

## Enhancing Efficiency in Nigeria's Oil and Gas Sector: The Role of Strategic Intelligence in Addressing Micromanagement

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**ABSTRACT:** *The Nigerian oil and gas sector plays a critical role in the country's economy, yet it faces numerous challenges, including inefficiencies aggravated by pervasive micromanagement and the underutilization of local talent. This paper explores how strategic intelligence can mitigate the negative impacts of micromanagement and enhance overall operational efficiency. Drawing on Strategic Management Theory and Intelligence Theory, the study introduces frameworks such as the Visionary Collaborative Leadership (VCL) Framework, the Strategic Intelligence Management Matrix (SIMM), Strategic Intelligence Visionary Leadership Integration (SVLI) Framework, and Leadership Intelligence Management Matrix (LIMM) to foster innovation, improve decision-making, and empower teams. Additionally, the paper advocates for a paradigm shift towards visionary servant leadership and transformative leadership, which optimizes resource allocation, reduces bottlenecks, and creates an environment that supports autonomy and collaboration. Ultimately, this conceptual study offers recommendations for Kevin's Pedestal Matrix, an integration of four major frameworks that will aid in transforming leadership practices, enhancing organizational efficiency, and driving sustainable growth in Nigeria's oil and gas industry.*

**Keywords:** enhancing efficiency, micromanagement, strategic intelligence, collaborative leadership, productivity

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### INTRODUCTION

The Nigerian oil and gas sector, the lifeblood of the nation's economy, stands at a crucial juncture. Despite its status as the most significant revenue generator (Olujobi, Olarinde, & Yebisi, 2022), this industry is plagued by persistent maladministration that stifles its true potential (Donwa, Mgbame, & Julius, 2015; Olayisade & Olawumi, 2021). Over the years, a complex web of government policies and control mechanisms has reshaped the socio-political landscape, leading

to the emergence of Joint Venture Companies (JVCs), Non-Joint Venture Companies (non-JVs), and local content operators (Ahmad, 2014; Nwankwo & Iyeke, 2022). However, these developments have also fueled a rise in organizational micromanagement, undermining the sector's performance and stifling innovation (Nwankwo & Iyeke, 2022).

The sector's vast potential remains underutilized, not merely as a missed opportunity but as a critical issue exacerbated by inefficient management practices (Muhammad & Haruna, 2022). Micromanagement, particularly rampant among local content players, has emerged as a significant obstacle. It stifles creativity, hinders team collaboration, and leads to suboptimal procurement processes, dragging down productivity (Akinwale & Oladipo, 2019). Research consistently links micromanagement to declining employee morale, increased turnover rates, and eroded trust between management and staff, casting a shadow over the industry's future (Smith et al., 2020; Johnson & Lee, 2021).

Amid these challenges, strategic intelligence presents a promising solution. By leveraging data-driven insights and embracing technological advancements, strategic intelligence can streamline operations, counteract the detrimental effects of micromanagement, and propel the industry towards greater efficiency (Lawrence et al., 2023). This approach equips leaders with the tools needed to make informed decisions, aligning day-to-day operations with long-term strategic goals (Smith & Nwankwo, 2021; Lawrence and Godwin, 2022; Shapira, 2023).

Despite recognizing micromanagement as a significant barrier to progress, there remains a noticeable gap in the literature regarding solutions tailored to the unique challenges of Nigeria's oil and gas projects (Adeoye et al., 2019; Okechukwu, 2020). This paper aims to fill this gap by proposing strategic intelligence as a powerful management approach. It sets the stage for a deeper exploration of how this tool can be used and leveraged to mitigate the negative effects of micromanagement and enhance organizational growth and efficiency within the sector.

The primary objective of this paper is to conceptualize the integration of strategic intelligence into project management practices, offering a framework that can transform the sector's future. Specifically, it aims to:

- i. Define micromanagement and its impacts on Nigeria's oil and gas projects.
- ii. Assess the effects of micromanagement on operational efficiency in Nigeria's oil and gas industry.
- iii. Explore the concept of strategic intelligence and its relevance to the industry.
- iv. Develop a strategic framework for implementing these insights effectively.

