



Driving Positive Change in Nigerian Society through Innovative Leadership

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Abstract

Leadership is pivotal in addressing societal challenges, particularly in regions grappling with socio-economic issues. Innovative leadership, characterized by creativity, adaptability, and problem-solving capabilities, has emerged as a key driver of transformative change. In the Nigerian context, where systemic challenges such as unemployment, corruption, and socio-political complexities persist, innovative leadership can bridge divides, foster collaboration, and inspire sustainable growth. Through a qualitative approach, the study clarifies the concepts of innovative leadership and positive change, examining the Nigerian leadership challenge and exploring the philosophy, idiosyncrasies and theories, as well as practical approaches to driving positive change. This study emphasizes the importance of forward-thinking strategies that address immediate problems while laying the foundation for long-term success. The research highlights how innovative leadership can empower communities, embrace digital transformation, and ensure equitable resource distribution. It also explores the adaptability and visionary mindset required for leaders to navigate complexity in a rapidly changing global landscape; this study underscores the transformative potential of innovative leadership in fostering progress and inclusivity for future generations.

Keywords: Positive Change, Nigerian Society, Innovation, Leadership and Innovative Leadership

Introduction

In the contemporary world, the importance of leadership cannot be overstated, particularly in societies grappling with socio-economic challenges. Creative leadership is crucial in that instance as it embodies creativity, adaptability and the capability to navigate complex issues while promoting change. Innovative leadership has become a critical driver of societal progress, especially in contexts requiring



transformative change, such as Nigeria. Leadership in the modern era is no longer just about managing resources but about promoting creativity, adaptability, and inclusivity in discourse that is pressing social, economic, and political challenges. The need to navigate complexity, inspire collaboration, and implement forward-thinking strategies to achieve meaningful change is one of the features of innovative leadership (Northouse & Lee, 2021). In the Nigerian context, this form of leadership holds immense potential to address systemic issues such as unemployment, corruption, insecurity, economic hardship, insecurity and the likes.

Significantly, innovative leadership emphasizes problem-solving and empowering of systems, organisations and communities. Leaders who adopt this approach are more likely to engage stakeholders, build resilient systems, and foster accountability (Uhl-Bien, Carsten, Huang & Maslyn (2022). For instance, in Nigeria, where diverse ethnic and cultural dynamics influence governance, innovative leadership could bridge divides and inspire collective action. In transforming communities, two things stand out, namely, community organising and community action. Both of them are done collectively through collaboration, partnership and networking of people of good-will and people of good-faith for common goals of such a community or organisation to be achieved. Basically, innovative leadership involves nurturing partnerships, embracing digital transformation, and prioritizing equitable resource access while empowering and creating an environment conducive to sustainable growth and societal transformation. Furthermore, innovative leadership thrives on adaptability and visionary thinking. In a rapidly changing global landscape, Nigerian leaders must embrace a mindset that anticipates challenges and identifies growth opportunities. Kouzes and Posner (2019) argue that such leadership addresses immediate problems and sets the foundation for long-term success by instilling a culture of innovation and continuous improvement. As Nigeria faces local and global challenges, innovative leadership offers a pathway to drive positive change, ensuring progress and inclusivity for future generations. Therefore, this study clarifies the Concepts of Innovative Leadership and Positive Change, looks into the Nigerian Leadership Challenge and the Need for Change, explores the Philosophy,



Idiosyncrasies and Theories of Innovative Leadership, and drives for Positive Change through Innovative Leadership.

Concept of Innovative Leadership

Innovative leadership denotes leaders' ability to integrate creativity, adaptability, and strategic foresight to drive transformative outcomes within their organizations or communities. Unlike traditional leadership, which often emphasizes maintaining established systems, innovative leadership focuses on disrupting the status quo to achieve greater effectiveness and inclusivity. Alhamami (2024) cites Northouse and defines innovative leadership as a dynamic process of influencing others to explore novel ideas and implement change that aligns with evolving societal or organizational demands. This leadership style requires integrating emotional intelligence, collaboration, and the application of technology to address complex challenges effectively. In so doing, contextual challenges are addressed as innovative leadership is applied integratively and accordingly.

