



# **Institute of Public Diplomacy And Management**

(Established by Act 1990 and Approved by Federal Ministry of Education)

## **2015 Training & Induction Ceremony**

**T h e m e**  
**EFFECTIVE COMMUNICATION**  
within the ambit of  
**DIPLOMACY &  
ADMINISTRATION**

**LECTURE I :** **MANAGING EFFECTIVE  
COMMUNICATION NETWORK IN  
AN ORGANIZATION THROUGH  
DIPLOMACY**

**LECTURE II :** **DEFINING THE KEY ASPECTS OF  
DIPLOMACY THROUGH QUALITY  
ADMINISTRATION IN CRISIS  
MANAGEMENT**

**DEFINING THE KEY  
ASPECTS OF DIPLOMACY  
THROUGH QUALITY  
ADMINISTRATION IN  
CRISIS MANAGEMENT**

**BY  
Dr. E. O. FRANK**

**DIRECTOR:  
CLEMENT ISONG CENTRE FOR  
DEVELOPMENT STUDY  
UNIVERSITY OF UYO  
AKWA IBOM STATE**

## Introduction

Every person is a diplomat, and everyone faces crises daily, which are better managed with diplomatic tools. It is a truism that if certain aspects of diplomatic tools were deployed in the management of public crises, service delivery would not be questionable. In order to deal with the subject matter of this discourse, we need to have a proper understanding of its scope. What are the dynamics of this topic? The title of this discourse could be stated as; 'what are the important aspects of Diplomacy that could be applicable to crisis management situation? On the contrary, it could be, 'how do you administer crisis situation with the tools of Diplomacy or 'what aspect of Diplomacy is best suited to crisis management?

Raison D'etre; what is the import of this topic of discourse for the society, put differently, why did the management of the Institute of public Diplomacy and Management; arrive at this topic for this occasion?

It is instructive to note that, the diplomats <sup>who are to be</sup> inducted today and who were made before now, reside in the national community (state) which is subject to crises.

The diplomat or graduands of the Institute of Diplomacy are inclined to be affected at the individual level by;

- i) The crisis of global capitalism;
- ii) The crisis of underdevelopment in Nigeria;
- iii) The crisis of weak national institutions;
- iv) The crisis of leadership deficit in Nigeria;

At the organizational level where you all belong, as students, workers or owners of the enterprises, you are faced with the;

- a) Crisis management (changing the business environment, natural and manmade) into a conducive one;
- b) The crisis of profit making
- c) The crisis of business stability.

It is discernible from the above, that we are all in crises revolution. The only way to survive and deal with these numerous crises is the application of the tools of Diplomacy. What then are these tools, which would resolve these crises? This lead us into the operationalization of these variables in order to identify the aspects relevant to crisis management.

### Conceptual Clarifications

The elements of diplomacy that could be applicable in crisis management would be identified out of its conceptualization.

## a) Diplomacy

According to Igwe (2005), it is the peaceful conduct of relations between mainly states, and it is the most important instrument of foreign policy. It is most successful when a state is able to achieve its objectives with the most *minimal of resources and commitment*... Diplomacy in its original Greek connotation from where it began, refers to the art of *making a deal* with other countries (entities), in order to achieve something in return (Barston, 2006), since no man is an island and no state, country or human entity is self-sufficient, it becomes imperative that deals must be made and successfully for that matter.

Diplomacy then become the tool through which you obtain from others, that which you required at a *minimal cost*. It is the instrument by which a state (or by extension, an organization or an individual attempts to achieve its aims, in relations to those of others, through dialogue and negotiation (Business Dictionary. Amazon).

There are certain aspects of Diplomacy, which have emerged from the above descriptions, these are;

- i) In diplomacy one must take *leadership* or initiative of the situation. It's a fundamental role of leadership.
- ii) Achieving diplomacy with *minimal cost*, we could submit that the practice of diplomacy involve the deployment of fact and wisdom to gain strategic advantage or to find *mutually acceptable* solutions to a common challenge.
- iii) It is triad to state that very often when negotiation take place between states, bilateral or multilateral, agreements, *covenants* become the outcome.

The four elements of Diplomacy obtained herein are the exclusive derivatives but suffice to use these for the analysis. Lets also consider the other concept; Crisis management.