## LITERATURE REVIEW

### Theoretical Framework

In exploring how strategic intelligence can enhance efficiency by addressing micromanagement in Nigeria's oil and gas sector, this literature review focuses on two key theoretical foundations:

Strategy Management Theory (Porter, 1980; Mintzberg, 1994) and Intelligence Theory (Fuld, 1995; Maccoby, 2001). These theories provide the conceptual perspectives through which we examine the critical role of Organizational leadership, decision-making, and the integration of strategic intelligence in mitigating the adverse effects of micromanagement and improving efficiency.

### **Strategy Management Theory**

Chandler (1962) defines strategic management as the process of establishing long-term goals and objectives for an organization, along with the necessary resource allocation to achieve these aims. Ansoff (1965) supports this view, describing strategic management as a systematic approach to positioning an organization within its competitive environment and aligning its capabilities with external factors. Strategy Management Theory (SMT) focuses on developing and executing strategies that align internal capabilities with external market opportunities. Influential scholars like Porter (1985), who introduced the concept of competitive advantage, and Mintzberg (1994), who distinguished between deliberate and emergent strategies, have shaped this framework. Porter's five forces model illustrates how industries must position themselves to optimize resources and outperform competitors.

In the Nigerian oil and gas sector, inefficiencies often arise from a misalignment between strategic goals and operational practices, worsened by micromanagement that stifles innovation. Mintzberg's distinction between deliberate and emergent strategies is crucial in volatile sectors; while deliberate strategies are planned, emergent strategies adapt to unforeseen challenges. Micromanagement can hinder the adoption of these emergent strategies, leading to inefficiencies. Criticism of strategic management practices in Nigeria points to an overly centralized and bureaucratic approach, which limits innovation and responsiveness to global market changes (Akinlo, 2012). A decentralized, intelligence-driven strategy could enhance efficiency by empowering decision-makers at all levels. Strategic intelligence complements SMT by providing insights that enable informed decision-making in a dynamic environment.

### **Intelligence Theory**

Warner (2002) broadly defines intelligence as the knowledge and analysis used to support decision-making. While his focus is on national security, this definition applies to organizations where intelligence involves gathering data on competitors, market trends, and employee behavior to inform decisions. Lowenthal (2015) emphasizes that intelligence is about the systematic process of collecting, analyzing, and providing vital information for organizational stability. Intelligence Theory (INT) focuses on the collection and application of information to enhance decision-making in organizations. Scholars like Howard (2002) and Johnson (2017) have highlighted the importance of strategic intelligence in both national security and corporate contexts. In business, strategic intelligence helps organizations anticipate risks, seize opportunities, and make informed decisions based on comprehensive data. Johnson (2017) notes that intelligence encompasses not just data collection but also analysis and application of insights.

In Nigeria's oil and gas sector, applying intelligence theory allows for initiative-taking risk management amid fluctuating prices and regulatory changes. Strategic intelligence involves continuous monitoring of external trends to equip leaders with necessary information for effective responses (Howard, 2002). It provides actionable insights that can improve efficiency and reduce micromanagement, which often limits employee autonomy and responsiveness. Johnson (2017) argues that integrating intelligence into management processes empowers decision-makers to act independently while aligning with broader strategic goals. The literature on strategy management and intelligence theory underscores the necessity of integrating strategic intelligence into management practices to combat micromanagement and enhance efficiency in Nigeria's oil and gas sector. By equipping employees with data-driven insights and aligning leadership with strategic objectives, organizations can mitigate inefficiencies arising from centralized control.

