



ABUJA
CIVIC
LEADERSHIP
CENTER

fostering **civic leadership** for a **greater Nigeria**.
INSPIRE • ENERGIZE • MOBILIZE



Leadership is more than influence. It can either mean influencing the community to follow the leaders's vision or influencing the community to face it's problems. In the first instance, influence is the mark of leadership; a leader gets people to accept his vision, and communities address problems by looking to him. If something goes wrong, the fault lies with the leader. In the second, progress on problems is the measure of leadership; leaders mobilize people to face problems, and communities make progress on problems because the leaders challenge and help them do so. If something goes wrong, the fault lies with both leaders and the community.

- Ron Heifetz



ABOUT ABUJA CIVIC LEADERSHIP CENTER

Abuja Civic Leadership Center (ACLC) is a non - profit organization.

Our vision is to become the leading Center for fostering civic leadership development for our common good in Nigeria and across the continent of Africa. Our mission is to build the capacities of individuals to exercise leadership anytime, anywhere.

ACLC sees the urgent need to make a radical shift in how we think about leadership and in the skills that should be encouraged in individuals who take on the task of leading. Our ability to make progress on the daunting issues confronting us will be by nurturing the quantity and quality of our civic leadership. We are keen to promote and build the leadership capacity focused on solving problems for the common good of our nation and Continent.

For ACLC, as long as our conception of civic responsibility remains a reactive or passive role, it will only lead to lots of noisy complaining whilst leaving the



responsibility for initiatives and positive action to a select few who we see as elected or appointed officials in government. A new approach to the concept of leadership is needed with the intention that its proactive practice will help transform the present civic culture prevalent in our nation.

Rather than viewing the exercise of leadership in the civic arena as a means of furthering individual desires, we see it as a means of sharing responsibility for acting together in the pursuit of the common good of our nation.

Nigeria and indeed Africa is characterized by much diversity, in culture, religion, tribe, background etc. To make progress on our daunting challenges will require much more participatory approach rather than possessing an authoritative expertise or solutions which rest on a top - down approach, hence leaving the majority stakeholders out of the conversation. The challenges of leadership in Nigeria and indeed Africa are of an adaptive nature, which will be addressed through deliberate, purposeful and targeted social behavioral changes in people's priorities, beliefs, habits, values and loyalties. It will involve innovation, shedding deep - rooted norms and ways, tolerating losses positively and a deliberate effort to generate capacity to thrive anew.

The practice of adaptive leadership therefore remains a critical tool to be employed in ensuring the right diagnosis is carried out, before solutions are prescribed. In this wise, the approach should first be to identify the gaps that exist between our reality and aspirations, and then seek to build the skills and knowledge needed to make progress on the challenges.

ACLC views the study and practice of adaptive leadership as essential to the transformational change desired in the nation and continent.

We will be working with stakeholders in the sectors listed below:

- Education
- Governance
- Health
- Business
- Faith

Our values which guides our activities are:

- Innovation
- Adaptability
- Diversity
- Tolerance
- Excellence
- Courage
- Inclusion
- Collaboration.

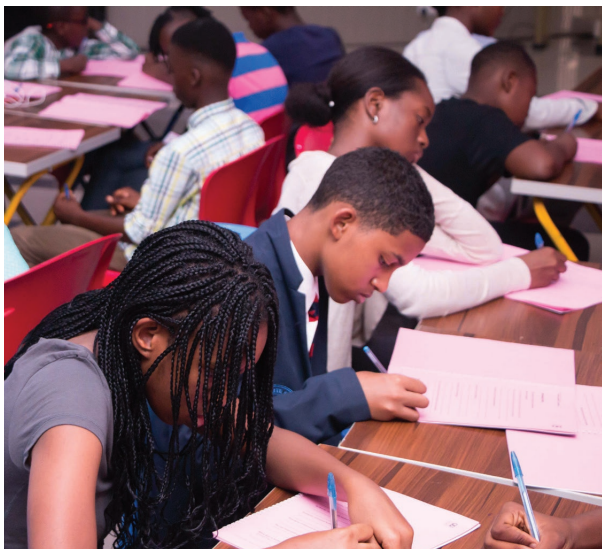


ACLC mobilizes countless individuals from all works of life to begin to act in the practice of leadership for our common good.

