Managing Change in a Democracy: A Managerial Perspective

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Abstract

This paper connects the change management concept to governance in democracies across nations. Specifically, the performance gaps that characterize the democratic space of Nigeria were diagnosed. The Cummings and Worley's model for Effective Change Management was adopted as a promising pathway to managing change in Nigeria's bleeding democracy. It was recommended that government should develop a strong political will to effect a sustainable socio-economic, political, and technological change through the adoption of holistic strategies, while citizens should partake in the change process with all sense of duty.

Keywords: Change Management, Democracy, Change Management Models

Introduction

Democracy is a socio-political concept that has commanded the attention of governments, leaders, citizens, professional bodies, and academics (Coppedge, et al, 2011). It has assumed the status of one of the most debated concepts among scholars and has caught the admiration of several nations due to the myriad of benefits associated with it (Bello-Imam & Obaden, 2004). The global advocacy for democracy is predicated on its perceived capacity for the enhancement and preservation of citizens' dignity, promotion of community well-being, creation of equal opportunities, maximization of collective decision making, optimization of national productivity and quality of life, and consolidation of peace, stability, and accountability (Patrick, 2006).

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Various indices have been adopted to measure the quality of democracy. These indices include the Bertelsmann Stuffing's Transformation Index (BTI), Economic Intelligence Unit's Index of Democracy (EIU), Freedom House Annual Report, amongst others. The BTI and Freedom House Report paint a dismal scenario about Sub-Saharan Africa, citing the incidences of "mass poverty, exclusion and structural discrimination, democracy distress, decline in global freedom, anxiety, declining public participation, alienation of electorates, ebbing public confidence, and the rise of populism."

Table 1: Democracy Index 2015, by regime type (Source: EIU, 2015)

	No. of Countries	% of Countries	% of world Population
Full Democracies	20	12.0	8.9
Flawed Democracies	59	35.3	39.5
Hybrid regimes	37	22.2	17.5
Authoritarian regimes	51	30.5	34.1

Note: "World" population refers to the total population of the 167 countries covered by the Index. Since this excludes only micro-states, this is nearly equal to the entire estimated world population.

The Economist Intelligence Unit Index of Democracy (2015) shows that out of 167 countries, 20 are full democracies, 59 are flawed democracies, 37 – hybrid regimes, and 51 are authoritarian regimes. Sub-Saharan Africa experienced a retarded ranking as 18 countries in the region declined in 2015. Specifically, Nigeria is classified as hybrid regime and ranked 108th among 167 countries with overall score of 4.62 on a scale of 0 to 10. This is below the scores of other African countries such as Mauritius (ranked 18, total score of 8.28), Botswana (ranked, 28; total score, 7.78), South Africa (ranked, 37; total score, 7.56), Ghana (ranked, 53; total score, 6.86), Tunisia (ranked, 57; total score, 6.72), Lesotho (ranked, 64; total score, 6.59), Namibia (ranked, 72; total score, 6.28), Senegal (ranked, 75; total score, 6.08), Benin (ranked, 87; total score, 5.72) etc.

The total scores stated above are aggregates of scores derived from "Electoral process and pluralism, functioning of government, political participation, political 1 culture, and civil liberties."

The Freedom House (2015) rate Nigeria as partly free with a freedom ranking of 48% while the BTI (2016) labeled her as highly defective as shown on the table below:

Table 2: BTI 2016/Nigeria Country Report.

Indices	Scale	Rate	Rank
Status Index	1-10	4.88	#85 of 129
Political Transformation	1-10	5.40	#70 of 129
Economic Transformation	1-10	4.36	#99 of 129
Management Index	1-10	4.06	#93 of 129

Source: Bertelsmann Stifung's Transformation Index.

Interestingly, the statistical narrative revealed above is in concordance with the earlier submission of Adewusi (2011) and Nwanolue and Ojukwu (2012), that democracy in Nigeria is a mere political window-dressing and ideological illusion, the practice of which is typified by instability, social decay, cultural stupidity and economic holocaust, thereby leading to pangs of unemployment, excruciating poverty, endemic lack and want, hostage taking, criminality, baby factory, sexual slavery, election fraud and violent cultism. It is instructive to note that Nigeria cannot afford to remain in this quagmire if it must continue to exist as a country. Various regimes have put in measures to reverse this ugly tide but all efforts have proved abortive (Okafor, 2011).

Once again, Nigerians anchored their hope for better living conditions on the administration of President Muhammadu Buhari which was inaugurated on May 29, 2015, at a period of global high velocity change and discontinuities. Already, it seems a proportion of the population is getting disillusioned as their expectations appear to have been cut off amid a comatose power sector, excruciating levels of hunger, high fuel prices/inflation, heart rending free fall of the naira and a health sector that seems to have converted hospitals to slaughter houses. In fact, the cynicism and hopelessness have sky rocketed to the point that some Nigerians have counter – coded the mantra of change to "chain."