### **Micromanagement and Organizational Efficiency**

Micromanagement is a significant barrier to efficiency in the Nigerian oil and gas sector, as highlighted by Adegbite and Ayinde (2011). The prevalent bureaucratic structures slow decision-making, hinder project execution, and stifle innovation. Project managers often find themselves unable to make critical decisions due to excessive oversight, particularly from local content players seeking to maximize profits. This can result in poor procurement choices and the engagement of incompetent vendors, leading to substantial losses (Oluwatoyin & Olanrewaju, 2020). Effective procurement relies on strategic sourcing and supplier evaluation, which are often bypassed in favor of immediate profit. According to the Supply Chain Resource Cooperative, successful procurement involves detailed analysis and planning to enhance value. When local players neglect these practices, they disrupt project success. Incorporating strategic intelligence can foster agile decision-making and reduce micromanagement (Araz et al., 2021). Micromanagement is characterized by excessive control that diminishes creativity and operational efficiency. Research indicates that it leads to employee dissatisfaction and decreased productivity (Lazarus, 2013). While some argue that micromanagement can ensure adherence to critical processes in high-risk industries like oil and gas (Richardson, 2010), it often results in negative outcomes such as reduced morale and increased turnover.

The Nigerian Local Content Act of 2010 aimed to boost local participation but has also made indigenous companies more susceptible to micromanagement's adverse effects. Challenges such as limited capital and inadequate infrastructure intensify this dependence on excessive control, hindering compliance with international standards and alienating employees. Strategic intelligence plays a crucial role in mitigating micromanagement by empowering employees with the autonomy to make informed decisions. This approach enhances engagement and innovation, which are vital for navigating complex projects in the oil and gas sector. Reducing micromanagement while leveraging personnel intelligence can significantly improve operational efficiency.

## **Employee Morale**

Employee morale reflects the overall satisfaction and engagement of employees, influenced by their work environment and management practices. High morale indicates a positive workplace, while low morale may signal issues such as micromanagement. In the Nigerian oil and gas industry, diverse roles—such as project managers, engineers, and safety officers—require trained personnel to meet project objectives and timelines. Micromanagement can negatively impact these employees by undermining their creativity and autonomy, ultimately affecting their morale. According to Goler, Gale, and Harrington (2016), excessive oversight can make employees feel disempowered and undervalued, leading to decreased job satisfaction and engagement. This decline in morale can result in reduced productivity and increased turnover rates. Research indicates that 85% of employees report a negative impact on morale due to micromanagement, with many considering changing jobs because of it.

Micromanagement not only stifles creativity but also creates a stressful work environment where employees may feel scrutinized and controlled. This atmosphere can diminish trust and hinder collaboration, further eroding morale. To foster a positive work environment, it is essential for leaders to promote autonomy and empower employees, allowing them to take ownership of their tasks. By reducing micromanagement, organizations can enhance employee satisfaction, engagement, and overall productivity in the oil and gas sector.

### **Autonomy and Empowerment:**

Autonomy allows employees to make decisions and manage tasks with minimal oversight, which research by Deci and Ryan (2000) shows enhances motivation and job satisfaction by fostering ownership and creativity. Conversely, excessive micromanagement limits autonomy, leading to frustration and disengagement. Empowerment involves granting employees the authority and resources to contribute to organizational goals. Conger and Kanungo (1988) argue that empowerment increases employees' sense of control and responsibility, resulting in improved performance and satisfaction. In Nigeria's oil and gas industry, where personnel undergo rigorous qualification processes, it is essential for employees to have autonomy and empowerment to perform effectively. Empowered employees feel valued, boosting organizational effectiveness.

Micromanagement negatively impacts morale and performance by restricting autonomy (Brewster et al., 2016). It stifles innovation and lowers job satisfaction. In contrast, promoting autonomy leads to a more engaged workforce. While micromanagement can ensure adherence to critical processes in high-risk industries like oil and gas (Richardson, 2010), it often results in negative outcomes such as decreased employee commitment. The Nigerian Local Content Act of 2010 aimed to enhance local participation but has made companies more susceptible to micromanagement's adverse effects, as they often rely on close supervision to ensure compliance with standards. Strategic intelligence is vital in addressing micromanagement by empowering employees to make informed decisions. This approach enhances engagement and innovation,

particularly in complex projects requiring adaptive responses. Reducing micromanagement while leveraging on personnel intelligence can significantly improve operational efficiency.