10 ASSUMPTIONS OF LEADERSHIP BY ACLC.

1. LEADERSHIP IS AN ACTIVITY

At ACLC, we view leadership as an activity/behavior. It is what an individual does, and not who he is. It is a verb and not a noun. When looking for leadership, the focus should be on what it looks like, not who it looks like. Leadership is the activity or process of energizing or mobilizing others to make progress on difficult challenges.



2. THE PRACTICE OF LEADERSHIP IS INDEPENDENT OF POSITION

An individual does not need to have the big job to practice leadership, but can do so from any position. This also implies that whether in a family, school organization, society or country, you need not be the authority figure or go to person to exercise leadership. It can be practiced both with and without an authority position. In fact, there exist advantages and constraints in exercising leadership from a position of authority. The act of detaching leadership from a position ensures that the possibility is open for each of us to exercise leadership at any time, and in any situation!

3. LEADERSHIP IS NOT RESTRICTED TO A FEW PERSONS

Anyone within an organization can practice leadership, whether the CEO, COO or the janitor, can exercise leadership within their spheres. This is indeed liberating as each of us has the opportunity to lead if we so choose. This also leaves us with no excuse, as we all then share the responsibility for making progress on the problems affecting us.

4. THE EXERCISE OF LEADERSHIP IS THE CIVIC DUTY OF EVERY CITIZEN

Our world is confronted with too many problems, so can't afford to limit the channels of solutions to only a few persons. Distributed leadership therefore becomes imperative in tackling the challenges we face in our families, schools, society and nation at large. As stated in our national creed; it is a clarion call to all Nigerians to arise and obey the call of duty to render service to this nation with Love, Strength and Faith. To attain the great and lofty heights, we all so earnestly desire, and to build a nation where peace and justice reigns, will require the collaborative effort of every citizen exercising leadership within their spheres of influence.

5. THE OPPORTUNITIES FOR THE EXERCISE OF LEADERSHIP COMES TO EVERYONE DAILY

The big question is whether we will recognize and take advantage of them. They exist on our dinner tables, class rooms, streets, churches, mosques, peer groups, community centers etc. Leadership is episodic, so no one gets to practice it all the time, but we can all learn to build capacity for the practice of it more often than we do, in order to build a healthier nation.

6. LEADERSHIP CAN BE LEARNT AND TAUGHT

ACLC views leadership as a skill that can be learnt and developed. The Center is being developed as a laboratory for learning about leadership to equip individuals with the skills and tools required to create change in their communities. The notion that leaders are born, not made only helps to promote those in leadership positions, justify and protect their roles. Leadership cannot remain the exclusive domain of a few in authority.

Our common saying that "everything rises and falls on leadership" must cease to refer to only those in positions of authority, but in truth every one of us. ACLC sees large scale civic leadership development in Nigeria as a pathway to increased skillful leadership, which itself is relevant as a means to the end of deep public transformation.

7. LEADERSHIP IS FOR OUR COMMON GOOD

ACLC recognizes that in Nigeria, there currently exist an unproductive civic culture, in which deference to authority and government, the shirking of civic responsibility, widespread complacency and apathy has eaten deep into the fabric of the citizenry. The Center is therefore poised to ensure that Nigerians find their voice; and become a working and living Center for citizenship development. We are keen on building and developing the next generation of citizens, to

shape what it means to be engaged and active solution-based citizens.

8. CHANGE BEGINS WITH THE CITIZENS, NOT THE GOVERNMENT

At ACLC, our concept of leadership suggest that change begins with the citizen and not the government. The responsibility for enabling the politicians to do the right thing lies not with them, but with each of us, our commitment to and skillset in civic leadership. And, conversely, the politicians' failure to exercise leadership is our failure to demand it from them, reward them for it and create the conditions where they can do so.

In effect, the hard work of building and sustaining our democracy in this nation and the continent rest not only on the government, political parties or with any one politician, but in truth with each one of us.

9. LEADERSHIP BEGINS WITH YOU AND MUST ENGAGE OTHERS

The practice of leadership will involve mobilizing others to make progress on difficult challenges. It will involve more than a solo effort. The purpose must be clear and engaging, to ensure that more individuals see the need and are willing to make the needed adjustments for change. So leadership can sometimes be risky because the losses or tradeoffs required to achieve progress may appear too hard to bear, hence eliciting major resistance or pushback.

