# LEADERSHIP BY EXAMPLE: MODEL FOR SUSTAINABLE DEMOCRACY IN NIGERIA

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**Abstract**
The current agitation for a better Nigeria motivated the choice of the title of this paper, especially now that there is global crisis in leadership, which is on the high side in Africa as a continent and its countries. Democracy represents the most viable avenue through which the legitimate aspirations of a people for a better quality of life can be expressed and claims for redress made. Democracy is therefore critical to sustainable human and nation's development. Nigeria as a country has experienced successively a failed democracy, which in the contemporary time calls for attention. The call for leadership by example in the political setting of Nigeria and Africa at large may be indicative of a country and continent that have strayed far away from upholding a style of leadership that is model and standard. The research findings have shown that Nigeria's real problem is lack of leadership by example and the corruption that is widely acclaimed is part of failure in Nigeria leadership. Nigeria is plagued by a lot of challenges, ranging from being ranked as the third most dangerous country of the world in terms of terrorism, banditry, unemployment, and dearth of healthcare facilities, among others. This paper totally disagrees with all those who say that our major national disease is financial corruption; rather, by research findings the real disease has been the absence of true leadership, which had given birth to financial corruption and public fund embezzlement. Data collection method for this research is mostly secondary data collection method. This paper therefore examines the extent bad leadership has marred the country's development and its citizens' progress and in conclusion proffers leadership by example and servant leadership as remedy to the leadership problems in Nigeria polity.

**Key Words:** Leadership by example, Sustainable, Democracy, Nigeria.

## 1. Introduction

Today, Nigeria in the present administration is in a sorry state. Nothing seems to be working in Nigeria. Nigerians are hungry and there is poverty everywhere. There is a lot of nepotism in the land. Nigerians are living in

times where they doubt if they can survive. The present Government is yet to pinpoint one single project that they implemented from the beginning and they have been able to conclude. Nigeria is a country with great potentials. However, these potentials have been punctuated by a myriad of problems. The problems are not necessarily that of lack of resources, but of corruption and hence high cost of governance. Achebe (1983) said:

> The trouble with Nigeria is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigerian character. There is nothing wrong with the Nigerian land or climate or water or air or anything else. The Nigerian problem is the unwillingness or inability of its leaders to the responsibility, to the challenge of personal example which are the hallmark of true leadership (p.1).

Therefore, whether we have a strong leader who is devoted to wrong things, or we have a weak leader who knows not his left from his right, in the end, a nation will suffer. There is no doubt that since 1999 when Nigeria returned to democracy, we have had such forms of strong and weak leadership which can be described as fraudulent faces of the same obnoxious coin. Against this background, we need to unpack the concept of leadership to be able to see how defining and suggesting a new form of leadership in Nigeria can produce the Nigeria of our collective dreams. Perhaps this will also help us to understand the kind of leaders we have produced in Nigeria and how we can produce the right kind of leaders.

## 2. Concept Analysis

For better comprehension of the topic under discussion it is necessary explain and elucidate the following concepts as they are contained in the topic. According to Okeke (2007): "Without initial approach, we shall be engulfed in the risk of false and pretentious appendages" (p.13). Therefore some key words in the dissertation topic were defined for a better understanding of their usage in the body of the work. The key words include; *Leadership by example, Sustainable, Democracy, Nigeria.*

## 2.1 Leadership by example

Leadership is a process in which an individual influences the behavior and attitudes of other people. Leading by example helps other people see what lies ahead and act swiftly to counter any challenges along the way. If a group is led by a person with poor leadership skills, the group will experience frequent conflicts as each person wants to do things their way. Mulder (2018) said, Leading by Example is about the leader setting the tone. That makes it a versatile approach that creates excellent leaders who are personally dedicated

to their team. Good leadership isn't something that just happens. It requires many competencies such as decisiveness, motivation and the ability to lead by example.

## 2.2 Sustainable

Sustainability draws on politics, economics and, philosophy and other social sciences as well as the hard sciences. Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. The ecological definition of sustainability originated with the Brundtland Report in 1987, which describes sustainable development as one that satisfies the needs of the present without adversely affecting the conditions for future generations. In short, sustainability looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life.

## 2.3 Democracy

Democracy is a form of government in which the people have the authority to choose their governing legislation. Abraham Lincoln the sixteenth American president defined democracy as, government of the people for the people and by the people. Furthermore it is a government in which the supreme power is vested in the people and exercised by them directly or indirectly through a system of representation usually involving periodically held free elections.

