

| CHAPTER FIFTEEN |

PROF. EUGENE OKOYE NWADIALOR'S ADMINISTRATIVE LEADERSHIP QUALITIES VIS-À- VIS JOHN MAXWELL'S 21 IRREFUTABLE LAWS OF LEADERSHIP

Engr. Emmanuel ChukwunekeOkonkwo (JP)

Directorate of Works and Services

Tansian University, Umunya

08038966000; Echinekenemelu@yahoo.com

Introduction

A leader is simply defined as the person who directs or controls a group, organization, country etc (Hornby A.S. 1998). No person is a leader by birth; it is by development which means a process of gradually becoming bigger, stronger, better and so on. The process followed determines the level of leadership attained in a particular field such as administration, production of goods, supervision et cetera. Leaders who are distinguished however attain that status by practicing the proven principles or law of leadership, consciously or unconsciously. John C. Maxwell intelligently wrote and got-published in a book: *21 IRREFUTABLE LAWS OF LEADERSHIP*. He stated: “As I write this, I am fifty- one years old. I've spent more than thirty years in professional leadership positions. I've founded four companies. And I focus my time and energy on doing what makes a positive impact in the lives of people. But I've also made a lot of mistakes along the way- more than most people know. Every success and every failure has been an invaluable lesson on this.” The author of this paper decided to use the *21 IRREFUTABLE LAWS OF LEADERSHIP* to evaluate Prof. E.O. Nwadiakor over his Administrative Leadership as the Vice Chancellor of Tansian University, Umunya, and as a two-tenure Rector of the Federal Polytechnic, Oko, both in Anambra State. If

his performances conform to the 21 Laws, this author will vouch that he is a dynamic and distinguished leader in Administration.

The 21 Irrefutable Laws Of Leadership Vis-À-Vis Prof. Nwadiakor's Administrative Leadership Qualities

In this section, the author wishes to x-ray the irrefutable leadership qualities as discussed by John Maxwell with a view to juxtaposing them with the administrative leadership qualities of Prof. Nwadiakor. Below are the 21 Laws of Leadership as outlined by John C. Maxwell:

Law 1. The law of Lid: “Leadership ability determines a person's level of effectiveness”

“Leadership ability is always the lid on personal and organizational effectiveness. If the leadership is strong, the lid is high. But if not strong, then the organization is limited. That is why in times of trouble, organizations naturally look for new leadership, when a country is experiencing hard times, it elects a new president. When a company is losing money, it hires a new CEO. When a church is floundering, it searches for a new senior pastor. When a sports team keeps losing, it looks for a new head coach”. Don said that whenever they came into an organization to take it over, they always started by doing two things: first they trained all the staff to improve their level of service to the customers; and second, they fired the leader (Maxwell, p 10).

Professor E.O. Nwadiakor came into Federal Polytechnic Oko when it was a privately owned Institution and initiated its upgrading to Federal ownership. Professor E.O. Nwadiakor trained the staff of Tansian University on computer applications. He has erected more buildings, improved academic standard, staff

welfare, equipment level. This is to mention just a few to prove his effectiveness as a leader in the high institutions cited above.

Law 2. The law of Influence: “The true measure of leadership is influences- nothing more, nothing less”

He who thinks he leads, but has no followers is only taking a walk. If you can't influence others, they won't follow you., you're not a leader” (Harry A. Overstreet in Maxwell). The very essence of influence lies in getting the other person to participate. Influence, by simple definition, means the power to affect the way someone or something develops, behaves or thinks, without using direct force or orders. Professor E.O Nwadiolor is an orator, humorous and charismatic, a protagonist of “Igwebuike” (group- is- power) ideology, a workaholic, virtuous, all of which make people follow him. Hard work is required to gain influence in any organization and to earn the right to become a leader”³. Example is that when he proposed the need of inaugural lectures, professors of Tansian University voluntarily took it up resulting to three inaugural lectures in 2023, a mark of influence by Prof. E.O. Nwadiolor. Prof. Nwadiolor leads by example.