Despite the gloomy picture about the country, a cross section of the public is of the opinion that the current administration, has within its first one year, weathered the storm in the areas of security, prudent management of resources and savings, tackling the monster of corruption and the recovery of looted funds, and earning respect in the comity of nations (Okoronkwo & Uwadileke, 2016).

It therefore means that the challenge before the current administration is to formulate and implement a robust and effective change management programme that will deliver optimal value within the confines of democratic best practices and good governance. Melchor (2008) argues that the adoption of innovative measures is not sufficient to close social gap, rather governments need to combine socio-political and economic initiatives with effective change management strategies. He further opined that the ability of government to manage change has far reaching consequences on the outcome of any transformation process.

Several scholars (e.g Browne, 2013; Murthy & Shubha, 2010; Fernandez & Railney, 2006) have made contributions on how change management practices could be adopted to effect sustainable transformations in government and public organizations. However, there appears to be very scanty works specifically geared towards providing the intellectual tools for democratic governments in order to effect transformation through the application of change management practices. This paper, therefore, ambitiously dissects the democratic climate of contemporary Nigeria vis-à-vis its challenges in a bid to suggest possible pathway for sustainable transformation via a selected change management model.

2. Review of Related Literature

2.1 Democracy: Nature, Meaning, and Scope

Democracy shares the same amorphous characteristics with most concepts in sociological studies. Thus, it is conceived in varied nuances, and meanings (Odo, 2015). Bassiouni (1998) succinctly puts it: "the term democracy means different things to different people and that conclusion is accepted by most commentators.

Indeed, there is a wide range of perspectives as to the meaning and context of democracy as well as to the conditions of its realization, all of which vary depending on the proponents' philosophical, ideological, political, cultural, social, and economic perspectives."

Lawal and Olukayode (2012) argued that the difficulty in coming up with a universal definition of democracy has given opportunity for governments which are hitherto autocratic to claim that they also are running one form of democracy or the other. Democracy is etymologically derived from the Greek words 'demos', meaning 'people', and 'kratos' which means 'power' or 'rule'. This simply points out that democracy is 'rule' by the 'people' or 'power of the people'. A promiscuous definition of democracy is the one extracted from the Gettysburg's Address by Abraham Lincoln (1863) wherein it is averred to be a "government of the people by the people, and for the people."

Politically, democracy could be seen as a competitive process as opined by Schumpeter (1947) who stated that "the democratic method is that institutional arrangement for arriving political decisions in which individuals acquired the power to decide by means of a competitive struggle for the peoples' votes". Huntington (1996) submitted that democracy is the process whereby decision makers and leaders are periodically chosen through transparent elections without disenfranchising any segment of the adult population. Meanwhile, a social view of democracy was espoused by Cohen (1971) as a communal system where large number of the members partake in the decision making process in order to influence outcomes that affect their lives.

Despite the diverse perceptions and interpretations regarding the meaning and nature of democracy, the common denominator is that the process of governing people begins with the people and ends with the people. Abraham Lincoln aptly said this in his inaugural speech in 1861 thus: "this country, with its institutions, belongs to the people who inhabit it. Whenever they shall grow weary of the existing government, they can exercise their Constitutional right of amending it, or their revolutionary right to dismember it or overthrow it."

Overall, democracy offers good governance on the platform of "participation, rule of law, transparency, responsiveness, consensus orientation, effectiveness, and efficiency, accountability and strategic vision (UNDP, 2007).

However, no matter the encomiums lavished on it, democracy is not without its share of criticisms. Adetula (2011) posits that the transferability of democracy is questionable since it is an offshoot of western culture and not necessarily a universal product. The culturally bound nature of democracy therefore negates its universality.

To this end, it has been observed that democracy has failed to provide the dividends it purports to supply in the western world; rather it produces deviant leadership and the depletion of legitimate rule. A handful of scholars have therefore suggested that other means of enthroning good and legitimate governance should be tried out. Thus, Ake (1994) argued that "Africa requires somewhat more than the crude variety of liberal democracy that is being foisted on it, and even more than the impoverished democracy".

2.2 Measures of Democracy

There are no commonly agreed upon measures of democracy. However, few initiatives have been put in place to measure the quality of democratic practice across countries. Notable among such are: (i) Freedom House, (ii) Polity IV (iii) Vanhanen's Index of Democracy (iv) The Economist Intelligence Unit's Index of Democracy, and (v)Bertelsmann Stifung's Transformation Index (BTI).