## 2.4 Nigeria

Nigeria officially referred to as the Federal Republic of Nigeria is a federal state in West Africa. It borders Cameroon and Chad to the East, Benin to the west and Niger to the north. It also has a coast in the south that lies on the Gulf of Guinea in the Atlantic Ocean. Nigeria is made up of 36 cities and the Federal Capital Territory, where Abuja, the capital city is situated. Nigeria has a lot of historic empires and cultures compared to other countries in Africa. The history of Nigeria can be traced back to as early as 11,000 BC when a number of ancient African communities inhabited the area that now makes Nigeria. The greatest and the well-known empire that ruled the region before the British arrived was the Benin Empire whose ruler was known as Oba of Benin. Other tribes such as the Nri Kingdom also settled in the country, especially in the Eastern side. The Songhai Empire also settled in some of the country's territory. By the 11th century, Islam had arrived in Nigeria via the Hausa States. In 1851, the British forces seized Lagos, which was later annexed officially in 1861. In 1901, Nigeria was made a British protectorate and was colonized until 1960, when the country gained independence from British colonialism.

### 3. Theoretical framework

The theoretical frame work adopted in this research work is that of Scottish philosopher and teacher Thomas Carlyle in the 1840s which is, 'the trait theory. There is a saying, *"Great leaders are born, not made."* Trait Theory takes this saying literally. If you have the ability to lead, you were born with it, with no way of learning those skills. This theory expands on the Great Man Theory by defining what makes great leaders "great."

Today, there has been significant research and agreement that leadership comes from a combination of both theories – and more. As I have commented previously, there are wide varieties of leadership qualities and characteristics. Santa Clara University and the Tom Peters Group outlined the following leadership characteristics:

i. **Honesty -** Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.
ii. **Competent -** Base your actions on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
iii. **Forward-looking -** Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.
iv. **Inspiring -** Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
v. **Intelligent -** Read, study, and seek challenging assignments.
vi. **Fair-minded -** Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.
vii. **Broad-minded -** Seek out diversity.
viii. **Courageous -** Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
ix. **Straightforward -** Use sound judgment to make a good decisions at the right time.
x. **Imaginative -** Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

Scholars such as Kouzes and Posner stated that we all have some ability in several leadership qualities and skills. That under the right circumstances, anyone can rise to a leadership role and be successful, based on the leadership style that best matches their personality if they know how to use that ability to properly address the situation at hand. Other leadership skills can be learned,

developed, and mastered. The overall process identified by K & P is clearly transformational in style, which has a strong focus on followers.

## 4. Sustainability of Democracy

Democracy gives citizens the opportunity to participate in government, which in turn promotes development. This paper examined democracy and the future of the Nigeria state. It observed that past governments failed in the area of development and peaceful co-existence of Nigerians due to their non-adherence to democratic values and application of the principle of true fiscal federalism. It therefore recommended that for the future of the Nigeria state to be guaranteed, government at all levels should imbibe a political democratic culture which promotes values such as popular participation of citizens in decision-making, fundamental human rights, a free press, the curbing of corruption, and above all, shunning of all anti-democratic vices in dealing with issues of the state and the application of the principle of true fiscal federalism. Without impartial adherence to these ideals, then the future will be bleak for Nigeria as a nation. Akudo (2008) said:

> Democracy is a system of government that gives preference to and strengthens citizens' decision-making, and thereby, promotes equal participation of local citizens in securing and building their nation for the collective good of all, while upholding the principles of justice, peace and the rule of law (p.4).

The major enabling factor for democracies to sustain growth and development is the existence of institutions of accountability; checks on the executive, separation of powers, separation of politics from the civil service, independence of the judiciary, press freedom, and autonomy of academia and the private sector. Saward (1994) notes that:

> The properties of democracy can only be derived and enlisted after the term has been defined adequately. He opines that "it is illogical to define democracy by induction from the practice of any one political unit or any one subset of political units." For a government to be defined as being democratic, such government has to ensure that the fundamental human rights of its individual citizens are respected and protected collectively. In addition, such government has to ensure that the views of its teeming population are reflected in government policies and programmes (p.6).

Democracy is built on the equality of citizens; the freedom of these citizens to associate with one another for the realization of their ideals and the defense and promotion of their interests; and the freedom of these citizens to choose between the different political platforms of various political parties and candidates, and see to the actualization of the platforms they have voted for, if their choices win. Democracy therefore needs equity and fairness to be sustained in any country.

## 5. Practical Effects of Bad Leadership in Nigeria

Having known that various problems in Nigeria are caused by bad leadership, it is wise to also discuss the possible effects of it, if nothing substantial is done to reduce it, it will continue to mar the progress of this nation. Below are the effects of bad leadership in Nigeria over the last few years:

  i.   Increase in corruption.
  ii.  Increase in poverty rate.
  iii. Brain drain.
  iv.  Military coup.
  v.   Increase in mortality rate.
  vi.  Election Fraud
  vii. Speed Extinction of Foreign Direct Investors (FDI)
  viii. Poor road construction and maintenance
  ix.  Kidnapping
  x.   High rate of unemployment

## 5.1 Increase in Corruption

There is no sector of Nigeria government that corruption has not ravaged. Talk of power sector, politics, religion, education, economy, police, custom, military, legislature, judiciary and the executive arm of the government. This effect is already obvious in Nigeria. One of the most contributing causes of corruption in Nigeria is bad leadership. It transfers corruption to every sector of the country. Take for instance, when there is bad leadership, there will definitely be low salary for workers. When teachers and lecturers are not paid very well, they tend to foster examination malpractice in Nigeria. As you can see, that is one of the ways bad leadership has increased corruption in Nigeria. Corruption is now indomitable in the country.