Law 3. The law of Process: “Leadership develops daily; not in a day”

“Becoming a leader is not like investing successfully in the stock market: If you want to make a fortune in a day, you're not going to be successful.”³ What matters is what you do day by day over a long haul. A leader possesses respect, experience emotional strength, skill, discipline, vision, momentum and so on. As a two-tenure Rector of the Federal Polytechnic Oko and the current Vice Chancellor of the Tansian University Umunya, among others, he developed leadership ability, over many years; not in a day.

Law 4. The law of Navigation: “Anyone can steer a ship, but it takes a leader to chart a course”

Professor Eugene Okoye Nwadiolor charted the courses:

- i. Up-grading and renaming the former Anambra State Polytechnic Oko to Federal Polytechnic Oko
- ii. Start-up and sustenance of Inaugural lectures by professors of Tansian University, Umunya.
- iii. Promotion of deserving lecturers to professional status
- iv. Establishment/ accreditation of faculty of Law, School of Nursing, computer science, etc

Law 5. The law of E.F. Hutton: “when the real leader speaks, people listen”

How do people react when you communicate? When you speak, do people listen- I mean really listen? Or do they want to hear what someone else has to say before they act?³ People listen not necessarily because of the truth being communicated in the message, but because of their respect for the speaker! Professor E.O. Nwadiolor welds a lot of respect among the staff of Tansian University Umunya and that is why they listen attentively and comply whenever he speaks to them.

Law 6. The law of Solid ground: “Trust is the foundation of leadership”

To build trust a leader must exemplify competence, connection and character. Craig Weatherup explains, “you don't build trust by talking about it. You build it by achieving results, always with integrity and in a manner that shows real personal regard for the people with whom you work”³ Prof E.O.Nwadiolor's social titles conferred by the students of the Federal Polytechnic Oko, is “OzuoOme” meaning someone who plans and implements.

Prof. Nwadiakor is a planner and an executor of the first order. This explains series of success stories surrounding his administration both in Federal Polytechnic, Oko and Tansian University, Umunya.

Law 7. The law of Respect: “People naturally follow leaders stronger than themselves”

“When people respect someone as a person, they admire her. When they respect her as friend, they love her. When they respect her as a leader, they follow her. That's how the law of respect works. In general, followers are attracted to people who are better leaders than themselves. The greatest test of respect comes when a leader creates a major change in an organization.³ For example, a few months ago, in 2023, the management of Tansian University Umunya introduced a major change and communicated it during staff and students meeting: plan was under way to lock-up all hostels at 9am when all students should be attending lectures and unlock them at 5pm when lectures are supposed to have reduced, from Monday to Friday. The change was aimed at making the students go to read in the library, to prevent students from gallivanting in hostels during lecture periods, and to attend lectures. The students welcomed the unexpected change as a mark of respect.

Law 8. The law of Intuition: “Leaders evaluate everything with a leadership bias”

“A great leader possesses bias- a natural skill or interest- that can make him or her see things others can't see, make changes and move forward before others know what is happening, read and react, set priorities right, never forgets that people are their greatest assets. They instinctively understand people and know how to move them from point A to Point B. Schwarzkopt was repeatedly able to turn bad situations around as a result of his exceptional leadership intuition”. Professor E.O. Nwadiakor

stresses during staff and students meeting that students are our asset and as such, every person should participate in getting those who seek admission interested in Tansian University. Otherwise some courses might fold up and staff retrenched, or payment of salaries affected negatively since the Institution survives with the school fees paid by the students

Law 9. The law of Magnetism: “who you are is what you attract?”

Who you are is what you attract. Birds of the same feather flock together. The high caliber, and efficiency of the teaching and non-teaching staff attracted to work at top echelon and leading the various departments at Tansian University Umunya attest to the fact that Prof. E.O. Nwadiakor, the head of the Institution, is a high caliber and efficient leader that magnetized people like him.