For Freedom House, aggregates of political rights and civil liberties are placed on a scale of 1 to 7. The scores are then ranked thus: free (1.0 – 2.5), partly free (3.0 – 5.0), not free (5.5 – 7.0).Polity – IV categorizes governments into "fully institutionalized autocracies, mixed regimes or anocracies and fully institutionalized democracies." These are scored on a scale of -10 to +10 where Autocracies = -10 to -6, anocracies = -5 to +5, and democracies = +6 to +10.

Vanhanen's Index dimensionalized quality of democracy into competition and participation. The minimum percentages to qualify as a democracy for this index are 30% for competition and 10% for participation. The Democracy Index operationalized quality of democracy into: full democracies (8.05 – 9.93), flawed democracies (6.01– 7.98), hybrid regimes (4.0 – 5.92) and authoritarian regimes (below 4.0) as at 2015.

Among other scholars, Dahl (1997) and Campbell (2008) have dimensionalized democracy. Dahl's dimensions of democracy are participation, competition, rule of law, vertical accountability, horizontal accountability, freedom, equality and responsiveness; while, Campbell (2008) simply arrived at equality and freedom as the principal dimensions of quality of democracy. Campbell (2004) earlier dimensionalized quality of democracy as quality of politics and quality of society.

2.3 Challenges of Democracy

The global outlook of democracy in 2015 was characterized by acts of "war, terrorism, mass migration and other crises" which precipitated perceived socio-economic and political risk (EIU, 2015). Confidence in political establishments and parties has dropped in the midst of declining economy and poor leadership. The gap between electorates and government is widening in Europe. Both Japan and South Korea have descended to the class of flawed democracy. Eighteen, (18) nations in Sub-Saharan Africa retrogressed on the EIU scale. Generally, citizens are disillusioned with governments, and many nations are enveloped in crises - a scenario that reveals the systemic inadequacies in democracies and governance.

In Nigeria, democracy and good governance have eluded the citizens since when she got her independence in 1960. This situation has persisted because of the numerous challenges to democracy such as leadership failure, insecurity and insurgency, ethnic factors, corruption, constitutional gaps, structural problems, poverty, electoral violence and disenfranchisement, human rights abuse and abuse of power (Odo, 2015; Oyaridan & Nweke, 2014; Olu-Adeyemi, 2012).

Igbuzor (2015) submitted that "the state of affairs is not sustainable. The challenge has been the absence of subjective conditions with the requisite organization and platform to mobilize for social change. It is therefore easy for Nigerians to buy into the change agenda of the "All Progressive Congress" leading to the inauguration of the government on 29th of May, 2015. The challenge before the government and the Nigerian people is the nature of change and how to actualize the change."
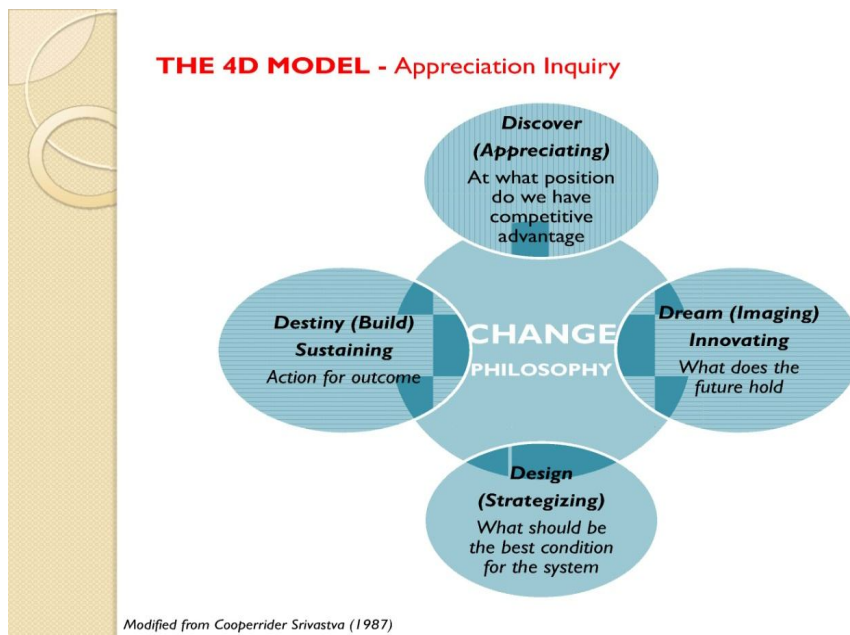
2.4 Change Management: Meaning and Nature

Change is the variation in structure and quality of a system occasioned by a shift in ideology and the introduction of a new set of activities or processes. Change management is a process which is adopted for an effective and efficient implementation of change so that individuals, groups, organizations, and/or institutions could move to a desired future state. Moran and Brightman (2001) defined change management as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers."

