

#### FEDERAL ROAD SAFETY COMMISSION ACADEMY, UDI

### "Leadership: An Essential Special Marshals' Performance Tool"

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## PROTOCOL

It is with great pleasure that I address this great audience of Special Marshals at the Summit themed ' Essentials for Organisational Performance: Regular and Special Marshals Perspective'

- May I therefore seek your indulgence to draw my inspiration from what I titled 'Leadership: An Essential Special Marshals' Performance Tool'
- I will on this note appreciate the Special Marshals that have been with us for a long time as well as those that recently joined the Crusade. You have all chosen a noble path of volunteerism as you contribute your quota to safer community. Let us salute the vision of the founding fathers of this Organization for this laudable Scheme
- I am privileged to have witnessed the beginning of this laudable scheme and have been involved in it till now. I remember the excitement of the first set of special Marshals in controlling traffic, academia among them conducting road safety researches and providing feedbacks, some even provided the Corps with Patrol Cars and tow trucks etc.
- I have also witnessed the emergence, Performances and Challenges in terms of Leadership of the Special Marshals, hence confident in addressing you on Leadership

# INTRODUCTION

be attained

The activities of the Special Marshals have through their advocacy have helped to improve the image and public perception image as well as enhance the awareness of Road Safety in most segments of the Society and their competencies at the same time complement the efforts of Regular Marshals especially in the area of Patrol Operations, researches, traffic control, public enlightenment etc (Olagunju, 2017, 2019)

Leadership is contextual but in which ever way it is defined, the leader helps to identify goals, device appropriate strategies to achieve such goal and provide directions and motivation for the group so that goal agreed upon can

- There is however need to horn your leadership skill for better performance. This is more so as I have noted that we still have Special Marshals or Units falling below the expected standards traceable to Leadership issues.
- There are certain observations that require our attention. These include, poor engagement of stakeholders, ineffective Operational and public enlightenment activities, bribery and corruption, reduced interests and visibility, non sponsorship of Safety programmes and not meeting their financial obligations, general indiscipline and leadership tussle, among others

### > AIM

To bring out the importance of Leadership in the performance of Special Marshals.

### **OBJECTIVES**

- At the end of the presentation, the Special Marshals should understand and be able to benefit from the following:
- i. Understanding of Leadership
- ii. Leadership Styles
- iii. Different Levels of leadership
- iv. Qualities of Leadership

Leadership, Volunteerism and Organizational Performance

## CONCEPTUALISATION

Leadership: "The capacity and the will to rally men and women to a common purpose and the character which inspires confidence."- General Montgomery

**Organisation Performance**: it refers to the accomplishment of set goals, objectives, tasks and the overall mandates of an Organization

- Special Marshals: They are the recruited volunteers of the Federal Road Safety Corps. They are responsible men and women with proven integrity in society who are able to influence their immediate environment (work place/community) in favour of the course of road safety.
- Volunteerism: It is an act of an individual or group freely giving time and labour for community service. It is also the practice of providing time and skill for the benefit of other people and causes rather than financial henefit

# 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

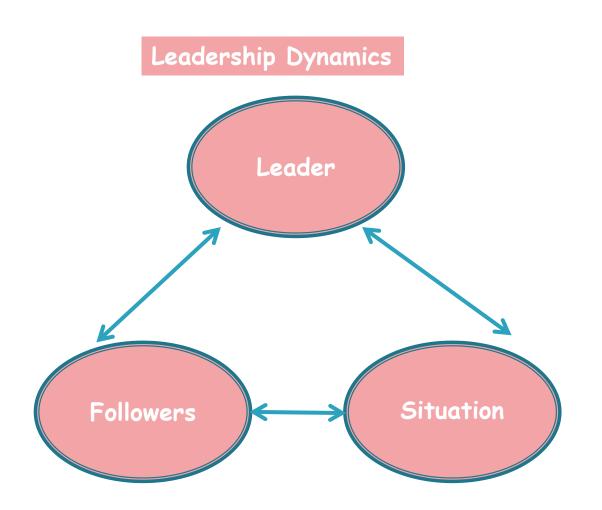
"The art of leadership is saying no, not saying yes. It is very easy to say yes."

### - 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)



### **RESPONSIBILITIES OF A LEADER**

- These include:
- a. Agenda setting: The leader helps the group to organize itself by setting purposeful and achievable objectives
- b. Decision taking: Set procedures for decisions necessary to achieve the set objectives
- c. Coordination: Directing all the efforts towards achieving organizational goals
- d. Generation and management of resources
- e. Evaluation of various performances

# 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 objectives
- 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

# LEADERSHIP STYLES

• a. Democratic: This style of leadership allows participation, delegates authority and respects others opinion. Source of authority here is people's mandate.