## 5.2 Increase in Poverty Rate

If we keep on having bad leaders in Nigeria, an increase in the poverty rate of the country will be inevitable. As a matter of fact poverty has become the order of the day. This is evident in the constant increase of the number beggars that roam about in the streets and markets these days. This fact is incontestable, as it has been confirmed that Nigeria is one of the poorest countries in the world as contained in many international publications. Funnily enough, we are also one of the top countries with the richest soil for

agriculture and very rich in mineral resources. This should tell you that bad leadership is one of the problems of Nigeria indeed. More so, an increase in poverty rate will lead to more damages to the citizens of the country and even to their unborn children.

### 5.3 Brain Drain

Brain drain is the process in which educated, skilled and highly talented people in a particular country, move to other countries through migration with the sole purpose of finding a favourable environment for themselves. Since brain drain is basically to find a favourable environment, migration is mostly from less developed countries to more developed ones. According to some Nigerian Economists, Brain drain can also be defined as the loss of academic and technological labour force through the moving of human capital to more favourable geographic, economic, or professional environments.

Obviously, bad leadership facilitates poor education and lack of the social amenities in the country. This will inversely make the country unbearable for highly educated, skilled and talented people in Nigeria. Thus, they will be left with no other choice, than to migrate to other countries for a better life. No doubt, this is the most destructive effect of bad leadership in Nigeria. It will incessantly continue if nothing is done by Nigerians to stop bad leadership in Nigeria.

### 5.4 Military Coup

One of the possible effects of bad leadership in Nigeria again, is military coup. In Nigeria, the military always interfere with the activities of a civilian government, when the government supports lawless and corrupt activities. Thus, bad leadership to a very large extent can cause a military coup in Nigeria (Just like it was done in the past).

The only shortcoming of this intervention is that, even when the military intervenes; there is always no peace because, even the military government will be autocratic and undemocratic. This has taken place in Nigeria several times. Notable among them is the 1966 Nigerian coup d'état which overthrew Prime Minister Alhaji Sir Abubakar Tafawa Balewa, etc.

### 5.5 Increase in Mortality Rate

Another effect of bad leadership in Nigeria is an increase in mortality rate. An increase in death rate of the country cannot be circumvented, if bad leaders continue to run Nigeria's political affairs. This is so because; bad leadership leads to poor facilities in general hospitals and medical centers around the country. The qualities of drugs that are used in our hospitals to treat the sick are of low or no quality. Therefore, there will be little or no proper care for

citizens who need medical attention in the country. This is one of the most dangerous effects of bad leadership in Nigeria.

## 5.6 Electoral Fraud
In Nigeria of today it has become normal that election results declared by the Independent National Electoral Commission (INEC) to be challenged and quashed in law courts, because during elections in Nigeria, the politicians deploy unlawful means to win election. Ballot boxes containing the voting turnout are often manipulated by the political class. In most cases, the sitting government uses the Independent National Electoral Commission (INEC) to rig and manipulate election. In some cases, the incumbent political group struggles to ensure their candidates win. Often times, they achieve their aim by buying off the security officers and electoral officers, who ought to safeguard the ballot boxes, and this has led to a lot of disputed elections –the outcome is usually disastrous. The use of thugs and bribery during political elections are common in Nigeria polity. Akudo (2008) said, *"As a result of poverty, many prospective voters are brainwashed with a little token (usually money, gifts, promises of future employment) to vote for candidates who are not their original choices."* (p.24). This problem can be attributed to the bad leadership in Nigeria. If it is not curbed it will continue to increase because our leaders have seen rigging of elections as a veritable instrument of retaining themselves in the office and power.

## 5.7 Speed Extinction of Foreign Direct Investors (FDI)
It is no longer news that many foreign investors had left the coast of Nigeria because of bad governance. Based on many studies which include, economic theories and real life experiences, we can understand that political instability has been a harmful factor that would hinder the flow of Foreign Direct Investment (FDI) and the growth of an economy. When faced with a poor governance environment, investors choose to leave as the only option.

## 5.8 Poor Road Construction and Maintenance
This is a one of the major problems especially, in the eastern part of Nigeria where about 80% of the federal roads are dangerously bad; and news has it that many of them had been awarded for construction and maintenance, devoid of any attempt of amending or reconstructing them perhaps the money has been embezzled. It is therefore recommended that government should formulate a good road infrastructure policy that will enhance the sustainability of road infrastructure and should also encourage public participation in road infrastructure provision and maintenance to accelerate development of the nation.