Law 10. The law of Connection: “Leaders touch the heart before they ask for the hand”

You cannot move people to action unless you first move them with emotion. They do not care how much you know until they know how much you care. So connect with people, build relationship, walk slowly through the crowd, connect with groups and individuals. When addressing a group, apply human sensibilities, know names, initiate conversation, impact lives positively, and so on. People will certainly respond positively, thereafter, because by so doing, you have touched their hearts. Professor E.O. Nwadiakor does these things and that explains why his policies and programmes sell through easily. For example: cleaners employed to sweep offices, hostels', laboratories, halls and library, mainly, do additional work of tidying up the campuses because their hearts are touched by one or more of the ways just mentioned.

Law 11. The law of Inner Circle: “The leaders' potential is determined by those closest to him”

In essence, this law postulates that people in leadership position should have a circle of friends, advisers, allies, collaborators, valuable advice, suggestion, and guide. It is therefore imperative for a successful leader to cultivate the law of inner circle and Prof. E.O. Nwadiakor is no exception. As a good team player, the Professor, has some very close allies, especially among members of the University's Senate, most of whom are fellow professors and with them, a formidable inner circle becomes manifest for the overall good of the Institution. Think of any highly effective leader, and you will find someone who surrounds himself with a strong inner circle. “My friend Joseph Fisher reminded me of that as he talked about the impact of evangelist Billy Graham. His success has come as the result of a fantastic inner circle: Ruth Bell Graham, Grady Wilson, Cliff Barrows, and George Beverly Shea. They made him better than he ever would have been alone. You could say the same thing of the two- term president Ronald Reagan. He was successful because he surrounded himself with good people”³

Law 12. The law of Empowerment: “Only secure leaders give power to others”

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it (Theodore Roosevelt in Maxwell p. 125), Prof. E.O. Nwadiakor fits into the above description. He gives powers to his subordinates: Deans of faculties, chairmen of special committees, et cetera and give them credit when they achieve good results “For a president to select a political rival for a cabinet post was not unprecedented; but deliberately to surround himself with all of his disappointed antagonists seemed to be courting disaster. It was a mark of his

sincere intentions that Lincoln wanted the advice of men as strong as himself or stronger. That he entertained no fear of being crushed or overridden by such men revealed either surpassing naivete' or tranquil confidence in his powers of leadership. Lincoln lived the law of Empowerment. His security enabled him to give his power away” Professor E.O. Nwadiakor gives some of his powers to fellow professors working under him, Usurpation of his functions by any of them has not occurred.

Law 13. The law of Reproduction: “It takes a leader to raise up a leader”

People cannot give others what they themselves do not possess; followers simply cannot develop leaders. “More than four out of five of all the leaders that you ever meet will have emerged as leaders because of the impact made on them by established leaders who mentored them. That happens because of the law of reproduction: it takes a leader to raise up a leader” (Maxwell, p.134). For instance, one of the professors mentored by Prof. Nwadiakor, in a congratulatory message to him for his fantastic lecture delivered during the Federal Polytechnic Oko Alumni Convention on 15th Dec. 2023, wrote: Vice Chancellor sir! I Count myself very privileged to have come under your tutelage! God will yet increase you in leaps and bounds for He is not done with you yet, V.C.!” There is no gainsaying the fact that Prof Nwadiakor has raised up many leaders both within and outside Tansian University.

Law 14. The law of Buy-in: “People buy into the leader, then the vision”

To buy into somebody can be likened to loving that person unconditionally. Whatever idea the person brings, you accept it as right and allow it to influence you. “But because the people had come to buy into him as their leader, they embraced the vision (Maxwell, P.144). Because people had bought into

Gandhi, they accepted his vision. And once they had embraced the vision, they were able to carry it out” For instance, Prof. Nwadiolor brought the idea that professors of Tansian University should present inaugural lectures, and it was accepted. Within the year 2023, three professors delivered impressive inaugural lectures.