### **Criticism and feedback:**

Constructive feedback is designed to guide and support employees in their professional development. According to Stone (2009), effective feedback focuses on specific behaviors and offers actionable recommendations, fostering growth and enhancing performance. This type of criticism creates a supportive working environment where employees feel motivated to improve. Conversely, excessive criticism can adversely affect employee morale and performance. Drucker (2006) warns that constant negative feedback can lead to feelings of inadequacy and diminished self-esteem, hindering productivity and job satisfaction. Harris and Kacmar (2006) note that overly frequent or harsh criticism can create a stressful work atmosphere, reducing employee engagement and increasing turnover rates.

Hogan and Kaiser (2005) emphasize the importance of balanced feedback, which should promote development rather than merely highlight faults. Effective feedback is both specific and balanced, helping employees recognize their strengths while identifying areas for improvement without feeling overwhelmed or demoralized. By fostering a constructive feedback culture, organizations can enhance employee performance and satisfaction.

### **Strategic Intelligence**

Strategic Intelligence can be defined as the ability to collect, analyze, and utilize information to make informed decisions that align with an organization's long-term goals and competitive advantage (Albrecht, 2016). This multifaceted concept encompasses not only the gathering of data but also the synthesis of insights that can drive strategic initiatives. Klein and Hoffman (2017) further elaborate that strategic intelligence involves the integration of knowledge and foresight in decision-making processes, enabling organizations to navigate complexities and uncertainties with informed, future-oriented strategies.

Strategic intelligence is crucial for guiding visionary leadership, as it empowers leaders to anticipate market shifts and respond proactively to emerging trends. It involves gathering both internal data—such as employee performance metrics and operational efficiency—and external data, including market research, competitor analysis, and socio-economic indicators. By anticipating future trends, identifying risks and opportunities, and formulating strategies, organizations can enhance their sustainability and growth trajectories in an increasingly competitive landscape.

### **Environmental Intelligence**

Environmental Intelligence refers to the capability of an organization or individual to perceive, understand, and adapt to external environmental factors that affect their operations. This concept extends beyond mere awareness; it involves a proactive approach to interpreting information about

various external influences, including economic fluctuations, social dynamics, political developments, technological advancements, and ecological changes (Choo, 2002).

In the oil and gas sector, for example, Environmental Intelligence could encompass monitoring global energy trends—such as shifts towards renewable energy sources—regulatory changes that impact operational compliance, and market dynamics that influence pricing strategies. By integrating Environmental Intelligence into their strategic planning processes, organizations can make informed decisions that align with evolving industry standards and address environmental concerns (Olaniyi & Okeke-Uzodike, 2018). This capability not only enhances operational resilience but also positions organizations as responsible stakeholders in their communities.

### **Foresightedness**

Foresightedness is defined by Thomas Suddendorf as the ability to anticipate and mentally simulate future events, allowing individuals to plan and act in ways that are beneficial in the long term (Suddendorf, 2018). In a management context, foresight reflects the degree to which an individual or organization analyzes present contingencies, projects these analyses into the future, and devises strategic plans to achieve desired outcomes.

Foresightedness is essential for leaders who must navigate complex environments like the Nigeria oil and gas sector filled with uncertainties. It enables them to envision potential challenges—such as economic downturns or shifts in consumer preferences—and identify opportunities for innovation or market expansion. As noted by Schwartz (1991), this capability is vital for crafting resilient strategies that can withstand future uncertainties. Organizations that cultivate foresightedness are better equipped to adapt their strategies in response to changing circumstances and maintain a competitive edge.

### **Emotional Intelligence**

Emotional Intelligence (EI) is defined as the ability to recognize, understand, manage, and effectively use emotions in oneself and others. This concept encompasses a range of skills critical for personal and professional success—including emotional awareness, empathy, self-regulation, motivation, and interpersonal communication (Goleman, 1995; Salovey & Mayer, 1990).