Nations all over the world, corporate organizations, and non-governmental organizations are keen on creating wealth and improving quality of life through innovation and change management efforts. Lorenzo (2000) opined that whereas the planning function spells out the various steps required for goal achievement, change management serves as a catalyst for action by creating and enabling members to be drivers of change.

According to Worley and Morhman (2014) the two popular change management models are the "Lewin's Change Model" and "the Positive Model" also known as the Model of "Appreciative Inquiry" proposed by Cooperider and Srivastva (1987).Worley and Morhman (2014) also submitted that others such as Kotter's model (1995), The Change Acceleration Performance by General Electric, and the ADKAR model by Hiatt (1998) of Prosci, mirror the components of Lewin's model.

The second major category is the Positive Model which is carried out through Appreciative Inquiry (AI). It involves four steps, namely: **D**iscovery, **D**reaming, **D**esigning, and **D**estiny. Apart from these models, several other change management models have been put forward. For instance, Adhikari (2007) listed Structural Inertia Model, System Approach, Macro Process Model, Constant Adaptation Model, Kubler-Ross Model, Gleicher's formular, Change Management Continuum model and The Cultural Indicator Tree Model, amongst others. More of these are: Mckinsey's Ts model, William Bridge's Transition model, Bullock and Batteris' Planned Change Model, Beckard and Harris' Change Formular, Nadler and Tushman's Congruence Model, Carnall Change Management Model, Stacey Shaws' Complex response model, and Cummings and Worley's model (Paul, 2015; Cummings & Worley, 1995).

Below are diagrammatical illustrations of some of the change management models

EIGHT STEPS TO SUCCESSFUL CHANGE

Step 8 • Institutionalise the change

Step 7 • Consolidate & build on the gains

Step 6 • Create short term wins

Step 5 • Empower people to act on the vision

Step 4 • Communicate the vision

Step 3 • Develop a clear shared vision

Step 2 • Create a guiding coalition

Step 1 • Establish a sense of urgency

Adapted and modified from Kotter (1995)

THE 4D MODEL - Appreciation Inquiry

Discover (Appreciating) At what position do we have competitive advantage

Destiny (Build) Sustaining Action for outcome

CHANGE PHILOSOPHY

Dream (Imaging) Innovating What does the future hold

Design (Strategizing) What should be the best condition for the system

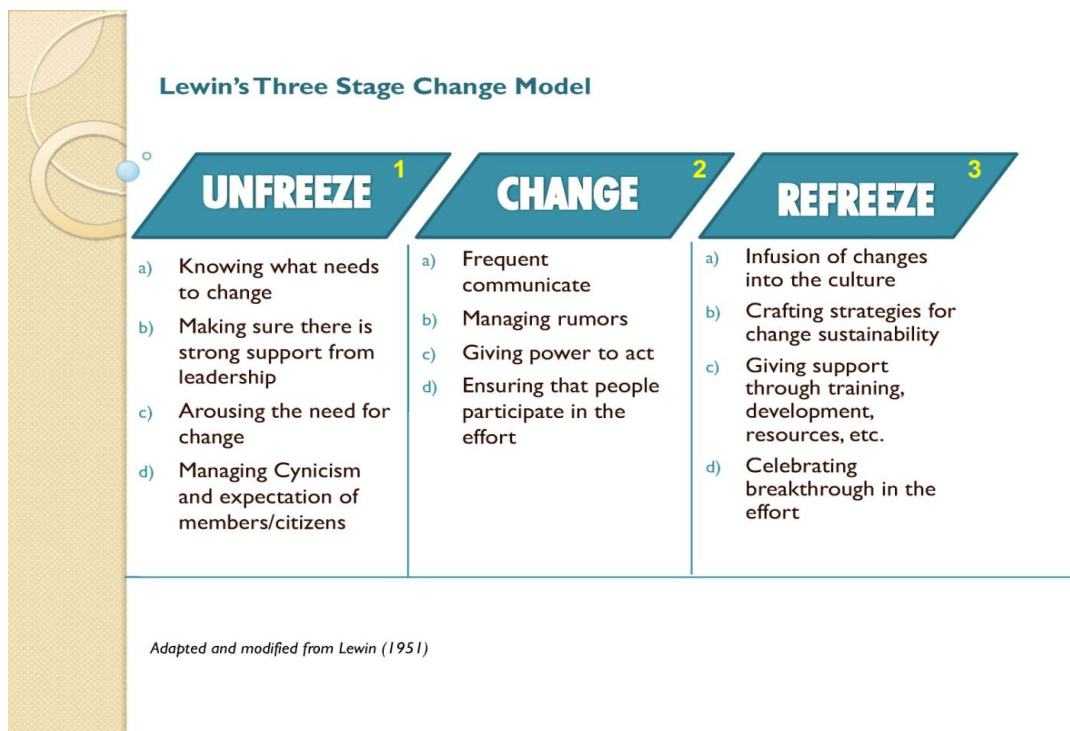*Modified from Cooperrider Srivastva (1987)*

This study has selected three out of the myriad change management models, for explanation. One of them will then be modified and recommended as a template for effective and sustainable change management in Nigeria's current democratic dispensation.