10. THE RELEVANCE OF LEADERSHIP IS IN SOLVING PROBLEMS.

We must learn to detach leadership from having a position, title or possession of personal characteristics, and should attach it to solving problems or making progress on daunting challenges and situations. In our nation, continent and the world at large, we are in search of leadership. Ironically, it's such a common



word in our lexicon, yet quite scarce in our experience. At ACLC, we are keen to join the efforts to disrupt this trend. The teaching of leadership needs to be strengthened in our primary, secondary and tertiary institutions. In doing this, we must emphasize on leadership as a tool for solving problems and making our world a better place to live in! Our institutions must also become a veritable ground to teach the skills and behaviors necessary to make progress on the peculiar problems we face as a nation and continent.

AN ADAPTIVE APPROACH



Adaptive leadership is an important concept that we teach and deploy at ACLC. Having recognized that our problems in Nigeria and indeed Africa are mostly adaptive in nature, the task therefore becomes building capacities that enable us to make the needed changes on the challenges we face. Dealing with adaptive challenges will often require we wrestle ourselves, our identity, preferences, habits, loyalties, culture, beliefs, norms, defaults etc. It will require the willingness of the persons with the problem to make the needed adjustments necessary for change. Our efforts to adapt for change will also require us taking the best from our history into our future.

COMPETENCIES OF LEADERSHIP

Leadership is not about building dependency, but should focus on building capacity. There are too many problems needing solutions in our continent and the world at large, so can't afford to rely on solutions from only a few persons in positions of authority.

To ensure more individuals are able to exercise leadership within their spheres, ACLC recognizes the need to promote the building of capacities or competencies in four key areas, namely:

1

Mastering Effective Diagnosis

2

Mastering Self-Management

3

Mastering Effective Mobilization of Others

4

Mastering Skillful Interventions

OUR PROGRAMS

CIVICS NIGERIA (THE PRINCIPALS)

ACLC through this program seeks to promote civic participation and empowerment of Nigerians. As enshrined in the nation's constitution, there are rights and responsibilities, so citizens should become aware, so can effectively engage in how they are governed.

It is also important to educate and enlighten the citizens of Nigeria on their critical role in nation building. Every citizen needs to engage in civic leadership for the common good of the community or nation at large. It needs be understood that civic leadership is available to anyone irrespective of role or position.

It is critical to eradicate apathy and indifference amongst the populace, to encourage citizens to engage, be involved, ask questions and seek clarification on issues affecting them in their local communities.

Citizens will be encouraged to arrange meetings with their local councilors, local government chairman, representative in the Federal House of Representatives and in the Senate. Town hall meetings will be held for citizens to seek information and to meet with their elected leaders.

The nature of our democracy requires that citizens be reoriented to know that they are

indeed THE PRINCIPALS and that those upon whom they confer power are their agents.

So they also have to be prepared to bear the risks, the costs, and the fruits of shared responsibility and civic participation.

As stated in the Nigerian Constitution **Chapter 2, Section 14(2)(a)**, *Sovereignty* belongs to the people of Nigeria from whom government through the Constitution derives all its powers and authority.

The citizens need to be aware that elected officials derive their authority and powers from them, so should in turn demand leadership and accountability from such persons. Civics Nigeria also seeks to promote volunteerism of citizens for our common good. Rather than everyone looking to the government to get things done, citizens are encouraged to volunteer to take action within their spheres.



THE ART AND PRACTICE OF LEADERSHIP DEVELOPMENT (APLD)

In this program, we routinely gather 30 - 40 participants in our leadership labs to evaluate the practice of leadership and competencies required to be built in order to make progress on the daunting challenges of the participants.

It is also an opportunity to receive feedback from the practice field and to energize participants on how differently they might approach their leadership challenges.

Leadership cannot be evaluated independent of the challenges within a society or system and the efforts to mobilize others to tackle the issues confronting them.

At our labs, our focus is to shift from analyzing leadership from where power and personal characteristics are the units of analysis to a different unit called work or progress on real problems. We therefore consider what kind of activities or practice could someone engage in to mobilize people to tackle important problems. We emphasize that leadership as a practice is something you do, not who you are. So work is the unit of analysis.

Analyzing leadership as a practice rather than a set of personal characteristics helps to examine the actions of individuals to see why they were successful or not successful.

So we can analyze their diagnostic practice, self-management practice, mobilization and intervention practice etc. The reality is

Individuals seldom practice leadership successfully all the time.

PRACTICE LEADERSHIP FOR SENIOR SECONDARY AND UNIVERSITY STUDENTS

Nigeria is estimated to have over 90 million under the age of 18 years, so reputed to have the 3rd largest youth population in the world after India and China. At ACLC, we view leadership as a practice, a skill that can be learnt, hence reckon it is best to begin this process with our teens/youths who represent the future of our nation. When the values and activities of leadership are mastered at an early age, they will more likely become the norm and culture when our youths get older.

