

# THE ROLE OF THE CEO AS A POSITIVE CHANGE AGENT

Guest Speaker Presentation

by

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# Lecture Key Terms...

- mission
- strategic goal
- tactical goal
- operational goal
- optimizing
- strategic plan
- tactical plan
- operational plan
- reaction plan
- long-range plan
- intermediate plan
- short-range plan
- crisis management
- single-use plan
- program
- project
- standing plan
- policy
- rules and regulations



# Who is the CEO...

Has a major role  
in planning and  
implementing  
the strategy.





## *The CEO as a Human Resource Manager...*

*The CEO must find ways to get the highest level of contribution from their workers. And they will not be able to do that unless they are aware of the many ways that their understanding of diversity relates to how well, or how poorly, people contribute.*

*R. Roosevelt Thomas Jr.*



## The CEOs Human Resource Management Includes being hands on in sensitive issues like:

### *Employment Issues*

- *Recruitment*
- *Selection*
- *Induction / Orientation*
- *Training and Professional Development*
- *Performance Appraisal and Management*
- *Career Development*
- *Quality of Work Life*
- *Retention and Turnover*



# Principles of Resource Mgt the Great CEO must imbibe

- Strategic integration
- Organisational flexibility
- Commitment
- Quality



# STRATEGIC HUMAN RELATION SKILLS FOR CEO

- People are not just another cost or factor of production. They are the key to competitive advantage.
- Close 'fit' between human resources, internal processes and the external environment.
  1. Devolution of responsibility for labour management to subordinates .
  2. Co-ordination of policies on recruitment, training & performance management.



## CEO AS THE COMMITMENT DRIVER...

- From ‘control’ to ‘commitment’ through changing the organisation’s culture.
- Mission statement: A statement of core values.
- @ NERC my mission is: “*Promote and ensure an investor-friendly industry and efficient market structure to meet the needs of Nigeria for safe, adequate, reliable and affordable electricity*”.
- Recruitment: Only recruiting those prepared to subscribe to these core values.



# THE CEO & Organizational Change..

- ‘Transformational leadership’: CEO as visionary change agent.
- Ensuring employees demonstrate desired attitudes, competencies and behaviours.
- Culture Management – strong culture



# CEO AS THE QUALITY SETTER

- Culture of quality: Quality work, quality workers, quality products and services.
- Total Quality Management.
- Quality assurance and zero defects.
- Empowering workers via team working.





# CEO as the change agent...

- The Seven phases of change elaborated by Lewin's Three Step Change Theory
- The seven step theory is to focus on the role as a change agent throughout the evolution of change
- The key to change is having the right person to be the voice of change and the support for the change; empowering the process.

## A good CEO should adopt Lewin's Three Step Change Theory...

The process of changing the behaviors of an individuals resistance to a change in any situation.

- **Unfreeze**- shifting the “push-pull” relationship of opposing forces to status quo.
- **Movement**- the status quo is the equilibrium and this step is to increase the level of equilibrium.
- **Refreezing**- after the implementation of change, this step is necessary to make the change “stick”



## Sharing my NERC experience as a change agent

- Initial Skepticism by staff
- Staff initially wary of my change mission
- Commissioners critical of my pragmatic leadership style
- My mission of making NERC transparent, consultative & open did not initially go down well
- Today (3 years later) Staff & Commissioners take pride in the modern & transparent environment they operate.
- They take glowing accolades for being top professionals & positively being different



# THANK YOU

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