**b.** Autocratic: This style of leadership is one person with an unlimited power. He has absolute power over his followers. There is no opportunity for suggestion even for the interest of the group. The source of authority here is mostly hereditary. (e.g. Adolf Hitler, Napoleon Bonaparte, and Queen Elizabeth I). Autocratic leadership is a form of management where "authority" is in the hands of one person alone. This person can be the leader, manager, or business owner, who typically has complete control over a project, work area, or whole business and makes decisions with little or no input from group members. That is, autocratic leaders tend to make choices based on their judgment and ideas alone, implementing absolute authoritarian control over their group or organization.

• c. Bureaucratic: This style works by the book ensuring that procedures are followed exactly. The source of authority here is the established Rules and Regulations. Bureaucratic leadership is leadership based upon fixed official duties under a hierarchy of authority, applying a system of rules for management and decision-making. This style of leadership can be advantageous in highly regulated lines of business, and it can be an efficient management style in companies that don't require much creativity or innovation from employees.

• d. Laissez-Faire: This French phrase means "Let it be". It is used to describe a leader who leaves his followers to get on with their functions. This style is effective for groups in which members are enlightened, very experienced and skillful in handling their roles. The source of authority varies depending on the prevailing situation. Laissez-faire leaders offer their subordinates **autonomy**, providing them with all of the resources and information they need to do their jobs and intervene only by request or when there is a problem.

# LEADERSHIP EVOLUTION

### 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

### **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

#### **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



#### 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 heath.
- 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.

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 (2018)

## WHICH LEADERSHIP STYLE IS THE BEST?

## ARE YOU A LEADER AND WHICH IS YOUR LEADERSHIP STYLE?

- 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)

# LEADERSHIP AT DIFFERENT LEVELS

Strategic Level: Strategic Leadership is at the top level where the executives design an organization structure, allocates 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 (2020)

# Leadership At Different Levels Contd.

• Leadership (which is a specific application of influence) is at it lowest level when it is based on position only. It grows and goes to a higher level as you develop relationships with others. That is when they give you permission to lead beyond the limit of your job description.

As you and your followers become more productive together in your work then your leadership can go to level three. And when you begin to develop people and help them reach their potentials your leadership move up to level four. Only a few people reach level five, because it requires a person to spend a life time developing others to their highest potentials, - John C Maxwell

### LEADERSHIP AND ORGANISATIONAL PERFORMANCE

• Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them. Leadership is therefore premised on interpersonal relationship; hence a leader must belong to a group.

 According to Adebakin and Gbadamosi (1996), identified three major management elements, which must interrelate effectively for the objectives and goals of leadership to be achieved.

These are time, people and task.

• Leadership managerial function is concerned with continuous search of the best way to influence subordinates to accomplish goals and objectives. It involves a continuous process of coordinating man, money and material. It also involves the sum total of behaviour of an executive in his direct relation with subordinates.

• The role of a leader in the group is to provide direction, co-ordinate the activities of the individual members constituting the group, and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task.

Management as the body of leadership determines policies, rules and procedures guiding relationships and activities in an organization, which determines the effectiveness in achieving the organizational goals and objectives. • Leadership is vital to employee performance and corporate excellence. Consequently, an organization spends substantial sum of money in search of leadership training for their personnel in effective leadership behaviour.

There is also relative scarcity of effective leadership and that is why organizations search constantly for it and lead them to effect, design and develop all the effective leadership potentials possible in those who are associated with corporate management.(Bass 1998) Leadership and performance beyond expectations represent a breakthrough in our understanding of who the leaders are, how they get results, and why their leadership often exceeds all expected limits. (Bass et. al., 1985). The achievement of an organization depends on the standard of the leadership. Successful leaders anticipate, change, exploit opportunities, and motivate their followers to the high level of performance and productivity. Hence, in the modern world management strategic leadership bears paramount importance towards the success of an organization. In this case, your leadership of the Special Marshals Units and performance are related

#### FACTORS OF ORGANIZATIONAL PERFORMANCE

Organizations are not all the same, there are a number of factors that differentiate each and every one of them, and these factors can be related to both the objective of the Organization and the strategies and tools chosen to work towards achieving those objectives.

These factors, that determine the organization's activities, goals, and work structure, can be grouped into: External, Internal and Individual Choice Factors External factors: These factors are those surrounding the Organization and are not under its control, but still affects its development, performance, and structure. They include:

- Economic factors
- Socio-economic factors
- Political-administrative factors.

 Internal factors: These are those factors within the Organization, characteristics such as:

- Purpose
- Mission
- Values
- Instruments, etc.
- **Individual choice factors:** Teams or individual decisions about expected costs and/or benefits.

