

# RED FLAGS IN ORGANISATIONAL EFFECTIVENESS: TIPS ON SURMOUNTING THEM.

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# Introduction

- Organisational leadership determines the success, effectiveness or otherwise of every organisation or entity.
- Leadership failure has been a great challenge in both political and organisational positions; hence the need for grooming and capacity building, as a way of raising competent leaders that take organisations to greater heights.

# Introduction contd.

- This presentation will briefly look at the meaning of effective organisation; its models; red flags and tips on surmounting them.
- Practical ways of building an effective organisation will be attempted while giving domestic examples using FIDA as a model organisation.

# Meaning of effectiveness

- Effectiveness of an organisation depends on whether it is for profit making or not-for-profit.
- We shall dwell on not-for profit and use FIDA Nigeria as an example where necessary.
- Effectiveness can be defined as the ratio between the objectives set by an organisation and the outcomes of such efforts.
- The focus is on achieving a goal through doing the right things.

# Effectiveness contd.

- Organisations equate effectiveness to good leadership.
- A good leader provides direction, exhibits passion, confidence, commitment, courage, and inspiration.
- Leadership by example motivates and inspires others to follow through.
- A good leader propels the right strategies towards achieving effectiveness; while a bad leader exhibits organisational dysfunction where no success is recorded.