The hallmark of innovative leadership is its proactive and solution-oriented approach. Leadership that adopts this style are adept at identifying gaps, fostering a culture of experimentation, and empowering teams to take calculated risks. Leitão, Marques & Almeida (2024) cite Uhl-Bien et al. to emphasize that innovative leadership thrives on adaptability, enabling leaders to navigate uncertainties and transform them into opportunities. This approach is particularly critical in volatile environments, as it fosters resilience and the capacity to pivot strategies in retort to emerging trends or crises. By prioritizing continuous learning and development, innovative leaders ensure their teams remain equipped to meet the demands of a rapidly changing world.

Moreover, innovative leadership is inherently collaborative, leveraging diverse perspectives to co-create effective and sustainable solutions. Miao & Nduneseokwu (2025) cite Kouzes and Posner to argue that such leadership emphasizes shared vision and collective problem-solving, cultivating an environment where innovation can flourish. This concept goes beyond individual brilliance, encouraging leaders to inspire and engage others in pursuing groundbreaking ideas and transformative action. Innovative leadership lays the foundation for long-term success by aligning creativity, adaptability, and strategic focus with



organizational or societal goals. Strategic focus is best obtained when guided by a well-developed strategic plan.

Concept of Positive Change

Positive change refers to deliberate actions and transformations that result in improved outcomes, whether at individual, organizational, community or societal levels. It involves addressing existing problems and creating pathways for growth, inclusivity, and sustainability. Kuffuor, Aggrawal, Jaiswal, Smith & Morris (2024) cites Kotter to describe positive change as aligning vision with action and fostering an environment where individuals or organizations can thrive. This concept is rooted in the idea that meaningful progress requires intentionality, a commitment to shared values, and the ability to inspire collective effort toward achieving common goals.

The foundation of positive change lies in its ability to address systemic barriers while empowering individuals and communities to take ownership of their growth. Alibašić (2024) emphasizes that positive change involves adaptive work, which requires confronting challenges and building the capacity to respond effectively to evolving needs. This concept acknowledges the importance of collaboration, recognizing that sustainable change often stems from inclusive processes that bring diverse stakeholders together. By addressing root causes and prioritizing equity, positive change creates conditions for long-term progress that benefit all community or organization members.

Positive change also requires resilience and a clear vision for the future. Leadership is crucial in driving this change by inspiring trust, dedication, hard-work, discipline, fostering innovation, and building systems that support continuous improvement. Cameron and Green (2019) argue that positive change is not just about accomplishing short-term success but about creating lasting impact through sustainable practices. By prioritizing ethical decision-making, transparency, and a commitment to shared goals, positive change ensures that transformations are meaningful and enduring, paving the way for a more equitable and prosperous future.

The Nigerian Leadership Challenge and the Need for Change

Nigeria, often called the "Giant of Africa," has immense human and natural resources. Nevertheless, its potential remains largely untapped



due to persistent leadership challenges. The country's history is marked by governance issues such as corruption, inefficiency, and lack of vision among its leaders. Aka (2024), citing Achebe (1984), famously argued in *The Trouble with Nigeria* that the root of the nation's problem is the failure of leadership, which has hindered the country's socio-economic and political development. This lack of effective leadership has created systemic problems, including poverty, unemployment, infrastructural decay, insecurity, and others which continue to plague the country.

Leadership Challenges in Nigeria

Nigeria faces numerous leadership challenges that have hindered its progress and development. Below are some of the significant issues:

1. **Corruption and Lack of Accountability:** Corruption remains one of Nigeria's most significant leadership challenges. Leaders across various levels of governance have often been accused of embezzling public funds and engaging in corrupt practices. Aruofor & Ogbeide (2023) enuciates that corruption in leadership has eroded public trust and diverted resources meant for development into private pockets. Mismanagement of funds and lack of accountability have resulted in inadequate and weak infrastructure, poor healthcare, and underfunded education systems. It has also lead to poor public services and high poverty levels. Achebe (1984), in *The Trouble with Nigeria*, identified corruption as a cancer that eats into the fabric of governance, preventing progress and development. Despite anti-corruption measures, such as those by the Economic and Financial Crimes Commission (EFCC), the systemic nature of corruption continues to undermine trust in leadership. Corruption is a like a formidable force that has eaten into the fabric of the Nation. Almost all sectors are plagued by corruption.
2. **Lack of Visionary Leadership:** Leadership in Nigeria often lacks the foresight and strategic planning necessary for long-term national development. Many leaders prioritize short-term gains or personal interests over policies that could yield sustainable growth. According to Rotberg (2021), visionary leadership is crucial for any nation's development, setting the tone for innovation and inclusive progress. Nigeria's challenges, including youth unemployment, inadequate infrastructure, and security crises, require innovative and visionary leadership. However, leadership in Nigeria has often