## 5.9 Kidnapping

Kidnapping is not a new problem in Nigeria, and it is one of the country's biggest challenges. The country faces many problems, but kidnapping is on the high side. The facts show that the rate of kidnapping in this country is indeed high and government directly or indirectly are involved into it. Most of the kidnappings going on in Nigeria are political and are master minded by our political leaders. Kubiat Umana said, the failure in political leadership in Nigeria is largely responsible for the state of lawlessness in Nigeria today. Increasing rate of kidnapping and other criminal activities is a direct consequence of failure of leadership.

## 5.10 High Rate of Unemployment

Unemployment occurs when a person who is actively searching for employment is unable to find work. High rates of unemployment are a signal of economic distress, but extremely low rates of unemployment may signal an overheated economy. Bad leadership is the cause of unemployment in Nigeria. The government is creating less opportunity for employment to Nigerians especially the youths, thereby leaving many who are willing and able to work unemployed. Presidential candidate Atiku Abubakar claimed Nigeria's jobless rate was the highest yet, and more than 10 million youths were unemployed.

## 6. Leadership Breaches in Nigeria

Another aspect of empirical studies of this paper is to make known the gaps already created in Nigeria polity as a result of bad leadership. According to Wando (2017) in The National Intelligence Council (NIC) report said the following concerning the deplorable leadership state of Nigeria:

> Mapping Sub Saharan Africa's Future, which painted a depressing picture of the African continent, had engendered several discussions. Using indices such as globalization, patterns of conflict, terrorism, democratization, AIDS, evolving foreign influences and religion, the report specifically estimated that Nigeria could fragment in the next 15 years. This categorization of Nigeria as a prospective failed state had raised concern and even apprehension at the nation's top policy making levels. Before now, the failed states phenomenon in Africa had often been associated with countries like Somalia, Liberia, Sierra Leone, Sudan, Angola, Burundi and Congo at different stages of their evolving histories. (p. 1).

Leadership plays a pivotal role in the descent into failure and collapse of Nigeria as a country. Governments are unable to set in place transparent and accountable institutions capable of securing economic progress, governing effectively, and protecting their citizens. This lack of capacity is amplified by recourse to authoritarianism and repression, dramatic economic decline precipitated by indiscriminate corruption, and the adoption of exclusive (ethnic) policies to assure self-succession tendencies.

In the absence of leadership by example and servant leadership, corrupted elites will continue to model the state to serve their narrow interests, instead of the interests of the citizens. As a consequence, the state itself is unable to fulfill its purpose or perform those functions of protection, delivery of basic social services and provisions of institutions to respond to legitimate demands and needs. The failure to perform these functions creates three major breaches in most African societies, notably 'security breach', 'capacity breach and 'legitimacy breach'.

### 6.1 Security Breach
Security breach have been most evident in Africa, because of the inability of African states to preserve effective sovereignty and order within their territories, situations that other states, non-state actors, and simple criminals seek to fill with violent, hostile, or illicit acts. In our country today we are having serious security challenge, especially in the eastern Nigeria. Since the return to democracy in 1999, Nigeria has been grappling with diverse security challenges, chief among them are insurgency, election violence, kidnapping and most recently, the herder-farmer conflicts among others. The north central states of Benue, Plateau and Nasarawa and South Eastern States have experienced conflicts that led to thousands of deaths and displacements as a result of clashes between herders and local farmers in several communities. In January 2018 alone, Amnesty International reports indicate that 168 people were killed as a result of herdsmen-farmer clashes.

### 6.2 Capacity Breach
Capacity breach exists when a state fails to play a central role in meeting the needs of its citizens. Nigeria's steel industry is collapsing because there is no in-country capacity. Eromosele in an exclusive interview in Abuja said, while there is the opportunity to serve as a destination for steel in Africa, urgent efforts must be taken to build capacity locally.

### 6.3 Legitimacy Breach
In the same manner, legitimacy breach provides an opening for political upheavals and crisis. This gap exists when the state fails to maintain institutions that protect basic rights and freedoms, hold individuals

accountable for their actions, enforce laws and ensures broad- based citizen participation in the political process.

The whole of the three gaps as mentioned above are dominant and prevailing in Nigeria as a nation. Nigeria provides a perfect case study on problems of leadership because only few countries in Africa have experienced greater trauma in the attempts to fill the gaps examined above. Years of military rule and the attendant problems of corruption and accountability had widened these gaps.

Okadigbo, (1987) examined the role of leadership in Nigeria and concluded that: "The lack of national cohesion, indeed of any bold attempt by raising institutions or leaders to really unite Nigeria, is indicative of leadership failure in Nigeria, i.e. of failure of personal leadership as well as institutional or structural failure" (p.134).

Achebe, (1984) as earlier on quoted in this paper came to the same conclusion, when he simply identified the problem of Nigeria as failure of leadership. The Nigerian problem, he concluded, is the unwillingness or inability of its leaders to rise to the responsibility, to the challenge of personal example, which is the hallmark of true leadership. Achebe implicitly is making a suggestion for leadership by example when he said to the challenge of 'personal example'.