## b) Crisis Management

Every organization deals with major events that threaten to harm the organization, its stakeholders, or the public. The study of what threaten any organization survival will refer to crisis management; it originated with the large-scale industrial and environmental disasters in the 1980s. Three elements are common to crisis management, these are;

- i) A threat to the organization
- ii) The element of surprise, and
- iii) A short decision time (Venette, 2003).

He had argued that crisis is a process of transformation where the old system can no longer be maintained. The fourth defining quality is the need for change. When a system is in need of a change, it is under pressure or crisis for adjustment. In system analysis, that would be system overload.

Crises management involves dealing with **threats before, during and after** it had occurred. It is a discipline within the broader context of management and administrative science. It refers to the 'worst-case scenario' with

suggested solutions. Quite of interest, here is the conception of crisis as the threat before, during and after. This is an indication that with appropriate application of diplomatic tool, the threats, which culminate into crisis, could be eliminated. The application of diplomatic tools (leadership, tact, negotiation and documentation and integrity) will turn the potential crisis situation into a conducive management situation with positive outputs which would add value to human existence.

Examples of the threats; include (i) the erstwhile Niger Delta agitation (ii) the high degree of unemployment in the Nigerian state. (iii) The potential lack of food security in Nigeria.

#### Forms of Crises

According to Coombs (1999) and Lerbinger (1997) crises could be categorized into eight types as;

- (i) Natural disaster
- (ii) Technological crises
- (iii) Confrontation
- (iv) Malevolence
- (v) Organizational misdeeds
- (vi) Work place violence
- (vii) Rumours and Terrorist attacks
- (viii) Man-made disasters

These categories of crises, affirms that man is born free, but everywhere bound in the chain of crises. Managing crises therefore imply man's ability to overcome them diplomatically whenever and wherever they occur. How does all these constitute the problem in which we are here gathered, to induct Public diplomats with the skills of addressing these categories of crises, wherever they may be confronted?

#### The Problem

The problem addressed herein is to identify the key aspects of the practice of diplomacy, which could be adopted in the management of crises in the society or in organizations in which they find themselves. In the practice of Diplomacy is imbedded the elements of; *leadership (showing the way to go to the group), the art of sound negotiation, tact, objective analysis, accurate reporting and exhibiting integrity and confidence.* These are aspects of social life, which are in short supply with the managers of public institutions in Nigeria. By implication, these conduce to 'leadership deficit' in Nigeria, hence the crises of public institutions, which cannot deliver the services for which they were established.

The principal issues of this <sup>matter</sup> are that most of those saddled with the administration of public institutions in Nigeria, are bereft of diplomatic skills in these organizations. The inability of the '*dramatis personae*' in the mould of those who lead the country to operate with diplomatic skills especially since the dawn of 'democracy' has led to the following manifestation of public crises viz;

*The factories are depending on generators to power their factories... the Universities have admission overload, poor funding of universities and incessant strikes in the system, which in 1993-2003 led to 32.75 months or 8.2 semesters loss to strikes, while graduates unemployment accounted for 32 per cent of the unemployed labour force between 1992 and 1997...(Okebukola cited in Adawo, 2012:391).*

Another dimension of the management crises in Nigeria emerged when UNICEF ranked Nigeria as being the 14<sup>th</sup> highest Under-Five Mortality Rate (U5MR) in the world. According to the Report, the U5MR in Nigeria was 201 per 1000 children in 1990. Then it came to 194 per 1000. The crisis was that Nigeria's per capita investment in health has stagnated at a low rate of 10 per child as against the recommended 34...Life expectancy in Nigeria currently stands at 51 years. Long life expectancy is a function of the availability of medical services, food, shelter and a host of other social services (Frank, 2007:158). These are crises, which require diplomatic tools for its management.

These dimensions of public crises have had resources appropriated for all of them, yet the managers inadvertently create the crises because of their ignorance of diplomatic tools. Public Diplomacy as canvassed by the institute (IPDM) is therefore the mechanism for turning around the situation (this explains why these men of honour are here being inducted), and would continue to receive trainings to make them stand out and be counted as diplomat in the management of public affairs.

### Nigeria: The Management Crises

The development strides of the Nigeria state, had been focused on 'development planning, Import substitution industrialization, the rapid expansion of the public sector, development of local capital in collaboration with foreign capital, indigenization and a failed attempt at diversification, were the themes of development agenda(Osaghae, 2002).