been reactive rather than proactive. Amadi & Owolabi (2024) argue that many leaders lack the foresight and innovation to create long-term solutions. It has left critical sectors such as education, health, and technology underdeveloped. In Nigeria, the absence of leaders with a clear vision has resulted in policy inconsistency, stunted economic growth, and underutilization of resources. Even when vision is shared, do the leaders follow or pursue them faithfully?

3. **Ethnic and Religious Divisions:** Nigeria's diversity is both a strength and a challenge. Leaders often exploit ethnic and religious divisions for political gains, fostering disunity and hampering national development. Ngoa, Kperogi & Osaghae (2024) noted that such divisions are frequently manipulated to maintain power, leading to a lack of trust among citizens and creating barriers to national integration. This challenge undermines collective efforts to address pressing issues such as poverty, education, and healthcare.
4. **Weak Institutions and Governance Structures:** The inability to build strong institutions has left Nigeria vulnerable to political instability and inefficiency. Weak institutions cannot often hold leaders accountable or enforce the rule of law, allowing impunity to thrive. North, Workmaster, Atucha & Kovalski (2024) emphasized that strong institutions are the bedrock of economic and social development, ensuring transparency, accountability, and equity in governance.
5. **Poor Youth Inclusion and Development:** Youth comprise a significant portion of Nigeria's population and are often excluded from leadership and decision-making processes. It has led to disenfranchisement and limited opportunities for innovation and growth. Oluwatobi and Ogunrinola (2011) argue that youth empowerment is critical for leadership transformation and national development. To neglect this demography limits the country's potential to leverage its human capital for growth.
6. **Security Challenges and Inadequate Responses:** Nigeria's leadership has struggled to address insecurity, ranging from terrorism and banditry to communal clashes and kidnapping. The inability to provide a stable and safe environment disrupts economic activities and erodes public trust. Lenshie, Nwangwu, Ezeibe, Ifem & Okafor (2024)



highlighted that insecurity in Nigeria is both a symptom and a consequence of weak leadership, further exacerbated by corruption and inadequate resource allocation.

7. **Resistance to Change and Innovation:** Traditional leadership styles in Nigeria often resist innovative practices and ideas that could improve governance. Many leaders are entrenched in outdated practices, ignoring modern trends in technology and global best practices. In their work on adaptive leadership, Busa, Yakubu & Olabode (2024) emphasized the importance of embracing change to address complex challenges in governance.
8. **Socio-Economic Inequality:** Socio-economic disparities remain a critical issue in Nigeria, with a large proportion of the population living below the poverty line. World Bank (2020) data shows that while Nigeria has abundant natural resources, poor leadership has exacerbated inequality and economic stagnation (Akanle & Shittu, 2022). Many leaders focus on urban-centric policies, neglecting rural development and worsening the wealth gap.

The Need for Change in Nigerian Leadership

The need for change in Nigerian leadership is urgent and critical to the nation's survival and progress. Effective leadership is the cornerstone of development, providing vision, direction, and accountability in governance. Rotberg (2021) states transformative leadership is essential for addressing nations' complex challenges, particularly in Africa. In Nigeria, this means transitioning from a culture of impunity to one of transparency, inclusivity, and innovation. Leaders must prioritize policies that foster equitable resource distribution, economic diversification, and social cohesion to bridge the gap between the nation's potential and its current state.

The call for change in Nigerian leadership stems from the persistent challenges that have hindered the nation's progress, such as widespread corruption, poor governance, socio-economic inequality, and a lack of innovation in addressing critical issues. These issues necessitate a shift toward more accountable, inclusive, and forward-thinking leadership.

1. **Need for Ethical Leadership Practices:** There is need for ethical practices in leadership endeavours to address widespread corruption and governance in Nigerian leadership. This need for



change through ethical leadership practices such as display of trust, foster accountability and transparency, honesty, integrity, fairness and so on. The thrust of good leadership that will drive a positive change is that which respect standards, dignity, rights, rules and regulations and policies put in place and allowing such to work or to be implemented.