According to Ezeajughi and Ibeli (2012) in their illustration to bad governance said; "a bad government is the one which seeks its own private interests rather than that of the whole community" (p. 318). Nigeria government has provided perfect picture of bad governance, which in many forms depicted in the selfishness of our political leaders.

Crucially also, is the fact that Nigeria faces the problem of meeting the needs of its citizens due to years of mismanagement, profligacy and endemic corruption. Thus inadequate capacity to meet social welfare need of citizens or sustain the intermittent reinforcement of social goods and services had resulted in the erosion of public confidence and popular support. While Nigeria does not fit perfectly into any of the categories considered, it would be no exaggeration to say that the country exhibits some of the characteristics of a weak state.

The problem of failed states as in the case of Nigeria remains a core security problem of the 21st century, not only to the countries that suffer the fate, but also to the international community. Failure and collapse are undesirable results for states, but fortunately they are preventable. Human factors rather than structural flaws or situational insufficiencies are almost invariably

responsible for the slides from weakness (or strength) towards failure and collapse.

The most fundamental measure required in confronting the challenge, and averting the Nigeria state from failure and collapse is strategic and progressive leadership embedded in leadership by example. The importance of strategic leadership is that it identifies and harmonizes national capabilities to achieve the national interest. The following recommendations classified as long-term are proffered to meet this challenge.
1.  The leadership of Nigeria should create effective national institutions that can meet citizens' needs and take full part in the workings of the international community.
2.  Model leadership is a kind of exemplary leadership which is more important to Nigeria polity than any other kind of leadership

Leadership is the requirement of every organization. Leaders are required at every level of the organization. No matter what the level of leadership or the type of organization, the opportunity of leadership is the power to make a difference. A Leader is one who shows the path and directs the followers towards it. Leadership initiates with the person's responsiveness and reflects the state of mind pessimistic or optimistic. The most important thing here is it has impact on the followers Leaders have a particular responsibility. They are not only accountable to get the job done, but also to enlarge, motivate, develop the work force. Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new.

## 7. Review of Definitions of Leadership
Let's see how some of the most respected thinkers of our time from religion to business define leadership, and let's consider what's wrong with their definitions.
Peter Drucker defined leadership as someone who has followers.

A high military officer has followers who are compulsorily following him. By default his troops have to "follow" orders. Is the Captain really a leader? Commander yes, leader no. Drucker is of course a brilliant thinker of modern ideology, but his definition of leadership is too simple and has not fully reflected definition of true meaning of leadership.

Warren Bennis defines leadership as the capacity to translate vision into reality. I agree with Bennis that leadership is ability to translate vision, but not every person that translates vision is a leader. Bennis' definition seems to have forgotten important aspects and meaning of true leadership. Bill Gates

said as we look ahead into the next century, leaders will be those who empower others.

This definition includes "others" and empowerment is a good thing. But to what end is this empowerment? We have seen many leaders empowering "others" in our country especially our political leaders, empowering our youths from rioting hooligans to political thugs. Gates' definition of leadership is not definite of the type of empowerment, but still I agree with him that leadership has its part of assignment as empowering others. John Maxwell said that leadership is influence, nothing more, nothing less.

I like minimalism but this reduction is too concise and almost robbed the true definition of leadership. A robber with a gun has "influence" over his victim. A native doctor through his diabolical power can influence others. A manager has the power to fire team members which provides a lot of influence. But does this influence make an armed robber, native doctor or a manager a leader? The answer is no. Maxwell's definition omits the *source* of influence.

## 8. What then is Leadership?
Every prophet prophesy's in part, this implies that no single definition by any thinker or author can give comprehensive definition, but when definitions are blended then there can be full meaning of widely acceptable definition of leadership.

Leadership is the ability of an individual or a group of individuals to influence, empower and guide followers or other members of an organization. It is a process of social influence which works to increase the efforts of others in pursuit of a common goal.

Leadership involves making sound, and sometimes difficult decisions, creating and articulating a clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals. Leaders are found and required in most aspects of society, from business to politics, from politics to religion, and from religion to community based organizations.

George Barna said that leadership is a process of motivating, mobilizing, resourcing and directing people to passionately and strategically pursue a vision from God that a group jointly embraces.

Nwokoye (2012) said, "The concept of governance means the process of decision making and process by which decisions are implemented (or not implemented)" (p.274). Northouse (2004) defined leadership as "a process consisting of transactions between the leader and the followers: a process

whereby an individual influences a group of individuals to achieve a common goal" (p.8).

Some others have identified four dimensions of leadership from the many perspectives of leadership offered such as;
(i) Leadership is a process
(ii) Leadership involves influence
(iii) Leadership occurs in groups, and
(iv) Leadership involves common goals.

On the basis of these four dimensions, Northouse (2004) furthered to state that, "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (p. 17).