The change models are:

(i)   Kurt Lewin's Change Model (1951)
(ii)   Prosci's ADKAR Model by Hiatt (1998)
(iii)   Cummings and Worley's (1995) five-phase model of Effective Change Management.

❖   **KURT LEWIN'S THREE-STEP-MODEL**

Lewin (1951) developed one of the earliest Change Models which is commonly known as the Three – Step – Model. The model comprises (i) **Unfreezing**, (ii) **Moving** (**Changing**) and (iii) **Refreezing**.

Lewin's Three Stage Change Model

UNFREEZE 1	CHANGE 2	REFREEZE 3
a) Knowing what needs to change	a) Frequent communicate	a) Infusion of changes into the culture
b) Making sure there is strong support from leadership	b) Managing rumors	b) Crafting strategies for change sustainability
c) Arousing the need for change	c) Giving power to act	c) Giving support through training, development, resources, etc.
d) Managing Cynicism and expectation of members/citizens	d) Ensuring that people participate in the effort	d) Celebrating breakthrough in the effort

Adapted and modified from Lewin (1951)

This model reflects a scenario whereby a particular behavioural state is seen as a product of two diametrically antagonistic forces, viz: (i) the forces that want to maintain the existing order of processes, and (ii) the forces that want to disrupt the status quo. In the event that both forces are at parity, the system is said to be in a state of "stationary equilibrium."

Forces that oppose the status quo have to increase, or those that want to maintain the current order have to decrease so that there will be an upward shift in change. Lewin (1951) advised that reducing the forces that hold on to the status quo (i.e the forces that resist change) is a more effective way of managing change.

Major activities carried out at the **unfreezing** stage are:

(i)   Determining and creating the need for change
(ii) Getting support from members
(iii) Managing cynicism

The **Movement** or **Change** stage involves:

(i)   Frequent communication
(ii) Reduction of rumor and addressing misinformation
(iii) Empowering stakeholders to act
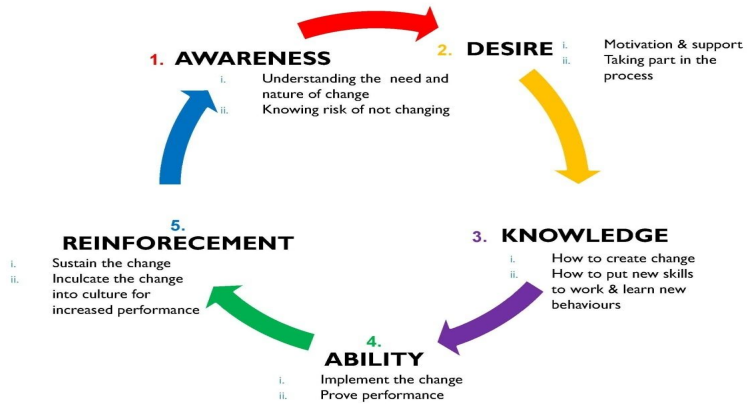(iv) Involving the people via participatory decision making

While the **refreezing** stage consists of:

(i)   Incorporating the changes into the culture of the system
(ii) Putting in place platforms for sustainability
(iii) Providing support for training
(iv) Celebrate success

❖   PROSCI'S ADKAR MODEL

The **A**wareness – **D**esire – **K**nowledge – **A**bility – **R**einforcement (ADKAR) model by Hiatt (2006) is a change management model developed at Prosci. According to Hiatt (2006), the model could be applied in business and government and, also, aid in the implementation of "successful change in our personal lives and professional carriers".

THE ADKAR CHANGE MODEL BY PROSCI

1. **AWARENESS**
   i. Understanding the need and nature of change
   ii. Knowing risk of not changing

2. **DESIRE**
   i. Motivation & support
   ii. Taking part in the process

3. **KNOWLEDGE**
   i. How to create change
   ii. How to put new skills to work & learn new behaviours

4. **ABILITY**
   i. Implement the change
   ii. Prove performance

5. **REINFORECEMENT**
   i. Sustain the change
   ii. Inculcate the change into culture for increased performance