2. ***Need for Change Towards an Equitable Distribution of Resources:*** A change in leadership is essential to ensure the equitable distribution of resources, the creation of employment opportunities, and the development of inclusive policies that address the needs of marginalized communities. Equitable distribution of resources will help in everyone having access to basic necessities of life, it will reduce social cohesions and inequality, increased economic growth, enhanced overall wellbeing and more sustainable future for individuals.
3. ***Need for Strategic Thinking in Innovative and Visionary Leadership:*** Leaders who can think strategically and implement transformative ideas are urgently needed to move the nation forward. Strategic thinking brings about a strategic focus that will engage innovation, creativity and birthing forth visions. Thereby brining about changes as needs are met.
4. ***Need for Globalization and Technological Advancement:*** The swift pace of globalization and technological change has highlighted the inadequacies in Nigeria's leadership approach. Many leaders fail to leverage technology to improve governance and economic competitiveness. Kuloğlu (2024) notes that technology-driven leadership can enhance decision-making and foster innovation. Nigeria needs leaders who can harness digital tools to address challenges such as election transparency, e-governance, and digital entrepreneurship. Moreover, leadership change in Nigeria requires more than just replacing individuals in power; it necessitates a paradigm shift in governance and citizen engagement. Osaghae (1998) emphasizes that sustainable development is only achievable when leadership is rooted in accountability, strategic vision, and the active involvement of the populace. Nigeria's youth, in particular, hold the key to this transformation, as they represent a significant portion of the population and possess the energy and



innovation required for change. By embracing the new leadership models prioritizing people-centered policies and ethical governance, Nigeria can overcome its leadership challenges and unlock its vast potential for sustainable development and global influence.

The Philosophy of Innovative Leadership

Innovative leadership is a contemporary approach to leadership that emphasizes creativity, adaptability, and forward-thinking strategies to address complex challenges and drive sustainable progress. The philosophy integrates traditional leadership principles with modern techniques to foster innovation and transformation in organizations or societies. According to Dyer, Gregersen, and Christensen (2019), innovative leaders excel at questioning assumptions, observing patterns, experimenting with new ideas, and networking with diverse individuals to generate solutions that meet evolving needs. This philosophy is grounded in the belief that leaders must proactively anticipate change and empower their teams to co-create innovative pathways.

Adaptability is a core tenet of the philosophy, emphasizing the leader's ability to respond effectively to changing environments and unforeseen challenges. Rigid frameworks or hierarchical structures do not bind innovative leaders; instead, they focus on flexibility and openness to new ideas. Kotter (2012) highlights that in volatile and dynamic contexts, leaders must adopt agile approaches, inspiring teams to embrace change as an opportunity rather than a threat. This mindset improves organizational resilience and enhances the ability to seize emerging opportunities.

Another pillar of innovative leadership is the emphasis on collaboration and inclusivity. Effective leaders create environments encouraging diverse voices and collective decision-making, often leading to more creative outcomes. Chaudhry (2024) argues that adaptive leadership—a key aspect of innovative leadership requires leaders to engage people in problem-solving by leveraging their unique talents and perspectives. By encouraging a culture of collaboration, innovative leaders build trust, drive engagement, and ensure that their teams are invested in achieving common goals.

The philosophy of innovative leadership underscores the importance of vision and the ability to inspire. Visionary leaders articulate compelling



goals and align their teams toward achieving them while leveraging innovation as a tool for transformation. At the same time, transformational leadership is a framework where leaders inspire others to exceed expectations by fostering a shared purpose and challenging the status quo. Innovative leadership integrates this principle by combining a clear vision with a commitment to experimentation and learning, ensuring the organization remains competitive and future-ready (Khan, 2025).

Idiosyncrasies of Innovative Leadership

Idiosyncrasies of innovative leadership refers to leaders' unique traits, behaviours, and unconventional methods to inspire creativity and foster innovation within their leadership teams or organizations. These distinct characteristics often set leaders apart and contribute to their ability to challenge the status quo and develop transformative solutions (Leroy, Buengeler, Veestraeten, Shemla & Hoever, 2022). Effective leaders harness their idiosyncratic qualities to connect with their teams authentically, thereby cultivating an environment that encourages openness and experimentation (Gbobaniyi, 2024). Leaders' unique approaches often redefine traditional practices, sparking innovative strategies that drive organizational growth and adaptability.