### ELEMENTS OF ORGANIZATIONAL PERFORMANCE

• As a leader, there are four major elements for successful organizational performance which are generally categorized as:

- **Strategic planning and goal-setting** where there are clear goals that drive alignment and performance.
- **Employee Engagement** which includes Employee skills development, challenges, internal promotion opportunities, learning and growth, rewards and compensation, work environment and Technology, organization design, culture, alignment, etc.
- **Performance monitoring and management** which includes techniques like OKRs (Objectives and Key Results) and KPIs (Key Performance Indicators).
- Strategy execution which includes techniques like agile management, lean, six sigma, etc.

### QUALITIES AND ATTRIBUTES OF A LEADER

- According to John C. Maxwell, there are 21 indispensable qualities of a leader which include:
- a. CHARACTER: Be a piece of the rock
- b. CHARISMA: The first impression can seal the deal
- c. COMMITMENT: It separates doers from dreamers
- d. COMMUNICATION: Without it you travel alone
- e. COMPETENCE: If you build it they will come

- f. COURAGE: One person with courage is a majority • g. DISCERNMENT: Put an end to unsolved mysteries h. FOCUS: The sharper it is, the sharper you are • i. GENEROSITY: Your candle loses nothing when it lights another
- j. INITIATIVE: You will not leave home without it
- k. LISTENING: To connect with their hearts, use your

ears

• I. PASSION: Take this life and love it

• m. POSITIVE ATTITUDE: If you believe you can, you can

n. PROBLEM SOLVING: You cannot let your problems
 be a problem

o. RELATIONSHIP: If you get along, they will go along
 p. RESPONSIBILITY: If you will not carry the ball,
 you cannot lead the team

q. SECURITY: Competence never compensates for security

r. SELF DISCIPLINE: The first person you lead is you

**s**. **SERVANTHOOD**: To get ahead, put others first

• t. TEACHABILITY: To keep leading, keep learning

• u. VISION: You can seize only what you can see

#### LEADERSHIP AND VOLUNTEERISM

• It should be noted that, by virtue of their choice as volunteers to help propagate road safety in our communities, Special Marshals at different levels are Leaders. They perform without remunerations and are expected to deploy their competences including in leadership to help improve on road safety situation.

That they are volunteers could pose certain leadership challenges as Control may become difficult since their Leaders are firsts among equals. However. There must be effective leadership at the national, Zonal, Sectoral and Unit levels to coordinate their activities, ensure discipline and gavanise performances

#### LEADERSHIP BENEFITS OF A SPECIAL MARSHAL

#### ▶ a. Developing a personal brand

The softer skills of confidence, positivity, authenticity and personal brand are critical to the Special Marshals group. Each SM brings his competences, Professional network and other attributes to table, to help in discharging their functions. Others can benefit from their leadership

#### b. Learning from new environments

Getting involved with people in the voluntary sector is an eye opener in many ways. There are always people to learn from outside our comfort zones

#### c. Building confidence and passion

Giving is at the core of volunteering but there is much that can be gained from it too such as passion and confidence. The satisfaction that SMs derive from saving lives is motivational which enhances their confidence and passion

#### • d. Reflecting on yourself by connecting with others

This involves mentorship, inspiring and coaching younger members.

- ▶ e. The opportunity to make a difference
- f. Stepping outside your comfort zone

Volunteering gives opportunity to use skills one has, but do not get to use (traffic control, anchoring programmes, communication and other social skills). Volunteering allows individuals to be put in front of new challenges and step up to tackle problems they might not otherwise face. A judge educating drivers at motor park provides new social skills

#### • g. Volunteerism helps build a network.

Volunteering is a perfect opportunity for networking because participants have access to an array of new faces. Interacting with a new, diverse group of people presents an opportunity to work on communication skills while increasing a contact list and knowledge base in multiple industries.

h. Volunteerism can encourage the development of soft skills. While one's everyday workload will help employees develop 'hard' skills (technical training in a respective field), volunteering can develop the participant's soft skills. Soft skills include integrity, adaptability, and creativity among many other traits important to leadership.

#### i. Volunteerism teaches Planning and Organizational Skills.

A great leader is also a great planner and organizer. Rallying a team of people behind a unified cause in a volunteer setting is an accessible practice in leadership. Skills learned through volunteerism are transferable through all career paths and are especially important in leadership.

## **CHARACTERISTICS OF A LEADER**

a. Goal-oriented

Every volunteering project has a goal. For your project to be a success, you have to be very specific about the goals you want to accomplish. Your goals have to be very detailed to keep you and your team going in the right direction. It must be in line with the FRSC mandates and the set goals



#### **b.** Team Work

This is of paramount importance



#### c. Documentation and Reports

Special Marshals should always document issues. Reports must be of good quality and timely. Documentation is very key here.