Adapted and modified from Prosci Research Centre

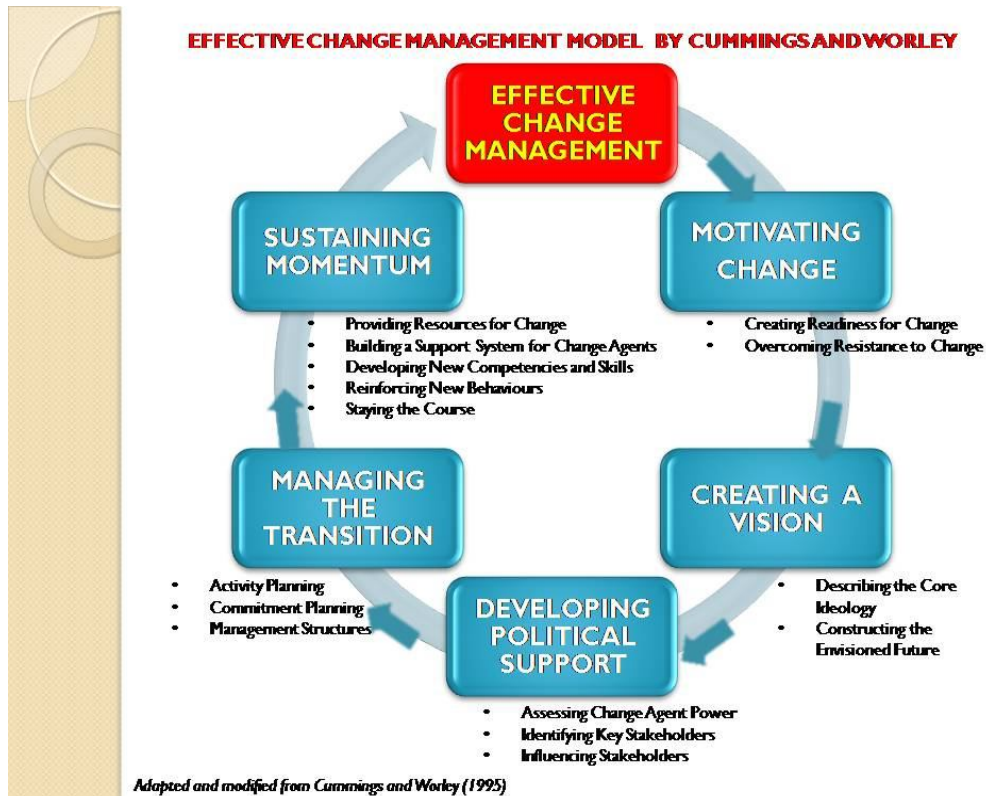| ADKAR Components	Success Factors
Awareness of the need for change	a) A person's view of the current state b) How a person perceives problems c) Credibility of the sender of awareness messages d) Circulation of misinformation or rumors e) Contestability of the reasons for change
Desire to support and participate in change	a) The nature of the change (what change is and how it will impact each person) b) The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) c) Each individual person's situation d) What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	a) The current knowledge base of an individual b) The capability of this person to gain additional knowledge c) Resources available for education and training d) Access to or existence of the required knowledge
Ability to implement required skills and behaviour	a) Psychological blocks b) Physical capabilities c) Intellectual capability d) The time available to develop the needed skills e) The availability of resources to support the development of new abilities
Reinforcement to sustain the change	a) The degree to which reinforcement is meaningful and specific to the person impacted by the change b) The association of the reinforcement with actual demonstrated progress or accomplishment c) The absence of negative consequences d) An accountability system that creates and ongoing mechanism to reinforce the change

Adapted from Hiatt, J. M. (2006)

This process starts with **Awareness** for the need for change which entails determining the nature of change needed and why it has to happen, as well as knowing the consequences of not embarking on the change effort. **'Desire'** component include such factors as the motivational issues concerning the individual members as well as the drivers of change at the organizational level. The knowledge portfolio of the individuals, ability to gain further knowledge, and skills and behaviors needed during and after the change efforts are the relevant factors to be considered at the **knowledge** stage of the model.

The fourth step considers the assessment of the individuals' **ability** to implement the change and to overcome barriers. The availability of time and other resources is considered at this stage. Finally, **reinforcement** involves sustaining the change via selected mechanisms. It also involves acknowledging and rewarding members who made the process a reality and finally celebrating the success of the change initiative.

Mathematically:

Change process - Awareness	=	Chaos
Change process - Desire	=	Counteraction
Change process - Knowledge	=	Concern
Change process - Ability	=	Chagrin
Change process – Reinforcement	=	Regression

❖   **Change Management Model By Cummings And Worley**

EFFECTIVE CHANGE MANAGEMENT MODEL BY CUMMINGS AND WORLEY

EFFECTIVE CHANGE MANAGEMENT

MOTIVATING CHANGE
- Creating Readiness for Change
- Overcoming Resistance to Change

CREATING A VISION
- Describing the Core Ideology
- Constructing the Envisioned Future

DEVELOPING POLITICAL SUPPORT
- Assessing Change Agent Power
- Identifying Key Stakeholders
- Influencing Stakeholders

MANAGING THE TRANSITION
- Activity Planning
- Commitment Planning
- Management Structures

SUSTAINING MOMENTUM
- Providing Resources for Change
- Building a Support System for Change Agents
- Developing New Competencies and Skills
- Reinforcing New Behaviours
- Staying the Course

Adapted and modified from Cummings and Worley (1995)

Cummings and Worley (1995) synthesized a general model for managing planned change which is made up of five – phases: (i) motivating change (ii) creating vision (iii) developing political support (iv) managing the transition, and (v) sustaining the momentum. Motivating change consists of processes geared towards creating a readiness for change and lowering resistance to change by establishing a felt change need.