Furthermore, idiosyncrasies in leadership are not limited to personality traits but extend to strategic thinking and decision-making processes. Zaccaro, Zhou & Resick (2023). note that innovative leaders often exhibit cognitive flexibility, enabling them to navigate complex problems through unconventional approaches. This flexibility allows them to identify and capitalize on opportunities others may overlook. By embracing their individuality, such leaders inspire their teams to think beyond limitations, fostering a culture of creativity and resilience. Individual differences come into play but it's the responsibility of an innovative leader to help tailor the good sides to profitability of the organisation. Management of different characters is a herculean task but it also brings in the good side of people management.

However, leveraging idiosyncrasies requires balance, as overly eccentric behaviours can sometimes alienate team members or disrupt organizational harmony. As Purnamasari (2023) cites Northouse, he said effective leaders align their unique traits with the organization's vision and values, ensuring that their approach resonates with their



teams while focusing on achieving collective goals. This alignment ensures that idiosyncratic leadership contributes positively to innovation rather than creating unnecessary friction.

Theories of Innovative Leadership

Several theories underpin innovative leadership, highlighting distinct aspects of fostering creativity and driving transformation. Transformational leadership theory, developed by Riggio (2015), is a cornerstone of innovative leadership. This theory emphasizes leaders' ability to inspire and motivate followers through a compelling vision, intellectual stimulation, and personalized support. Transformational leaders challenge traditional practices and encourage team members to approach problems creatively, fostering an environment conducive to innovation.

Another relevant framework is the adaptive leadership theory, introduced by Heifetz, Grashow, and Linsky (2009). This theory focuses on leaders' ability to navigate complex and uncertain environments by encouraging experimentation, learning, and collective problem-solving. Adaptive leaders empower their teams to address challenges collaboratively, leveraging diverse perspectives to develop innovative solutions. The theory underscores the importance of flexibility and continuous learning in a rapidly changing world.

As Greenleaf proposed, servant leadership also intersects with innovative leadership by emphasizing the leader's role in serving and empowering their teams (Miao, Humphrey & Qian, 2021). Servant leaders prioritize their team members' development and growth, fostering an environment where creativity and innovation can thrive. By directing the well-being of their teams, servant leaders create a supportive atmosphere that encourages risk-taking and out-of-the-box thinking.

Lastly, entrepreneurial leadership theory highlights the role of leaders as opportunity seekers and risk-takers. According to Gupta, MacMillan, and Surie (2004), entrepreneurial leaders possess a proactive mindset that drives them to identify new possibilities and mobilize resources to pursue them. This theory aligns closely with innovative leadership principles, emphasizing vision, initiative, and the ability to adapt to changing circumstances.



Driving Positive Change and Innovative Leadership

Driving positive change through innovative leadership requires diverse approaches, prioritizing creativity, adaptability, and inclusivity. These approaches enable leaders to address complex societal or organizational challenges while fostering transformation. Mburu, Ragui & Ongeti (2024) suggest that transformational leadership is central to this effort, as it empowers leaders to articulate a compelling vision that motivates followers to transcend individual interests for collective progress. Transformational leaders inspire trust, stimulate intellectual engagement, and demonstrate individualized consideration, making them effective change agents.

One critical approach is fostering a culture of innovation within the organization or community. According to Rouse & Pratt (2021), leaders must create an environment that boosts experimentation and tolerates failure as part of the learning process. It involves open communication, resource allocation for creative endeavours, and recognizing innovative contributions. By cultivating such a culture, leaders enable their teams to develop groundbreaking solutions that address pressing challenges effectively.

Another approach is leveraging adaptive leadership strategies to navigate change in complex and uncertain environments. Forbes (2023) emphasizes that adaptive leadership encourages collaboration and collective problem-solving by engaging stakeholders in addressing systemic issues. Leaders using this approach focus on diagnosing challenges, identifying stakeholders' interests, and experimenting with solutions. This adaptability is crucial for sustaining positive change, particularly in dynamic or volatile contexts.

