

The Human Factor

In Leadership Effectiveness

It is argued in this book that the best way to achieve leadership effectiveness is to concentrate on developing the positive human factor (HF). The HF is the “spectrum of personality characteristics and other dimensions of human performance that enable social, economic and political institutions to function and remain functional, over time” (Adjibolosoo, 1995, p. 33). It is these personality characteristics, either positive or negative, that inform the attitudes and actions of the individual. This concept is laid out in Chapter 2 and discussed extensively in the whole book. Until the positive HF that is reflective of the Christ-like qualities is developed any attempts made to enhance leadership effectiveness will fail in the long-term.

The contents of this book came together in stages at different times as I traveled from one place to another. The gathering of ideas and the writing of this book evolved as I traveled in and through Ghana, Togo, Côte D’ivoire, the United Kingdom, Japan, Malaysia, South Africa, Kenya, Nigeria, Tanzania, Zambia, Zimbabwe, Ethiopia, Canada, Germany, Italy, and the United States. My experiences and observations as I either passed through or lived momentarily in each of these countries provided me with real life data. The HF focus of the book is based on years of personal observations, experiences, studies, reflective dialogues, evaluations, and deeper insights as a result of my travels.

The conclusions presented in this book reveal that those involved in the design and implementation of existing leadership theories and development programs ignore the significance of the quality of the HF to the peril of humanity. Our pursuit of public policy, using the theories of these individuals as foundation, denies all humanity the opportunity to develop principle-centered leaders and harmonious communities. As a result we are also failing to groom the youth for principle-centered leadership. At best, not only do we pay lip service to the idea of producing leaders of integrity, but also fail to discover what it is we must do to succeed in our quest for the development of honest leaders.

It is in light of this failure that the contents of this book are of great value to those concerned with centuries of excessive leadership integrity crises, ineffectiveness, and failure. People who sincerely desire to improve the quality and effectiveness of leaders will find the contents of this book invaluable to their leadership development programs. Regardless of ideological, religious, gender, and cultural backgrounds the relentless applications of the contents of this book will lead to excellent and sustainable improvements in the efforts being made to develop principle-centered leaders.

The contents of this book are not directed at any specific group of people. Instead, this book *is a compact reference handbook* of how to perform the leadership function and also develop principle-centered leaders. In this book, a principle-centered leader is that individual who seeks to not only grow in the Christ-like qualities, but also lead according to the dictates of

principles. Regardless of when and where people live the contents of this book provide them with an immeasurable value. *This is so because the validity of the HF principles presented in this book transcend time, space, distance, gender, religion, and culture.*

I now invite you to read and digest the entire contents of this book. My personal hope for you is that after having thoroughly and meditatively read through this book you will not only have the same concerns I have about the prevailing integrity crises in leadership, but also express a similar passion for improving the human quality to enhance long-term leadership effectiveness.

The first edition of this book was published in 2005. I am currently working on the Second (Revised) Edition of this book. Its publication date is yet to be set. Please let me know if you want to be informed as soon as this edition is published. Please e-mail me at:

sadjibol@pointloma.edu