Law 15. The law of Victory: “Leaders find a way to the team to win”

Victorious leaders feel that the alternative to winning is totally unacceptable. They have no plan B, so they figure out what must be done to achieve victory, and then go after it with everything at their disposal. When Tansian University wanted to get the law school and school of Nursing accredited by the NUC, financial challenges were there: nursing classrooms and laboratories were not in good shape, like-wise electrical units, and the Oba Campus compound. But, surprisingly, Prof. Nwadiolor and his team provided fund used to do electrical maintenance, renovated classrooms, the assembly hall, pave some of the Oba Campus compound, equipped the classrooms and laboratories with necessary facilities all of which contributed to making the Institution pass the accreditation

Law 16: The law of the Big MO: “Momentum is a leader's best friend”

“All leaders face the challenge of creating change in an organization. The key is momentum- what I call the Big MO” (Maxwell, p165). When you have no momentum, even the simplest task can seem to be insurmountable problems. But when you have momentum on your side, the future looks bright, obstacles appear small, and trouble seems temporary. So, momentum is the most powerful change agent. It puts victory within reach. With enough momentum, nearly any kind of change is possible. When the leadership is strong and there is

momentum in an organization, people are motivated and inspired to perform at higher levels. They become effective beyond their hopes and expectations”³. If you desire to do great things with your organization, never over look the power of momentum. It is truly the leader's best friend. If you can develop it, you can do almost anything. That's the power of the Big MO. Professor E.O Nwadiakor possess in abundance the power of Big MO. That is why any changes introduced by him are accepted and put into practice by staff and students.

Law 17. The law of Priorities” “Leaders understand that activity is not necessarily accomplishment”

Examine the life of any great and effective leader, and you will see him putting priorities into action. “There are many things that will catch my eye, but there are only a few things that will catch my heart” (Tim Redmond in Maxwell, p178). The things that bring the greatest personal reward are the fire fighters in a leader's life. Nothing energizes a person the way passion does. If we want to continue to be effective, we have to work according to the law of priorities. Prof. Nwadiakor sets priorities such as the establishment of faculties and departments, completion and furnishing the new classroom buildings at Umunya Campus, before doing some other works, embarking on the next convocation, et cetera.

Law 18. The law of sacrifice: “A leader must give-up to go-up”

When you become a leader, you lose the right to think about yourself” (Gerald Brooks in Maxwell). “And so, my fellow Americans, ask not what your country can do for you; ask what you can do for your country” (John F. Kennedy in Barnes, p.24). An effective leader sacrifices his time, talent and treasure for the organization he/ she heads. Professor E.O. Nwadiakor is not an exception. He travels and makes negotiations for the interest of

the university. He makes a good deal of effort to get qualified and competent staff for the good of the institution, his age notwithstanding.

Law 19. The law of Timing: “When to lead is as important as what to do and where to go”

Every time a leader makes a move, there are really only four outcomes that can result:

- The wrong action at the wrong time leads to disaster;
- The right action at the wrong time brings resistance;
- The wrong action at the right time is a mistake;
- The right action at the right time results to success.

Reading a situation and knowing what to do are not enough to make you succeed in leadership. Only the right action at the right time will bring success. Anything else exacts a high price. That's the law of timing³. For instance, students of Tansian University went on 2023 Christmas vacation on Friday 15th Dec. 2023 and on Tuesday 19th Dec. 2023 the University Authority swung into crucial maintenance work at Oba Campus hostels and compound with plan to complete the work before students' return on 15th Jan. 2024. That is taking the right action at the right time.

Law 20. The law of Explosive Growth: “To add growth, lead followers, to multiply, lead leaders”

Leaders who develop followers grow their organization at only one person at a time. But leaders who develop leaders multiply their growth, because for every leader they develop, they can receive all the leader's followers. Add 10 followers to your organization and you have the power of 10 people. Add 10 leaders to your organization, and you

have the power of 10 leaders, times all the followers and leaders they influence (Maxwell, 9.108). Once you are able to follow the pattern, there is almost no limit to the growth of your organization.³ Prof. Nwadiolor mentors and develops leaders, as cited in the preceding paragraph, and the Institution reaps the benefits that come in multiple forms.