Our Practice Leadership Course for Senior Secondary and University students aims at bringing the concept of leadership to the doorstep of our teen/youths. Leadership values and activities are taught and highlighted using movies, drama, animations etc. to communicate that leadership is what you do, not who you are.

THRIVE NIGERIA (THRIVE LEADERSHIP CONFERENCE)

Nigeria is the most populous country in Africa, with an estimated population of over 190 million people. Our nation is extremely diverse so regarded as a multinational state, which is inhabited by at least 250 ethnic groups, which speak over 500 different languages, in addition to being identified with a wide spectrum of cultures. Nigeria has the unique blend of being about the only nation with almost an even divide of its population split between two major religions – Christianity and Islam.

Thrive leadership Conference is an annual gathering designed to achieve the following objectives:

- Define the gaps between our present reality and our future aspirations? What are really the adaptive challenges we face?
- Identify factors making progress difficult on the challenges we face.
- Outline actions, skills, mindsets etc. to be developed in other to make progress on the identified challenges.
- Inspire, mobilize and energize the kind of innovative change necessary for change and progress as a nation within a dynamic and globalized world.
- Promote the concept of leadership that focuses on solving problems through relevant homegrown solutions and interventions.

Thrive Nigeria will also require that we observe three essential characteristics necessary for successful adaption and innovation of any organization, society or nation.





Thrive Nigeria will bring focus on various sectors of our national life, and what steps we must take to adapt, innovate and build the needed capacity for change. It will be about promoting leadership that seeks to build functional capacity rather than dependency. At the individual, family, societal and national levels; what steps must be taken to develop the critical mental infrastructure needed for progress.

ACLC/EDUCARE PROGRAM

Since leadership involves making progress on difficult challenges in our communities and nation, ACLC as part of taking action to improve the quality of primary school education in our public schools in the Abuja Municipal Area Council (AMAC) have initiated the ACLC/EDUCARE program.

This is a commitment to enhance and promote the basic primary education for the good common good of all in our community.

We are therefore collaborating with the Education Arm of the Abuja Municipality Area Council (AMAC) to provide the following:

- Infrastructural support to primary schools in AMAC.
- Weekly leadership and mentoring programme for pupils.
- Sponsorship and scholarship of pupils.
- Teacher training and capacity building workshops.
- Provision of books and other learning aids to the pupils.

OUR TRUSTEES



EDBERT ABEBE

Edbert Abebe is a lawyer, adaptive leadership practitioner, social transformer and author. He is the current CEO of ABUJA CIVIC LEADERSHIP CENTER (ACLC) with a mission to build the capacities of individuals to practice leadership anytime, anywhere. He sees the practice of leadership as a critical tool in making progress on the daunting challenges confronting our world.

He is an accomplished Leadership & Learning professional with extensive experience in the design and delivery of innovative and high impact leadership development programs for individuals and organizations within Nigeria, across Africa and the globe.

He also oversees the Center for Adaptive Leadership - Nigeria, the local chapter of the International body - Adaptive Leadership Network based in the U.S. He has spent the last 10 years examining and instructing on the subject of leadership and authority. He is a senior partner in the law firm of Abebe & Abebe, established over 15 years ago. He is an alumnus of The Harvard University Kennedy School of Government, Boston Massachusetts; and was involved in the Global gathering of 62 other leadership practitioners from 18 different countries in Wichita Kansas in 2012, to engage in large-scale leadership development for the common good of society.

He is a member of the Adaptive Leadership Network International, an associate of the Institute of Strategic Management of Nigeria (ISMN), Chartered Institute of Arbitrators & Conciliators of Nigeria and The Institute of National Transformation (INT). He is married to his highly estimable wife; Opeyemi and they both have three children.



GLORIA UDUAK EKPO

A programme management & training specialist with 26+years' experience in the field of agricultural extension, value chain development in agricultural rural economy, gender and livelihood development across the public, private and social sectors in states in Africa. She possesses hands-on experience in project formulation, management and coordination with excellent, and monitoring & evaluation skills in developing and maintaining effective partnerships with governmental/local authorities, NGOs and international funding agencies. She is also very skillful at budget administration and monitoring, and financial management of projects.