In the workplace, high levels of emotional intelligence enable leaders to foster positive relationships with their teams, create supportive work environments, and enhance collaboration. Employees with strong EI are better equipped to navigate interpersonal challenges and manage stress effectively especially as the industry in focus is filled with different hazard, risks and threats. Furthermore, organizations that prioritize emotional intelligence in their leadership development programs often experience improved employee morale and engagement.

By integrating emotional intelligence into strategic decision-making processes, organizations can enhance team dynamics and drive performance outcomes. Leaders who demonstrate emotional

intelligence are more likely to inspire trust and loyalty among their employees, contributing to a more resilient organizational culture.

### **Leadership Style**

Leadership is essential for organizational effectiveness because it involves guiding individuals or teams to achieve specific goals. In the oil and gas industry, where there are many operational and construction hazards, effective leadership is crucial. Failures in this sector can lead to serious harm to personnel and the environment, making strong leadership necessary for daily operations. Different leadership styles can affect safety, project quality, employee morale, productivity, and overall success in Nigeria's oil and gas industry. Understanding these styles helps identify which methods best align with strategic goals and create a positive work environment.

Bad leadership is often characterized by micromanagement, poor communication, and a lack of vision. Goleman (2000) notes that ineffective leaders can create a toxic workplace by not providing clear direction, ignoring employee feedback, and failing to address performance issues. This can lead to low morale and decreased productivity and unsafe working environment. Whilst good leadership involves having an unobstructed vision, effective communication, and the ability to inspire employees. Northouse (2016) emphasizes that effective leaders are adaptable, empathetic, and skilled at building strong relationships with their teams. They set clear expectations, offer support, and foster a culture of trust and respect.

Also, Jacob and Damiete's 8 Pointer framework buttressed the use of intellectual diversity to manage people (Sokari & Lawrence, 2024). They stated that for management to get the best of their staff they must focus on these eight pointers namely: foster an inclusive culture, ensure leadership commitment, inclusive project planning, structured recruitment processes, effective communication channels, decision making processes, monitoring and evaluation, and continuous learning. On this basis leadership can curb staff difference, sieve out assumptions and empower learning that will empower business leaders.

### **Transactional Leadership**

Transactional leadership focuses on maintaining order and achieving results through rewards and penalties. Bass (1985) describes transactional leaders as those who prioritize task completion and performance management using formal processes to monitor progress. This approach can effectively achieve short-term goals but may not encourage innovation or long-term growth. In the oil and gas industry, this style is common in project-based organizations where personnel are hired for short-term projects and rewarded for meeting deadlines.

### **Transformational Leadership**

Transformational leadership contrasts with transactional leadership by emphasizing vision, innovation, and employee empowerment. According to Burns (1978) and Bass (1999),



transformational leaders inspire their teams by fostering a shared vision and encouraging creativity. This leadership style is particularly beneficial in the oil and gas industry for several reasons:

- i. Encourages Innovation: Transformational leaders create an environment that supports innovative ideas, stimulating innovation and creative problem-solving.
- ii. Fosters a Shared Vision: They align team members with a common vision, promoting collective efforts toward organizational goals.
- iii. Empowers Employees: Employees are encouraged to take ownership of their roles, make decisions, and contribute meaningfully to the organization's success.
- iv. Promotes Collaboration: Transformational leaders encourage teamwork and open communication, enhancing cooperation to achieve common goals.
- v. Recognizes Achievement: They acknowledge and reward employees' contributions, boosting morale and motivating continued high performance.

### **Servant Leadership**

Servant leadership is a leadership philosophy that emphasizes prioritizing employee growth and well-being, effectively reducing micromanagement by fostering an environment of trust and empowerment. As Greenleaf (1970) stated, "The servant-leader is servant first," highlighting the importance of serving others as a pathway to effective leadership. By actively supporting their employees' professional development, servant leaders create a culture where individuals feel valued and motivated. This firsthand approach not only builds trust but also empowers employees to take initiative and ownership of their work, as Blanchard (2007) notes, "Servant leadership is all about making the goals clear and then rolling your sleeves up and doing whatever it takes to help people win." Trust is a critical component of servant leadership; leaders who prioritize the needs of their team foster an atmosphere where employees feel safe to express their ideas and concerns.