The crisis of weak institutions in which the core weberian themes of impersonality, impartiality rationality and meritocracy are always ignored thereby making the institutions weak and unable to generate development.

Nigeria has the crisis of political leaders who are not committed to developing the state. The Nigerian state is in need of a focused and ethical leadership meant to generate a prosperous society. This is because without the leadership to show the way, Nigeria would remain in developmental quest.

The failure of public institutions in Nigeria is the greatest challenge and in my words the greatest management crises of development. The institutions are not insulated from political pressures, they are not insulated from ethnic pressures and they are not protected from parochial self-interests. Against these revolutionary pressures, public institutions in Nigeria cannot be developmental in outlook. The challenges are because of the non-application of diplomatic tools to the management of public organizations and institutions.

#### Framework of Analysis: Operculum Metaphor

It is instructive to note that one of the principal tenets of the institute is to turn people into leaders. This is because one of the crises that Nigeria has been facing over time, has been the crisis of 'leadership deficit' in the public institutions in the state. It is against this backdrop, that the institute (IPDM) is concerned with the investments in raising leaders for tomorrow, for it is in them that lies, the future of Nigeria.

Against this backdrop, the paper then examined the issues raised herein through the perceptual prism of the '*operculum metaphor*' as the analytical paradigm. This was adopted to stress the linkages between 'Diplomacy and crises management'. The fresh fish is common to the coastal and the riverine people. Whatever the type of fish, whenever a buyer goes to purchase it, he/she would first open the mouth covering of the fish (Operculum) to look at the gills of the fish. When the gills of the fish are still reddish, it means the fish is alive and still good. This is because; the gills are the blood-circulating organ of the fish. However, when the gills are grey, it means the fish is dead and fetches low price if any. When the gills are greyish, the rest of the body of the fish would be weak and spoil. The spoilage, starts from the head.

The significance of this is that the operculum is located at the head of the fish, which is equal to leadership. The leader is always at the head of the organization. He influences or inspires other parts or followers to go in the direction in which the leader has defined as being beneficial to the group (rather than him alone nor a section of the body, which he belongs).

Put differently, leadership is always at the head like the operculum of the fish. When the head of the fish is spoiled, the rest of the body follows suit. Thus, leadership refers to the ability to inspire or influence others towards the goal identified as being just, fair and beneficial to all in the group and seeking to achieve it at minimal cost.

Diplomatic negotiation comes to mind as the tool of a good leader in times of crises to get the group to move ahead, away from the crises, which could be natural or manmade. This is the real essence of understanding aspects of diplomacy for crisis management.

## The Approach of the Study

This study adopted descriptive approach, which made use of secondary sources of data. It dealt with all that was empirically observed and essentially what values the people held. The method concerned itself with determining the means by which certain normative goals could be achieved based on certain parameters.

It described the current state of Nigeria development (management) crises at the time of the study. It sought data to assist in decision-making in respect of resolving the crises. The substance of the approach was mainly documentary analysis of diplomatic practices and crises management. It then provided the picture of the situation. This was to provide the basis for eliciting inferences of the trends of the phenomena of crises management (Ndiyo, 2005:70), assisted by the application of diplomatic tools.

## The Tools of Diplomacy: Application

In this section of the discourse, we shall address the question, what is in 'Diplomacy for crisis management'. Towards this concern, we shall first all look at the tolls of Diplomacy' with the intention of adopting those that are applicable to crisis management, for application.

i) Negotiation: people and nations settle their differences often amicably by this method. It includes a situation in which the compromise or agreement reached will be devoid of argument and dispute. Individual aim at achieving the best possible outcome for their positions or organisation. Fairness and mutual benefits and maintaining relationship is the hallmark of negotiated settlement of any form of crisis. This is a 'give and take' situation, which is mutually beneficial.

ii) Appeasement: This is a diplomatic policy of making political or material concessions to an enemy power in order to avoid unpleasant conflict. It is the art of making concession to an aggressor in order to avoid confrontation that may lead to open conflict. Giving into a bully 'what he wants'. The dictator is appeased by accepting his demands in an effort to avoid outright war.

iii) Gunboat- the use of conspicuous display of military or other might to intimidate opponents to submission otherwise a more drastic measure may be deployed to destroy the other party.

iv) Counterinsurgency: This is where you use a member of the group to generate counter crisis, divide and rule to weaken its internal cohesion, face external enemy or force. Concession would be made thereafter.



v) Economic diplomacy: The use of foreign aid or other types of economic policy to achieve concession as a means of advancing diplomatic agenda.