FEDERAL ROAD SAFETY CORPS

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## d. Commitment and Dedication

Always show the followers high level of commitment and dedication to duties. The positive personal experiences shown in this regard will actually motivate others



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## e. Integrity and Honesty

It is true that "Officers make the Command", in this case your integrity and honesty will reflect on your Special Marshals Units. The levels of integrity and general honesty in your Unit is a reflection of the personality of the Coordinators and other Executives. The Followers know you and they can easily determine if you are the compromising or "No nonsense" type.

Don't take returns or ask others to aid corruption



#### ACM Olagunju warns officers against extortion on highways

Published 1 year agoon July 23, 2020 By OLAGOKE OLATOYE S ACM Olagtoriticow and thigh five area against

Substant Corps Marshal Kayode Olagunju, Pre new Zonal Commanding Officer, Federal Soad Safety Corps (FRSC), Zone 4, Jos, has Arned his officers against extortion of Onotorists on the highways.

Iagunju, in a statement by Deputy Route
 commander Terry Hoomlong, the Acting
 conal Public Education Officer, also vowed to prosecute erring motorists to improve

safety on the roads in the zone.

He spoke while addressing members of





- You must be courageous in taking decisions as even some of your colleagues and other Stakeholders will attempt intimidating you with their "connections".
- Put eyes on your colleagues and Regular Marshals and be bold to report infractions



# g. 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
   (https://sunrise.ng/i-walkedthrough-the-valley-of-the-

shadow-of-death/)



Image: Special marshals worry over numerous fake driving licences in ... Found on Google from punchng.com images.app.goo.gl

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# h. 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, Relevant Laws, Rules and Regulations, etc
- You must be seen to know better than people you are leading

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

## i. Shun 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.
- Be an avid reader and always follow the developments in FRSC and the Country



# j. Loyalty

- You must be loyal to the system.
- "Eye service" does not connote loyalty
- Don't make efforts to destroy your leaders 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





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



# I. Networking and Synergizing

- You can't stay put in your office or home dishing out Orders to your members 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



## m. 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
- With good relationship with the media, they wont hurt you



#### FRSC warns Nigerian ...

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

# n. Community Relations

- Have good relationship with the community in which you operate.
- 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





### o. Rewards and Punishment

Motivate and reward good Special Marshals as you also punish infractions in good faith. You can organise Award Programmes



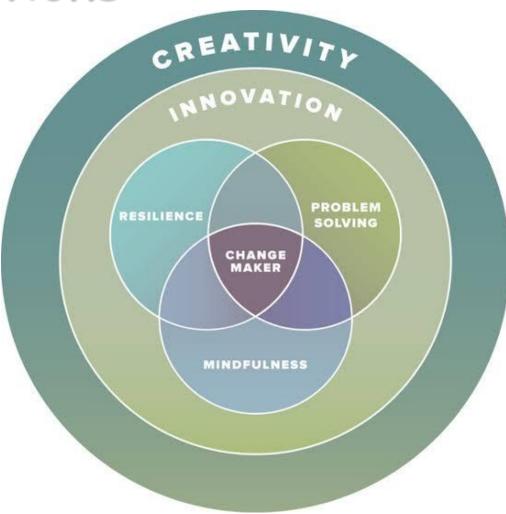


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## p. Creativity and Innovations

- Be creative
- Bring in new innovations

 Brainstorming Sessions by members to discuss and come up with solutions on critical issues like extortion can be regularly organised. Go into Researches and forward reports to the FRSC
 Introduce exciting Special Ops in line with the FRSC Operational focus



# q. Mentorship

- Mentor your younger and RSC members
- Present positive image that will motivate others that they will want to be like you
- Be the shinning mirror



## r. 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



## s. Peer Review

- Benchmark your activities with the high flyers in the system
- Always do Peer Review with other Units and always aspire to be better version
- Let there be positive rivalry in the group as you create healthy competitions



### t. Be a Teacher

- Always be ready to teach as you direct, correct and guide your followers
- Relate with them in friendly atmosphere and teach them to always improve on their skills, competences and activities



# u. Skills and Competences

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





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





- 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
- Do self appraisal and other's critique always

**OPPORTUNITIES** STRENGTHS THREATS WEAKNESS 100 200

## 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 Always aspire to be better than you are.



#### CONCLUSION

- Responsibility is the price for true greatness. A good leader must be responsible while a responsible person is likely to make a good leader. Hence, members having been acquainted with the essential of leadership as a tool for optimum performance should foster harmonious relationship in attainment of safety on Nigerian roads which is the Corps Statutory Mandate. 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

#### THANK YOU FOR LISTENING



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