In addition to fostering innovation and adaptability, empowering and engaging stakeholders is vital. Northouse (2021) highlights that innovative leaders recognize the value of inclusivity and seek to involve diverse voices in decision-making. Leaders build trust by engaging stakeholders, whether employees, community members, or partners, and by ensuring that change initiatives are relevant and sustainable. Empowering stakeholders also involves providing training, tools, and opportunities for capacity building, enhancing their ability to effectively contribute to the change process.

Lastly, embracing technology and data-driven decision-making is increasingly relevant to innovative leadership. Schneider & Kokshagina



(2021) argue that leaders can drive positive change by leveraging digital tools to analyze trends, predict outcomes, and implement evidence-based strategies. Integrating technologies such as artificial intelligence (AI), big data analytics, and digital communication platforms enables leaders to streamline processes, improve efficiency, and achieve impactful results in shorter timeframes.

Driving Positive Change in Nigeria

Driving positive change in Nigeria through innovative leadership requires leveraging specific components that address the nation's unique socio-economic and political challenges. These components include visionary leadership, adaptability, collaboration, technological integration, and ethical governance. These elements empower leaders to foster transformative solutions that promote sustainable development and social equity.

1. **Visionary Leadership** is foundational to innovative leadership and essential for inspiring change. Visionary leaders articulate compelling goals that resonate with their followers and provide a roadmap for achieving societal progress. According to Riggio (2024), such leaders can foresee future opportunities and challenges, aligning their vision with long-term goals. In the Nigerian context, visionary leadership is critical for addressing poverty, education gaps, and infrastructure deficits. Leaders can foster collective action and ensure lasting impacts by rallying stakeholders around a unifying vision.
2. **Adaptability** is another vital component, allowing leaders to respond effectively to Nigeria's dynamic and often volatile environment. Heifetz, Grashow, and Linsky (2009) emphasize the importance of adaptive leadership in navigating complex challenges, particularly in developing nations where socio-political conditions frequently shift. Nigerian leaders must be flexible and willing to recalibrate strategies in response to emerging realities such as economic downturns, security crises, or technological advancements. Adaptability ensures that leaders remain relevant and capable of overcoming resistance to change.
3. **Collaboration and Inclusivity**: These are integral to innovative leadership, as they emphasize the power of collective efforts in driving positive change. Northouse (2021) highlights that inclusive leadership builds trust and ensures diverse perspectives are



incorporated into decision-making processes. In Nigeria, fostering collaboration across ethnic, religious, and socio-economic divides can promote national unity and enhance the effectiveness of development initiatives. Engaging civil society, private sectors, and local communities in dialogue and partnerships create a robust foundation for sustainable progress.

4. **Technological Integration:** This is indispensable for modern leadership approaches to drive innovation and efficiency. McAfee and Brynjolfsson (2017) argue that embracing digital tools like data analytics, artificial intelligence, and blockchain can significantly enhance decision-making and service delivery. For Nigeria, technological integration can improve transparency in governance, streamline public services, and drive economic diversification through digital entrepreneurship.
5. **Ethical Governance:** This is a cornerstone of innovative leadership. Leaders who prioritize integrity, accountability, and social responsibility inspire trust and confidence among citizens. Kellerman (2024) asserts that ethical leadership builds credibility and certifies that policies and practices align with the public good. In Nigeria, combating corruption and promoting fairness in resource allocation are critical for creating a stable environment conducive to positive change.

Conclusion

The critical role of leadership in addressing socio-economic challenges and driving societal progress has been discussed in the study. Innovative leadership, characterized by creativity, adaptability, and visionary thinking, provides a robust framework for navigating the complexities of modern governance and fostering positive change, which was also discussed. The study has shown that this leadership approach is essential for addressing systemic issues such as unemployment, corruption, and socio-political divides in the Nigerian context. As it stresses innovative collaboration, problem-solving, and accountability, innovative leadership has the potential to empower communities, build resilient systems, and inspire collective action. Moreover, innovative leadership's adaptability and forward-thinking mindset offer Nigerian leaders a pathway to tackle immediate challenges while laying a groundwork for sustainable growth and development. Innovative leadership offers a transformative model for Nigerian leadership to drive meaningful



change and foster a culture of growth, inclusivity, and sustainability. As the nation faces local and global challenges, this study opines that innovative leadership would ensure a brighter, more equitable future for future generations. Invariably, leaders who embrace innovation and continuous improvement are better equipped to address pressing societal needs while anticipating future opportunities.

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