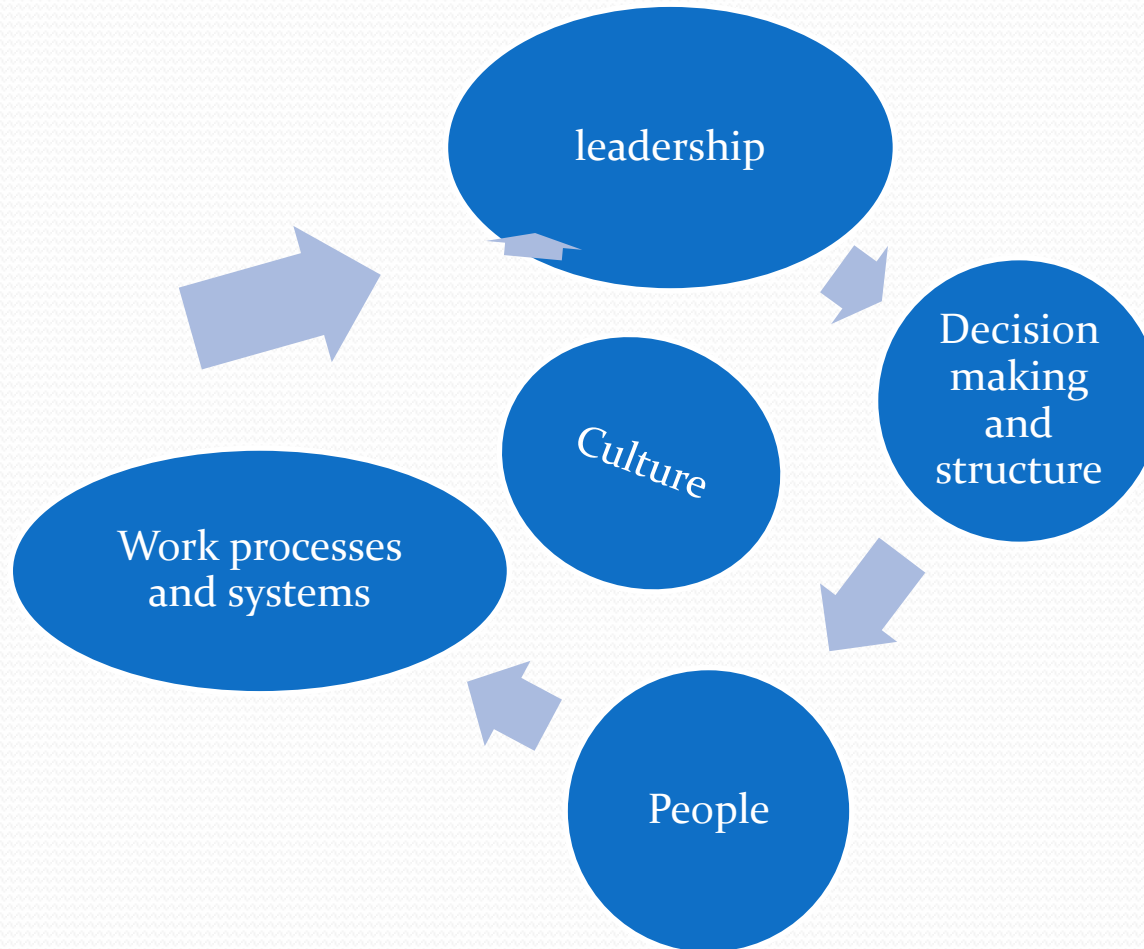
# Indicators for effectiveness

- Management
- Performance and productivity efficiency
- Accountability- rules, procedures, processes, rewards, discipline.
- Strategy
- Results
- Effectiveness principle is being conscious of what we do and how we do things; being intentional about the consequences of what we do.

# When is an organisation effective?

- An organisation is effective when it achieves its set goals using aligned internal processes and having secured resources that create competitive advantage.
- Effectiveness is a testimony of progress, attaining greater heights, high rating from the public.
- For FIDA, effectiveness means promoting and protecting the human rights of women and children; through increased number of clients, increased funding, increased activities, etc.
- Bridgespan's elements of effective organisation wheel will be illustrated in the next slide.

An adaptation of Bridgespan's key elements of an effective organisation wheel is as follows:





# Non-profit organisational wheel above is explained as follows:

- Effectiveness means that the leadership is able to align all the functional areas coherently- clear vision, priorities, cohesive team.
- Decision making/structure - clear roles, accountability for decision.
- People /skills– talent necessary for success.
- Work processes and systems- execution of programmatic work processes in an ethical manner.
- Culture – values and behaviours, capacity to change.  
This has a linkage to all areas of the organisational wheel.

# Measuring success for non-profit

- Achieving its mission, goals and objectives is effectiveness in non-profit.
- This is not measured by profit made but rather by factors such as- number of clients assisted, amount raised for the work of the organisation, number of volunteers, and more importantly, the reputation and integrity of the organisation.
- The number of people whose lives were touched through organisational activities, the audience impacted by their advocacy etc.

# Red flags

- Red flags refer to signs that there is a potential threat that things are going wrong due to ineffective leadership. Here, the integrity of the leadership is called to question.
- E.g. where poor funding has made it impossible to carry out activities or projects; where it has become difficult to get new members; paucity of clients, etc.
- Inability to align team goals to organisational objectives . Self centeredness - when a leader is more interested in outshining team members.

# Red flags in leadership

- Lack of trust, no teamwork and effective communication, tension during meetings or programs.
- Too much control and lack of empathy or compassion-power play.
- Lack of accountability – no responsibility for actions, no commitment, no proper records, poor reporting, etc.
- Lack of transparency in transactions or projects, no proper handover from one tenure to the other.
- Vicious politics, mudslinging, forming cliques, inability to work with some members.

# Red flags contd.

- Pointing accusing fingers when things go wrong instead of taking responsibility for actions or inactions.
- Backbiting, bickering, enmity, lack of coercion, extreme criticism instead of constructive.
- Low morale, lack of passion and enthusiasm.
- Organisation not meeting its major objectives and goals.

# Tips on overcoming red flags

- Performance reviews – feed backs from members, clients, staff, anonymous etc; being ready to implement reviews and not taking them personal.
- Leadership with integrity and moral uprightness; be selfless and forget about personal gains rather focus on organisational goals.
- Take responsibility for failures and do not shift blames.

# Tips on overcoming red flags contd.

- Honesty and openness; show respect and not bully; core ethical values.
- Create trust, show empathy, integrity, friendship, sisterhood; leadership is about service. [chief servant]
- Effective communication- internal and external as a strategy for flow of information.
- Being receptive to contributions, suggestions and feedbacks breeds loyalty.
- Encourage appreciation, engage more, reward hard work and punish members especially for corruption, unjust enrichment, tyranny, etc.

# Conclusion

- FIDA Nigeria's members and officers through out the branches must be careful with the public perception of what FIDA stands for.
- They must be seen as an exceptional professional organisation with high ethical values and standards.
- Integrity, humility, diligence, accountability, transparency, conscientiousness and ethical standards, must be the watch words.
- Bickering, gossiping, mudslinging, foul language, back-biting, pull-her-down syndrome, unhealthy competition must be avoided like a plague.



# The End

- God bless all members of FIDA in Nigeria.
- Long live FIDA branches in Nigeria
- Long live FIDA NIGERIA
- Long live the Federal Republic of Nigeria