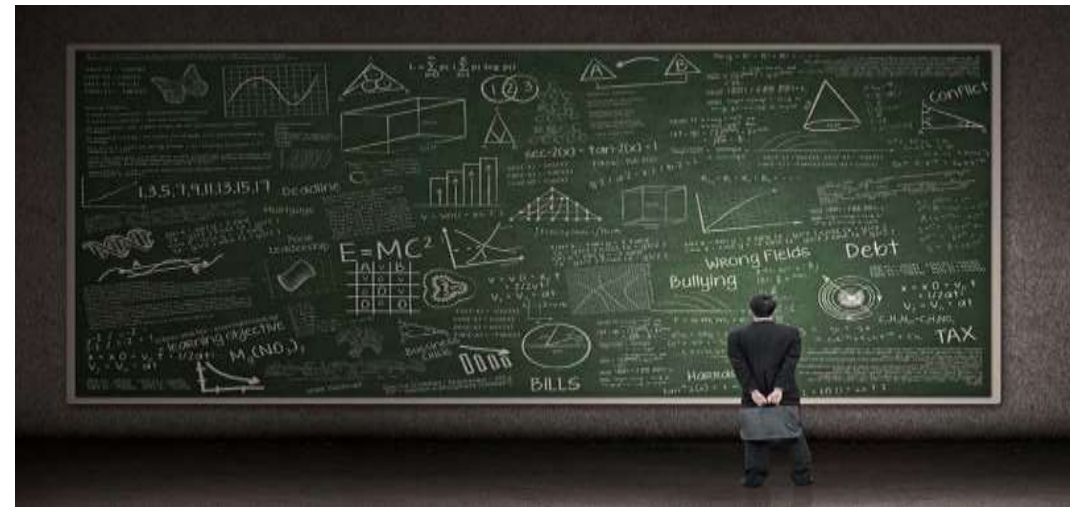
# Spirituality

- ▶ God is key.
- ▶ Don't prevent your subordinates and others from practicing their religions/faith or whatever they believe in BUT don't let such activities negatively affect the work.



# Intelligence

- ▶ You need to gather a lot of information, process and turn them to intelligence to aid your security and work
- ▶ There are repentant bribe takers ready to give you information on nature, styles and staff involved in bribery and corruption if they have your trust and confidence