This definition has important implications for understanding the role of leadership in our society, particularly based on the four dimensions identified. If we see leadership as a process, that would imply that leadership is not a trait or characteristic that inheres in the leader, but rather, a transaction between the leader and the followers, which produces mutual effects on the two ends; that is, with effects on the leader as much as on the followers.

## 9. Different Names Leaders Are Called

The English language has several synonyms for the word "leader" depending on the body the leader is appointed or elected; this is according to the words of Mills (2012) as below;

> These different names review the different kind of leaders that exist in world. These are leaders in every sphere of activity and each sphere of activity gives a different name to its leader. Leaders in ships are called captains; leaders in planes are called pilots whilst leaders of soldiers are called generals. In the political world, leaders of nations are called presidents or prime ministers, whilst leaders of universities are called chancellors. In the religious circle leaders of churches are called pastors, bishops, etc, whilst leaders of mosques are called imams. In the Arab villages their leaders are called sheiks and in Ghana, their village leaders are called chiefs. (pp. 3-4).

The Holy Bible buttresses Mills (2012) view on different names by which leaders are called. They are reviewed as follow; "*He will destroy all the nation's leaders-the heroes, soldiers, judges, prophets, diviners, elders, army*

*officers, honorable citizens, advisers, skilled magicians, and expert enchanters."* Isaiah 3:2-3.

From the scripture the preceded scriptural quotation, one will notice the different kinds of leaders that were present in the city of Jerusalem. The following are more catalogs of names leaders are called in some different spheres of life.

1. Leaders are called captains
2. Leader are called chiefs
3. Leaders are called commanders
4. Leaders are called presidents
5. Leaders are called prime ministers
6. Leaders are called shepherds
7. Leaders are called generals
8. Leaders are called governors
9. Leaders are called guides
10. Leaders are called pastors
11. Leaders are called bosses
12. Leaders are called the heads
13. Leaders are called the managers
14. Leaders are called the principals
15. Leaders are called the rulers
16. Leaders are called minister
17. Leaders are called senators
18. Leaders are called counselors
19. Leaders are called superintendents
20. Leaders are called fathers
21. Leaders are called supervisors
22. Leaders are called pilots
23. Leaders are called chairmen
24. Leaders are called directors
25. Leaders are called masters
26. Leaders are called lords
27. Leaders are called dictators
28. Leaders are called kings
29. Leaders are called seniors
30. Leaders are called prefects
31. Leaders are called monitors
32. Leaders are called chancellors
33. Leaders are called bishops
34. Leaders are called sheiks
35. Leaders are called judges
36. Leaders are called nobles
37. Leaders are called specialists

38. Leaders are called consultants
39. Leaders are called deans
40. Leaders are called pacesetters

Each of the names as mentioned above by which leaders are called in different works of life has its characters or traits which may be peculiar to others. The dealings of a judge, army general, chancellors, dictators, pilots, sheiks, will obviously be different from that of a bishop, medical specialists and consultants in other works of life. Still, regardless of the differences in their system or pattern of administration, there can still be a means of leading.

## 10. Servant Leadership as a Paradigm for Model Leadership

There are two components of servant-leadership. The first is that of being a servant. The second is being a leader. 'Servant' defines the timeless, changeless style and attitude that must be present in our lives. 'Leadership' defines the responsibility. As believers we are all called to be servants. When we assume the responsibility of motivating people to bring about purposeful change we must do so as servant-leaders. Servant-leaders who serve but do not lead may be wonderful servants but they are not servant-leaders. Leadership by example is a call to lead with diligence.

Is it possible to be a leader and a servant at the same time? For most people, it would seem that these two words, servant and leader, are in opposition to one another. The servant leader is servant first. It begins with the natural feeling that one wants to serve first. Then conscious choice brings one to aspire to lead in other to secure opportunity to serve. Servant leadership is a kind of leadership that emanates from intense desire to serve. This style of leadership takes the view that leaders are there to enable others, to encourage a team to create something that no individual could.

Servant leadership does at least two things. First it accomplishes worthwhile goals. Secondly, servant leadership develops and transforms those who are being lead. People are really better people and better off because they have served with that leader. They are more competent, confident and equipped. Leadership is needed to transform vision into reality. Following Jesus' example of leadership in Nigeria, leaders must serve the nation obediently, humbly and lovingly.

Servant leadership is servant-hood in leading people. It implies call and readiness to serve the people and to serve God above all else. It is expected of servants to be found faithful, contented and with high ethical principles. Servant leaders are not involved with riotous living and do not act rashly. They are self-controlled and disciplined in their lives and in the discharge of the responsibilities of public office. Eric Swanson said that Leadership has to

do with purpose and direction. Everything that leaders who practice servant leadership do must be laden with purpose from beginning to the end their leadership. Every servant-leader encourages his potential followers to follow in his steps. Every servant-leader understands each follower's giftedness, and will assign work to them in line with their giftedness; he will hold them accountable and help them with their weaknesses. Every servant-leader takes time to explain to the followers every philosophy of his ministry.