Brené Brown (2018) emphasizes that "Trust is earned in the smallest of moments," underscoring the significance of consistent, genuine interactions. Furthermore, servant leaders encourage autonomy by allowing employees to make decisions related to their work, leading to increased job satisfaction and productivity. As Sinek (2014) points out, "Leadership is not about being in charge. Leadership is about taking care of those in your charge." This style also promotes teamwork and collaboration, enabling open communication among team members, which enhances cooperation and helps achieve common goals. By creating a supportive environment, servant leaders facilitate innovative solutions and improved project outcomes. Additionally, they take on the role of coaches, guiding employees through challenges while providing constructive feedback for personal and professional growth. This coaching approach not only develops individual skills but also strengthens the overall capabilities of the organization. Recognizing and rewarding employee efforts is vital in servant leadership; acknowledging contributions boosts morale and motivates

continued high performance. As Maxwell (2002) states, "People do not care how much you know until they know how much you care," emphasizing the importance of empathy in leadership. In summary, servant leadership reduces micromanagement by prioritizing employee well-being and fostering an environment of trust, autonomy, and collaboration. By leading with empathy and focusing on the growth of their team members, servant leaders create a positive organizational culture that drives success and innovation.

### **Integrating Strategic Intelligence and Leadership to Improve Productivity**

Integrating Strategic Intelligence to collaborative leadership in solving micromanagement. After going through different articles on strategic intelligence and in a bid to utilize it in addressing the problem of micromanagement therefore, Strategic intelligence can be further defined to be the process of combining foresightedness which has to do with futuristic view of things, emotional and environmental intelligence towards boosting employee morale and in the long run, enhance productivity. SI looks into future trends, challenges, and opportunities with the sensitivity and empathetic concern for the employees, while taking cognizance of the environmental realities within the Organizational setting.

### **Visionary Collaboration Leadership**

To address the challenges of micromanagement, this paper advocates for a shift towards visionary collaborative leadership. Collaborative Leadership (CL) can be defined as a combination of transformational leadership with servant leadership. Collaborative Leadership emphasizes partnership, co-creation, and the ability to inspire and motivate employees to exceed expectations. This model is especially valuable in industries like oil and gas, where complex projects and high levels of technical coordination are required.

Visionary leaders provide long-term direction while empowering employees to make decisions that align with the organization's strategic goals. Servant leadership, on the other hand, prioritizes employee growth, empowerment, and well-being, fostering a culture of trust and collaboration (Northouse, 2016).

By combining these two leadership styles under any of these Strategic Intelligence Management (SIM) Framework, organizations can empower employees to act autonomously while remaining aligned with the broader strategic vision. This shift reduces the bottlenecks caused by excessive oversight and encourages innovation and team collaboration, key components of an efficient organization (Bass, 1999).