Renowned in the sector for working with local communities in Africa with proven strategic, management in agriculture as well as technical experiences in multi-year Agricultural, Environmental and Business development projects targeting varying socio-economic dimensions towards the Promotion of Women Entrepreneurship (WEP), Innovation Platforms (IP),

Climate Smart Agriculture(CSA) and Gender Mainstreaming in agricultural extension. Currently she is the Management Consultant for Sustainable Economic Advisory and Research Ltd (Programme Director).



OLAKUNLE SORIYAN

Olakunle Soriyan is the Principal Transformation Strategist of the OLAKUNLE SORIYAN COMPANY, a Total Life Management (TLM) and Nation Building, Training, Coaching and Consulting Firm. The company works with leaders of various arms of Government and NGO's as well as Business and Institutional leaders at all levels, using original, home grown research and principle based methodologies.

Soriyan serves on the Board of various organizations, and is a daily radio host, Philosopher, Trainer and Consultant of high pedigree. He has developed many best-selling

products helping hundreds of thousands of individuals across the globe.

The Personal Advisor, Counsellor, Coach and Confidant to many high net-worth individuals and high-profile organizations, promotes ORIGINALITY as a critical pathway to PURPOSEFULNESS at any level of development.

He is happily married to his immensely gifted Wife, Tiwalade and they are blessed with a wise son, Olakunle David.



YUSUF AYO TAJUDEEN

Hon. Yusuf Ayo Tajudeen, is a member of the House of Representatives, representing Kabba-Bunu/Ijumu Federal Constituency, Kogi State. He is an Alumnus of the University of Jos, Harvard University, USA, Cambridge University, UK, and Carleton University, Canada.

He has received several commendations as a ranking member of the Federal House of Representatives. Following his outstanding performance in the Green Chamber, he is presently the Chairman, House Committee on Capital Market and Institutions. Prior to this, he was the Deputy Chairman, House Committee on Information and Communication Technology at the Seventh Assembly.

Hon. Yusuf Tajudeen has shown outstanding brilliance and enviable intelligence in the conceptualization, articulation and presentation of Motions and Bills. This is coupled with a penchant for parliamentary advocacy and political engagement evidently and eminently espoused in the presentation of over Fifty motions and Ten Bills. He has shown unparalleled commitment to the actualization of constituency projects covering Health, Education, Water, Power, Human Capital Development, Employment, Women and Youth empowerment, Road, and Sports development in all the Thirty Wards and Two Local Government Areas making up Kabba- Bunu/Ijumu Federal Constituency.

He is a recipient of numerous Awards for selfless service, quality representation and responsive contribution to national development. He is a Member of the PDP's National Executive Council, and Secretary PDP Caucus, House of Representatives.

He is happily married with a lovely daughter.





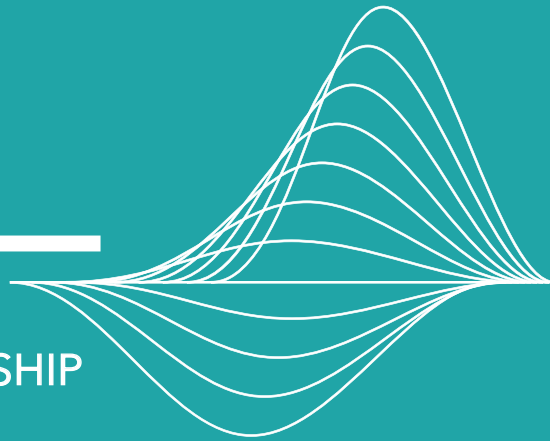
Change begins with the citizens and not the government! The responsibility for enabling the politicians to do the right thing lies not with them, but with each of us, our commitment to and skillset in civic leadership. And, conversely, the politicians' failure to exercise leadership is our failure to demand it from them, reward them for it and create the conditions where they can do so. In effect, the hard work of building and sustaining our democracy in this nation and the continent rest not only on the government, political parties or with any one politician, but in truth with each one of us.