The major steps in this phase are directed towards convincing the organizational members and stakeholders of the need to change from the current state to a desired future state. The leadership has to know that resistance would arise due to fear and feeling of insecurity arising from the change efforts. Therefore, it behooves leaders to embark on organization wide communication, listen to the employees, and involve them in the change process. Creating vision involves the articulation of a shared vision within the organization, showing how the organization will improve when the vision is realized. Such vision must not be utopian but realistic, important and urgent.

The development of political support is a very critical phase of the change process. The whole process would be truncated when this phase is overlooked by leaders. It entails the distribution of power – i.e, resources and influences required for the execution of tasks and assignments. Character and competence are the criteria that influence the distribution of power within the organization. The change effort is therefore geared towards the enlisting of power brokers and sharing the vision with them intimately while incorporating their recommendations and acknowledging their concerns.

The transition is managed by the implementation of action plans and carrying out interventions. Such interventions could involve changes in structure and processes, e.g training, downsizing, layoff, introduction and implementation of new policies and further communication on the current level of the change efforts. During this stage, adjustment can be made based on the prevailing realities and reasons transmitted to organizational members. The change effort, with its accompanying outcome, has to be sustained despite the numerous challenges that are encountered. Leadership has to redouble its commitment to change at this stage, while resources should be made available to the key participants in the change initiative. Goals are set and feedback regarding the achievement of goals is given, while members are rewarded and the success is celebrated.

3. Applicability of Cummings and Worley's Change Model in the Nigerian Democratic System

"We've been conditioned to think that only politicians can solve our problems. But at some point, maybe we will wake up and recognize that it was politicians who created our problems." – Ben Carson The administration of Muhammadu Buhari came on board on May 29, 2015 with a promise of change. Prior to this date, from May 20th– 21st 2015, the strategic unit of the All Progressive Congress "identified the need to set the baseline quickly; identify strategic priorities; communicate transparently and consistently; and rebuild institutions" (Igbuzor, 2015). It is important to note that the process of transformation begins with a strong political will from a visionary, viral, skillful, team-spirited, and unbiased leadership that exudes inspiration to members of the system (Jooste, 2004; Gerrisb, 2003). The first step in the reform process is motivating change.

This is necessary because Nigerians, like all other people, would not participate in the process, but would rather resist it if they are not convinced of the need to change. Government, operators of institutions and policy makers have to create dissatisfaction with the status quo through sensitization campaigns, reveal deviations between its desired outcomes and current state, and clearly spell out the benefits derivable from the reforms. Resistance to change can be lowered by "active listening" – which involves making citizens feel that leaders have genuine concern and share in their pains and sufferings.

A liberal dose of effective communication between government and the citizens while allowing the contributions of the people in key policy initiatives is necessary. Practical steps to take in this direction are: behavior modification campaigns by organs such as the National Orientation Agency, and through the mass media and word of mouth; engaging non-governmental agencies, community leaders, faith-based organizations, corporate bodies and other institutions in active discussions geared towards the formulation of action plans for the system; making the citizens realize the disparities in quality-of-life indices between the country and other nations, and convincing them to join the change movement; building public confidence that the transformation is realistic and achievable. Lastly, government needs to educate the public on the consequences of not embracing change.

The second step is creating a vision of the collective desired future state of the nation. The vision encapsulates the core national values and identity that conveys the country towards its desired state. When a vision is shared among stakeholders and citizens, there is bound to be commitment by all and sundry. A leadership without compelling vision ends up overseeing a nation plagued with division. The core values encapsulated in the core ideologies should be deeply rooted in the history of the nation which serves as uniting factor.

It is in this instance that citizens will find meaning and purpose, and get committed to the reform process. Finally, the vision should communicate measurable performance outcomes that are compelling, detailed, and desirable. Such vision should have the promise of addressing the economic, political, social, and technological needs of the nation.

The third stage is the development of political support to effect the change. This is a very critical task that requires great skill because the political environment consists of various interest groups/stakeholders who are competing for power to influence the allocation of scarce resources.