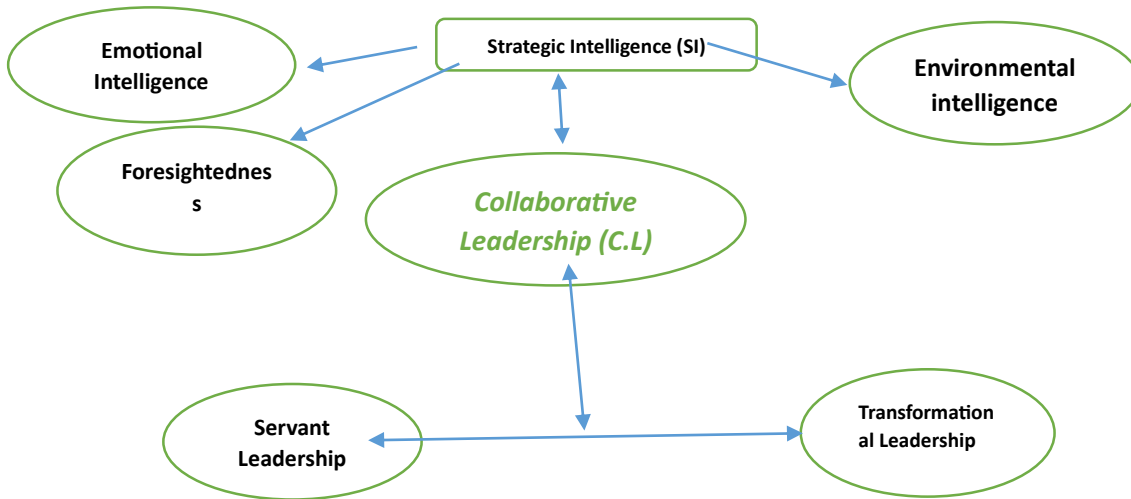


Fig 1: Visionary Collaborative Leadership (VCL)

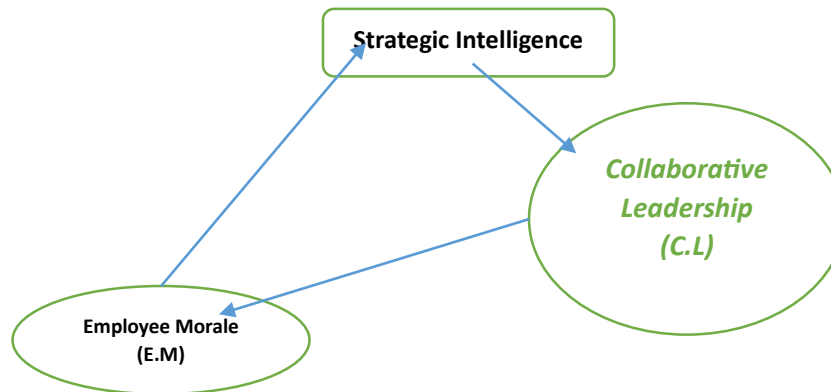
**Source: Conceptualized by the Researchers (2024)**

Collaborative Leadership encompasses several key elements that can significantly enhance organizational effectiveness. First, leaders must establish a clear and unified vision for the industry's future, ensuring that their teams are aligned with this direction; strategic intelligence is crucial for continuously monitoring the environment for potential risks and opportunities and effectively communicating these insights. Additionally, rather than micromanaging, leaders should delegate responsibilities and trust their teams to make informed decisions, fostering innovation and accountability while reducing bottlenecks caused by excessive supervision. Encouraging open communication is also vital, as collaborative leaders create environments that value dialogue and the sharing of ideas, promoting a culture of continuous learning and problem-solving. Furthermore, building strategic alliances between internal departments and external stakeholders allows for a more integrated approach to operations, minimizing inefficiencies that arise from fragmented decision-making. When combined with strategic intelligence, Collaborative Leadership can effectively address the challenges of micromanagement in Nigeria's oil and gas industry, creating a framework that empowers employees, enhances decision-making, and improves overall efficiency.

**Strategic Intelligence (SI) to Employee Morale**

When an organization's decision making process becomes futuristic through foresightedness, with a consciousness of the environmental realities and empathy, the overall outcome will therefore boost employee morale. This capability is crucial sustainability and maintaining a competitive edge. However, when strategic intelligence aligns with the employee morale, it gives an edge to

the business management and employee, knowing what will motivate the employee to be more productive in the workplace. This in turn creates a room for employee expression and understanding as seen in the diagram below.



**Fig 2: Strategic Intelligence Management Matrix (SIMM)**

Source: Conceptualized by the Researchers (2024)

The Strategic Intelligence Management Matrix (SIMM) is an essential framework that assists leaders in identifying areas where micromanagement may be stifling growth and innovation within their organizations. By acting as a bridge between strategic foresight and managerial execution, the SIMM ensures that leaders at all levels are equipped with the necessary intelligence to navigate complex environments and drive sustainable success. This capability not only enhances leaders' confidence but also boosts employee morale, fostering a more positive organizational culture.