- David D. Chrislip and Ed O'Malley

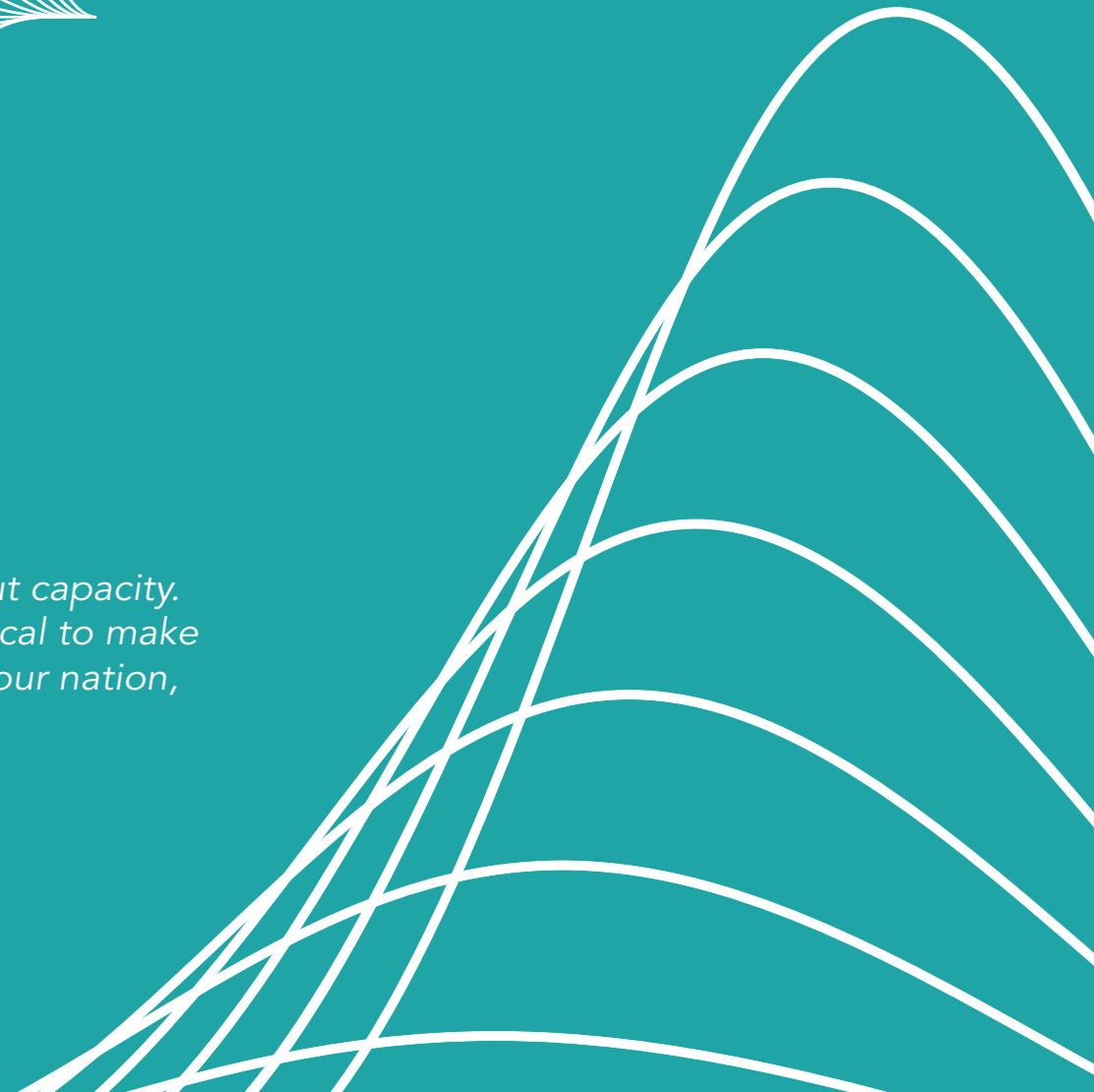


CAL

CENTER FOR
ADAPTIVE LEADERSHIP
NIGERIA





*Leadership is not about building dependency but capacity.
Adaptive leadership learning and practice is critical to make
progress on the daunting challenges we face in our nation,
continent and the world at large.*





ABUJA
CIVIC
LEADERSHIP
CENTER

 Plot 16, 21 Road,
Off 2nd Avenue,
Gwarinpa District,
Abuja, Nigeria

 +234 (0) 81 7044 1572
 info@aclcng.org
 www.aclcng.org

    @ACLCNigeria



Change begins with the citizens and not the government! The responsibility for enabling the politicians to do the right thing lies not with them, but with each of us, our commitment to and skillset in civic leadership. And, conversely, the politicians' failure to exercise leadership is our failure to demand it from them, reward them for it and create the conditions where they can do so. In effect, the hard work of building and sustaining our democracy in this nation and the continent rest not only on the government, political parties or with any one politician, but in truth with each one of us.

- David D. Chrislip and Ed O'Malley