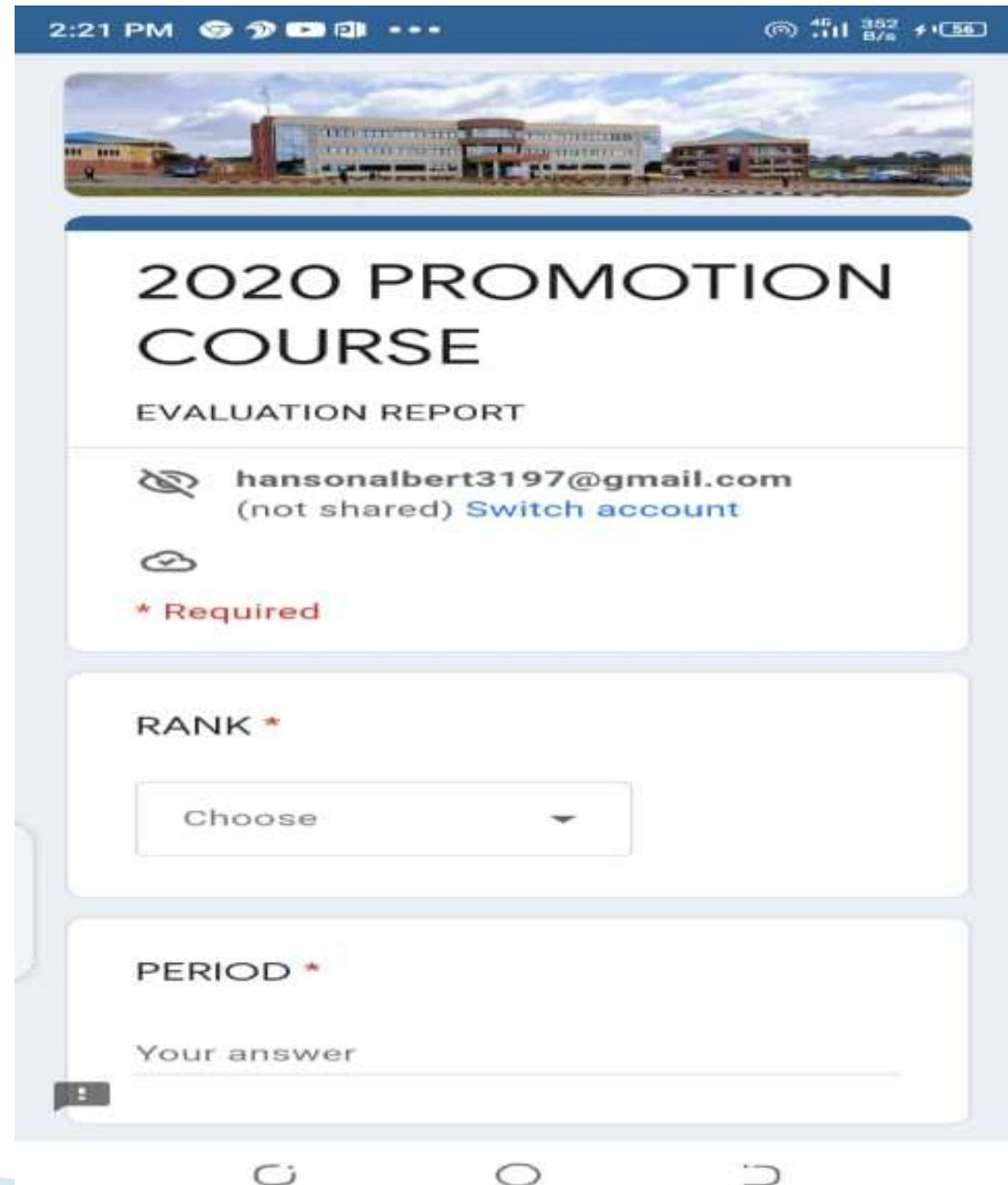
# SWOT

- ▶ Always have proper SWOT (Strength, Weakness, Opportunities and Threat) Analysis and use this as tools for better performances
- ▶ Work on your weaknesses, improve on your strength, grab all Opportunities as you tackle the Threats
- ▶ I do self appraisal and other's critique always



# Monitoring and Evaluation

It is very important to have proper monitoring of the implementation of activities and also good assessment/evaluation of the outcomes.



The screenshot shows a mobile application interface for a "2020 PROMOTION COURSE EVALUATION REPORT". At the top, there is a header bar with the time "2:21 PM" and various status icons. Below the header is a banner image of a large, modern building. The main content area is divided into sections. The first section is titled "2020 PROMOTION COURSE EVALUATION REPORT" and includes a user profile section with the email "hansonalbert3197@gmail.com" (not shared) and a "Switch account" link. Below this is a "Required" section with a red asterisk. The next section is labeled "RANK" with a red asterisk and a dropdown menu currently showing "Choose". The final section is labeled "PERIOD" with a red asterisk and a text input field labeled "Your answer". The bottom of the screen shows the standard Android navigation bar with back, home, and recent apps buttons.

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2020 PROMOTION COURSE EVALUATION REPORT

hansonalbert3197@gmail.com  
(not shared) [Switch account](#)

\* Required

RANK \*

Choose

PERIOD \*


Your answer

# Raising the Bar of Performances

- ▶ Always identify the better ways of doing things and things you can do better as you continually raise the level of your performances
- ▶ I Always aspire to be better than I am



# CONCLUSION

- ▶ I have shared with you my thoughts on leadership laced with some personal experiences with the aim of making you better Leaders
  - ▶ You are all Leaders and so, always aspire to be better as you continue to be involved at different levels of leadership
  - ▶ Improve on your Leadership Skills
  - ▶ Be your best always
- 

Wherever you find yourself, make a difference.



# THANK YOU FOR LISTENING



# REFERENCES

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*Galadima, H.S (2018)- Understanding Leadership, Policy and Strategy. Lecture delivered to SEC 40 of National Institute for policy and strategic Studies, Kuru, Nigeria.*

*Leadership Quotes : [quotes on leadership – Bing images](#)*

*Para-Mallam, O.J (2018)- Leadership Development Strategies Lecture delivered to SEC 40 of National Institute for policy and strategic Studies, Kuru, Nigeria.*

*Tozer, J. (2020)- [Leadership: Strategic, Operational, Tactical \(minervaconsulting.uk\)](#)  
[100 Best Quotes On Leadership \(forbes.com\)](#)*

# DRIVE TO STAY ALIVE