**Leadership by Example a Sin qua non to Nigeria Polity**
What is leadership by example? Demonstrating; setting examples**,** it is a leadership style that ought to model the way, encourage others to follow by setting an example. They breathe life into the shared vision, with optimism and positivity. They don't become flustered when things go wrong. Leadership is not about personality; it is about behavior, observable set of skills and abilities.

When we think of role model leadership, the first thing that comes to mind is servant leadership. The idea is, to be an effective leader; we adapt ourselves to the situation we are facing. We adjust our style so others understanding instead of forcing others to adjust to us. In that way, we serve others first. The solution for addressing problems and consolidating democratic governance in the federal republic of Nigeria lies in having government or leadership that works on the principles of good governance and, especially, is accountable to the Nigerian people. In today's society, organizational leadership, decision making, growth, effective management, and organizational success are based on the quality of the decisions policy makers or leaders make.

In any country where legal systems fail to protect the rights of groups and individuals, the risk of violence and conflict are bound to increase. For Nigerians, effective leadership and good governance must not be seen as option by Nigeria leaders and decision makers the direct result of knowing their criteria for success, the scope of their choices and the inherent risk of each alternative. There is a great need for the development and establishment of proper decision, rule of law and leadership styles among the country's leaders and decision makers that will include a review of the existing policies, strategies and standards to ensure that managers and government officials will continue to achieve efficient and effective management roles in the country. In the words of Anazodo, Igbokwe-Ibeto, and Nkah (2015): "The need for patriotic, visionary and missionary leaders cannot be overstated because a nation can only be great when it has leaders that plant trees whose shades they know they shall never seat in" (p.1).

To quote John Maxwell, everything falls and rises on leadership. For effective leadership, therefore, the following are basic requirements:

**i. Vision** (Matt. 15 :14)
A role model leader must be sure of where he is leading the people to; understand the corporate vision, know the opportunities available, must be able to communicate the vision and understand that between every vision and its fulfilment is time.

**ii. Servanthood (**Matt 20:20-28, 1 Peter 5:1-4)
A role model leader must see humility as the foundation of servant leadership; he does not seek glory or position, he does not see anything to be too small to do, make himself of no reputation, recognize his earthiness, accept corrections, be teachable and avoid unnecessary and profitless competition.

**iii. Integrity** (1 Titus 3:1-13, Acts 6:3)
A role model leader must be trustworthy in words or deeds, have integrity as the foundation of a good reputation, be transparent but not hypocritical and have a good reputation.

Not all leaders are good leaders, but we will be good leaders if we learn and want to be;

1. **People-Oriented** (1 Cor. 9:1)
   A role model leader must consider people as his greatest resource – invest in people; be compassionate, connect with those he leads by showing genuine interest in their welfare, understand his people, and learn to work with everybody under him

2. **Positive or Optimistic** (Heb. 11:1-2, Num. 13:25-30)
   A role model leader must believe that all things are possible; see things from the bright side, demonstrate and speak faith in the face of adversity, and be the last to panic.

3. **Responsible** (Matt. 24:45-51)
   A role model leader must get the work done; as if it is his work; be willing to go the extra mile, give no excuses and not initiate or gender crisis.

In view of the basic requirements in every good leadership as mentioned above Nawdialor and Udezo (2012) offered the following concept as a hallmark for good governance, "good governance ensures a peaceful, equitable, harmonious, and just society where every citizen has a strong sense of national identity and belonging. (p. 239).

It is my belief that outstanding leaders have these eight (8) qualities of servant leadership which include the following:

1. Passion – a love of what one does and the ability to put this over
2. Courage – one feeling the fear and does it anyway
3. Humility – know that you are only as good as your own people
4. Perseverance – where there's a will there's a way
5. Compassion – treating others with respect and kindness
6. Forgiveness – forgive and allow people to learn by their mistakes
7. Patience – both with oneself and with others
8. Strong values –For example: stable, trustworthy, honest, reliable, commitment, consultative & loyal.

A leader who in addition to the essential eight (8) qualities mentioned above as model leadership can be:

1. Trusted and inspires trust
2. Consistent in dealing with people
3. Supportive in mistakes
4. A motivator of others
5. Someone who takes time to listen
6. Someone who gives unconditional praise
7. A visionary and communicate it
8. Able to delegate effectively
9. Influential and decisive
10. Someone who manages expectations and disappointments
11. Pro-active and energises others

**Application of Leadership Law**

There are laws that guide model leadership. According to John Maxwell, leadership has laws, and if Nigeria polity will improve for better, negligence to these laws must be farfetched. Laws of leadership are numerous, in this paper few will be reviewed as necessary in achieving leadership by example in Nigeria.