Resistance exists because change is capable of disrupting the power equation within the system. The initial step here is for government to assess its own capabilities in terms of power to effect the change. This will help government determine how to enlist the support of influential stakeholders. Government can also identify other avenues of leveraging its power and capability to effect transformation.

In this instance, the leadership has to step up its "charisma, reputation and credibility" (Cummings & Worley, 1995), as well as building strong networks with the legislature, judiciary and other bodies or institutions. This could be made possible after when stakeholders have been identified and their support enlisted into the change process. Such stakeholders are: the Legislature, the Judiciary, State and Local Governments leaderships, Independent National Electoral Commission, Economic and Financial Crimes Commission, astute politicians, non-governmental organizations, faith-based organizations, foreign embassies, traditional institutions, etc.

Managing the transition involves activity planning, commitment planning, and reviewing change management structures. Transition from current phase to desired state in government usually takes a lot of time when compared to private organizations. In most cases, people become impatient and anxious about the process. Government therefore, should intimate the public of intermediate short term goals that have been achieved and build up activities towards the actualization of the long term super-ordinate goals enshrined in the reform. Lastly, structures and strategies have to be reviewed to create a fit with prevailing environmental exigencies or conditions. More persons and mechanisms are to be identified to speed up the process.

When change has become visible to all members, there is the need to sustain it and apply more resources for implementation. This is because the initial euphoria may wane in the presence of new challenges. Citizens may have the inclination to go back to old practices unless there is strong support and reinforcement to complete the reform.

Cummings and Worley (1995) asserted that "providing resources for change, building a support system for change agents, developing new competencies and skills, reinforcing new behaviours, and staying on course" are the activities that can bring about sustaining the change momentum. New policies could then be introduced alongside innovations which are routinized in national activities.

Lastly, in order to ensure an institutionalization of the reform, structures, strategies and processes could be modified, feedback and evaluation should be conducted, change champions rewarded, and drums be rolled out for celebration.

4. Conclusion

Pettigrew and Whipp (1993) opined that there is no one best way to leading and managing change. The contingency approach to change (Dunphy & Stace, 1993), however supports the notion that the peculiarities in structure and performance of a system as well as other variables dictate the type of change programme that should be adopted. The lack of a unified, valid change management framework has caused leaders of organizations and systems to apply their skills in adhoc and reactive manner, which could be the reason why most change efforts have a success rate of only 30 percent (Balogun & Haily, 2004).

A larger amount of private sector management philosophies and practices are applied in public sectors and governments (Andreescu, 2008). Such practices borrowed from the private sector literature include: Total Quality Management, Business Process Re-engineering, and Benchmarking (Hossan, 2015). This paper is yet another contribution to the burgeoning literature of New Public Management (NPM).

Until this moment, the democratic space of Nigeria is characterized by dissatisfaction of the citizenry, low trust level in government, low participation in policy formulation and electoral process, economic crises, agitation in the Niger Delta, Terrorism by Boko Haram, comatose health sector, incorrigible corruption, environmental degradation, decaying educational system, fast developing underdevelopment, systemic atrophy, endemic ethno-religious bickering and killings, institutional goal incongruence and weakness, human rights abuses, role ambiguity, politics of exclusion, youth hopelessness, frustration, unacceptable unemployment rate and perceived politicization of commissions.

This paper is not prescriptive as it does not contain the panacea to turn the tide of avoidable misfortunes that bedevil the country, but it serves as a lamppost for leaders and change champions to have a wider view of the situation at hand, and to chart a more realistic and sustainable course for the full actualization of the change project.

5. Recommendations

From the foregoing, the following recommendations are hereby made for an effective change management programme in Nigeria:

(i)   The change programme of the current administration should include strategies to address the social, economic, political, and technological needs of the nation. To this end, there has to be policies geared towards diversification of the economy and increase in export earnings through agriculture, tourism and manufacturing.

(ii)   There has to be constitutional reforms, strengthening of democratic institutions such as EFCC and INEC, more inclusion of women and youths in positions of leadership, innovation, and deliberate transfer of technology into the country.

(iii)   Government should reach out to change champions from all walks of life, including the corporate world, traditional institutions, political parties, non-governmental organizations, faith-based organizations, and the diaspora.

(iv)   Government should always monitor progress while implementing change and apply new strategies and processes when needed, while ensuring that those in position of authority maintain their charisma, integrity and improve their leadership skills and competencies.

(v)   Professional managers, corporate giants and consultants should make themselves available when called upon to add value to the change process, and should be the apostles of change in their families, workplaces and various areas of responsibilities.

(vi)   True change begins with the individual. Nigeria will not change unless its citizens become the change Nigeria needs. Therefore, all citizens should partake in the change process and give necessary support for its realization. There is a particular set of people who are pivotal to this process. They are the Professional Managers. The ball is in their court!

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