### The Application

In the 'worst case scenario' where the crisis could be of natural, confrontational organisational, the aspects of diplomacy that are applicable are; negotiation- phrasing the agreement/covenant in non confrontational manner, in order to avoid different understanding, interpretations and prolong the crisis. Appeasement, where necessary and gunboat and counter insurgency as dictated by the nature of the crisis.

The managers of Nigeria institutions should be able to negotiate with their employees, display integrity in respecting agreements, observe and implement them. This would not only create industrial harmony, it would also move the organization away from crisis.

### Conclusion

Diplomacy is part of the everyday life of any person, organization or a state. This is because the human element, which creates the dynamism ~~of~~ of these entities, is essentially selfish and egoistic (it would be recall that in the Holy Book the Bible, even God regretted creating man). The diplomat must very often negotiate with other men to seek their cooperation to move the organization, or state in the direction he desire. This is how aspects of diplomacy are applied to the management of crises or threats of it. In other crises (trade, peace, war) other tools of diplomacy such as 'negotiation, appeasement' 'Gunboat' Counter-insurgency would be applicable depending on the nature of the crisis.

The non-application of diplomatic tools to the management of public institutions has resulted in the numerous crises of management in Nigeria. This explains the dysfunctional nature of public organizations and institutions in this polity. The non-acquisition of the Weberian ethics again has turned public institutions to mere personal estate of ethnic groups and powerful individuals. These are the crises of management, which confront Nigeria today, occasioned by non-applicability of diplomatic tools. The application of diplomatic tools to the management of public institutions is the only guarantee against high degree of management crisis.

### Recommendations

Every Diplomat (the graduands) must first learn the arts and science of Diplomacy, that is, to show leadership in all crises. Secondly, in all situation the diplomat should have SWOT analysis made as their tools of operations, where they would assess their '**strength**' or **competence**' in relations to every crisis, '**weaknesses**, the

**opportunities**, and the **threats** available to take advantage of and the one against them in the environment in which they operate. It must be remembered always that the strength of the diplomat would always prevail over the threats through hardheaded calculations.

The diplomat must be a leader in his own right, full of integrity and patriotism for his country (not ethnic group), hence manage public institutions based on impersonality for the output to be for all. It is only those that are imbued with the diplomatic ethics and the spirit of benevolent leadership that would be able to display these values. The continuous absence of these ethics in the management of public institutions would leave Nigeria behind in the development calculus. Nigeria would become, as she has always been, the proverbial tortoise always coming last in the race for development.

#### References

Adawo, M.A. Essien, EB, Ekpo, NU (2012). *Is Nigeria's Unemployment Problem Unsolvable?* Current Research Journal of Social Sciences 4(6): 389-395

Barston, R. P. (2006). *Modern Diplomacy*: Virginia Pearson Educational Publishers. USA

Coombs, W.T.(1999). *Ongoing Crisis Communication: Planning, Managing and Responding*. Thousand Oaks, CA: Sage

Frank, E.O. (2007). *Nigeria and Ghana: a Comparative Study in Governance and Development-* International Journal of Social Sciences Vol. 6(1) June 154-165

Lerbinger, O. (1997). *The Crisis Managers: Facing Risk and Responsibility*. Mahan N.J Erlbaum

Ndiyo, N.A.(2005). *Fundamental of Research in Behavioural Sciences and Humanities*. Calabar: Wusen Press

Osaghae, E. E. (2002). *Nigeria since Independence: Crippled Giant*. Ibadan: John Archers

Shrivastava, P., Mitroff, I. I., Miller, D. and Miglani, A. (1988). *Understanding Industrial Crisis'* Journal of Management Studies, 1988, 25(4) 288-304

Shrivastava, P. (1987). Bhopal: *Anatomy of Crisis*. Ballinger Publishing Company

Venette, S.J. (2003). *Risk Communication in a High Reliability Organization*. APHIS PPQ's inclusion of Risk in decision-making. Ann Arbor, MI UMI Proquest Information and Learning