Law 21. The law of Legacy: “The leader's lasting value is measured by succession”

Success is not measured by what you're leaving to, but what you're leaving behind (Chris Musgrove in Maxwell). When all is said and done, your ability as a leader will not be judged by what you achieved personally or even by what your team accomplished during your tenure. You will be judged by how well your people and your organization did after you were gone. You will be gauged according to the law of Legacy. Your lasting value will be measured by succession (Maxwell, p.224). Professor E.O. Nwadiolor dreamt, like Martin Luther King Jr, that one day, the privately owned school of Arts and Science that later was renamed Anambra State Polytechnic would still be renamed, up- graded and converted to Federal Government ownership. And when the opportunity came, he grasped it firmly and worked extremely hard to get the dream actualized. He wrote powerful letter to the governor of Anambra State, ChukwuemekaEzeife. The governor applauded and asked him to prepare another letter which he, the governor, would take to the Federal Minister of Education, Professor Ben Nwabueze, requesting for up-grading, re-naming and Federal government ownership of the Institution. The letter was prepared and, subsequently, he, the governor and the Anambra State Commissioner of Education Mrs. V.V.I. Okoye took it, with their inputs, to the minister of Education. The minister gave approval which

resulted to the name Federal Polytechnic Oko, effective from 1994. Prof. Eugene Okoye Nwadiakor really sweated, sacrificed time, talent and treasure to make his dream realized. Furthermore, the imposing first Administrative building popularly called “**Aso Rock**” at the Federal Polytechnic Oko is his handiwork. Indeed, Professor E.O Nwadiakor bequeathed an indelible legacy to his successor at the Federal Polytechnic Oko, Anambra State and he is equally doing same at Tansian University Umuaya.

Summary and Conclusion

So far, from our discussion, it is very clear that Prof. Eugene Okoye Nwadiakor is a man of many parts. He practically fits into the shoes of John Maxwell's 21 Irrefutable Laws of Leadership. It is very evident that Prof. Nwadiakor has written his name on the sands of time as an erudite leader and administrator as summarized below:

- i. Effectively improved the infrastructures, staff welfare and academic standard.
- ii. Influential and followed by staff and students.
- iii. Developed gradually, not overnight, to become an excellent administrator.
- iv. Championed renaming Anambra state Polytechnic Oko to Federal Polytechnic Oko. Also establishment / accreditation of programmes at Tansian University, Umuaya.
- v. Students of the university listened and obeyed him when he admonished them to attend lectures always
- vi. Is trusted as proved by students of Federal Poly Oko who conferred on him social title of “Ozuo Omee” meaning that he plans and implements
- vii. Commands respect from some fellow professors who may be older or stronger but are serving under him.
- viii. Attracts high caliber academics such as professors like himself to lecture in the Institution.
- ix. Touches the hearts of staff. Example by giving promotion

- and salary bonuses during festive periods
- x. Has inner circle among colleagues
 - xi. Delegates duties and decentralizes some administrative functions without fear of usurpation
 - xii. Mentors and raises up subordinates to higher positions or statuses.
 - xiii. People buy into him by accepting and doing what he proposes such as voluntary delivery of inaugural lectures by university professors.
 - xiv. Possess momentum that enables him pursue actualization of dreams.
 - xv. Sets priorities like decision to complete new class building before convocation the following year
 - xvi. Makes sacrifices like spending extra time after office hours, travels and negotiations for the good of the institution.
 - xvii. Takes right actions at right times such as carrying out major maintenance of hostels only when students are on vacation
 - xviii. Leads followers by mentoring and motivating them to higher productivity
 - xix. Sets legacy, such as the vital role played in getting the Anambra State Polytechnic Oko converted to the Federal Polytechnic Oko. Also by promoting qualified lecturers to become professors in Tansian University Umunya.

Professor Eugene OkoyeNwadiakor's actions, in administration, as the Vice Chancellor of the Tansian University Umunya and as former Rector of the Federal Polytechnic Oko, met the principles of leadership stated in Maxwell's 21 laws of leadership. With that conformity, coupled with personal observations and interactions with him, the author vouches that Professor Eugene Okoye Nwadiakor is a dynamic and distinguished leader in administration.

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