**i. The Law of Empowerment**

Only Secure Leaders Give Power to Others. If one wants to be successful, one has to be willing to empower others. Theodore Roosevelt once said, the best executive is the one who has sense enough to pick good men to do what he wants done, and the self- restraint enough to keep from meddling with them while they do it. The best leaders have a strong self-worth. They believe in themselves, their mission and their people. Strange as it sounds, great leaders gain authority by giving it away. If you aspire to be a great leader, you must live by the law of empowerment.

**ii. The Law of Navigation**

Anyone can steer the ship, but it takes a leader to chart the course, first-rate navigators always have in mind that other people are depending on them and

their ability to chart a good course. Before good leaders take their people on a journey, they go through a process in order to give the trip the best chance of being a success: Navigators draw on past experience – every past success and failure one has experienced can be a valuable source of information and wisdom. No good leader plans a course of action without paying attention to current conditions. Good navigators count the cost before making commitments for themselves and others. Navigators listen to what others have to say, navigating leaders get ideas from many sources. They listen to members of their leadership team. They spend time with leaders of other organizations who can mentor them. They always think in terms of relying on a team, not just themselves. Navigators make sure their conclusions represent both faith and fact. A leader has to possess a positive attitude. If one can't confidently make the trip in his mind, he is not going to be able to take it in real life.

### iii. The Law of Priorities
Leaders understand that activity is not necessarily accomplishment. Leaders never advance to a point where they no longer need to prioritize. Busyness does not equal productivity. Activity is not necessarily accomplishment. Prioritizing requires leaders to continually think ahead, to know what's important, to see how everything relates to the overall vision. The Three R's that will keep every leader focused are Requirement, Return and Reward. Leaders must order their lives according to these three questions: (a) What is required? Any list of priorities must begin with what is required of us. (b) What gives the greatest return? As a leader, one should spend most of his time working in his areas of greatest strength. Ideally, leaders should get out of their comfort zone but stay in their strength zone. (c) What brings the greatest reward? Life is too short not to do the things one loves. One's personal interests energize him and keep him passionate, and passion provides the fuel in one's life to keep him going.

### iv. The Law of Sacrifice
A leader must give up to go up, and that is sacrifice. Sacrifice is what one gives out to get something better than the one he gave out. There is no success without sacrifice, leaders are often asked to give up more than the followers, leaders must keep giving up to stay up and the higher the level of leadership, the greater the sacrifice. Our leaders in Nigeria ought to give up, wild and riotous living, pleasure to the detriment of polity, geocentricism, and instead modelled humility, transparency, honesty, accountability, etc in pursuit of leadership by example.

### v. The Law of Legacy
A leader's lasting value is measured by succession. What does one want people to say at his funeral? I know that is a difficult question to ask, but it is

necessary. If one wants his leadership to have real meaning, one need to take into account the Law of Legacy.  A leader's lasting value is measured by succession.  If you desire to make an impact as a leader on a future generation, then become highly intentional about your legacy.  We have a choice about what legacy we will leave, and we must work and be intentional to leave the legacy we want.  This particular law is crucial to our leaders who are leading devoid of regard to future. We will be judged by how well the people we invested in carried on after we are gone. Jackie Robinson observed, a life isn't significant except for its impact on other lives.  In the end we will be judged according to the Law of Legacy.  A leader's lasting value is measured by succession.

**Conclusion**

Be the change that you wish to see in the world as opined by Mahatma Gandhi one of the most referenced Indian leader. In Nigeria polity, leaders must lead the desired change in this nation. How can the leadership expect others to change if they are not ready to change themselves? Leadership is about taking the *lead*. To find the way is being the leadership role model. For leaders to motivate their team they need to start seeing themselves as role models. As it is assumed that effective strategies adopted and properly implemented by a nation have the tendency to accelerate progress in the development of the said nation, this work examined some strategies for sustainable development in Nigeria. It highlighted existing strategies for development in the country, examined progress and challenges in implementing the strategies, and further identified measures which when adopted and implemented, will likely change the social, economic, and political condition of the country for economic growth and sustainable development. Democracy has many forms, and its practices and outcomes vary from nation to nation. Nigeria, like other countries of the world, is not left out of this sweeping wave of democratic awareness and enlargement. It is noteworthy that it is one of the countries in Sub-Saharan Africa still struggling to develop. After more than fifty years of independence from the British colony, the scenario in the country remains disappointing.

Democracy is totally misinterpreted, and it is wrongly practiced in Nigeria as a country. A good number of explanations have been devised to account for this dwindling state of affairs. These include: mismanagement of public fund, poor macroeconomic policies, public malfeasance, inadequate skilled manpower, as well as poor political will. Democracy ought to guarantee regular free and fair elections; freedom of expression and association, accountability of the State's administrative organs, universal suffrage, equal rights and participation of the local citizens in the formulation of and implementation of development plans, and as well, guarantee security to the entire populace. Most importantly, democracy should be able to enhance the

provision and equal distribution of resources and basic human needs, and as well, enable a fragile State to manage its divides peacefully.

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