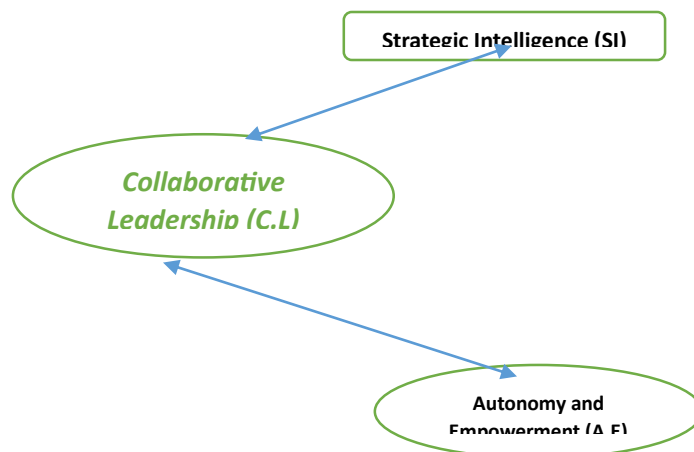
The SIMM highlights the critical interaction between strategic vision and operational leadership, emphasizing that effective leadership requires alignment between long-term goals and day-to-day management practices. As noted by Mintzberg (1994), successful organizations thrive when leaders can integrate strategic planning with operational execution, allowing for flexibility and responsiveness to changing circumstances. The matrix suggests targeted interventions based on insights derived from strategic intelligence, guiding leaders toward a more hands-off management style while still maintaining control over critical issues.

Research indicates that excessive micromanagement can lead to decreased employee engagement and productivity (Harris & Kacmar, 2006). By utilizing the SIMM, organizations can identify specific areas where micromanagement is prevalent and implement strategies to empower employees. For instance, by encouraging autonomy in decision-making processes, leaders can foster a culture of innovation and accountability, as highlighted by Amabile (1996), who emphasizes the importance of intrinsic motivation in driving creativity within teams.

Moreover, the SIMM facilitates continuous monitoring of both internal and external environments, allowing leaders to anticipate potential challenges and opportunities. This proactive approach aligns with the principles of strategic foresight, which emphasizes the need for organizations to be agile and adaptable in today's rapidly changing business landscape (Rohrbeck & Gemünden, 2011). By leveraging insights from the SIMM, leaders can make informed decisions that align with their strategic vision while promoting a collaborative atmosphere among team members. In summary, the Strategic Intelligence Management Matrix serves as a powerful tool for addressing the challenges posed by micromanagement in organizations. By enabling leaders to adopt a more empowering management style while maintaining oversight of critical issues, the SIMM fosters an environment conducive to growth and innovation. This ultimately leads to enhanced organizational performance and employee satisfaction.

### Strategic intelligence to Autonomy and Empowerment

The application of strategic intelligence within an organization can foster an atmosphere of autonomy and empowerment for employees. This transformation occurs when collected data is thoroughly analyzed and utilized to identify the strengths and weaknesses of each employee. By understanding individual capabilities, leaders can assign tasks that align with each team member's skills and expertise, ensuring that responsibilities are matched effectively. Furthermore, this approach allows for appropriate levels of intermittent supervision, providing guidance without stifling initiative. As a result, employees experience a sense of autonomy and empowerment, enabling them to take ownership of their roles and contribute meaningfully to the organization's success. This empowered workforce is more likely to engage in innovative problem-solving and collaborate effectively, driving higher levels of productivity and job satisfaction. This version enhances clarity, improves grammar, and adds depth to the explanation of how strategic intelligence can create an empowering environment for employees as shown in the diagram below.



**Fig 3: Strategic Intelligence Visionary Leadership Integration (SVLI) Framework**

Source: Conceptualized by the Researchers (2024)

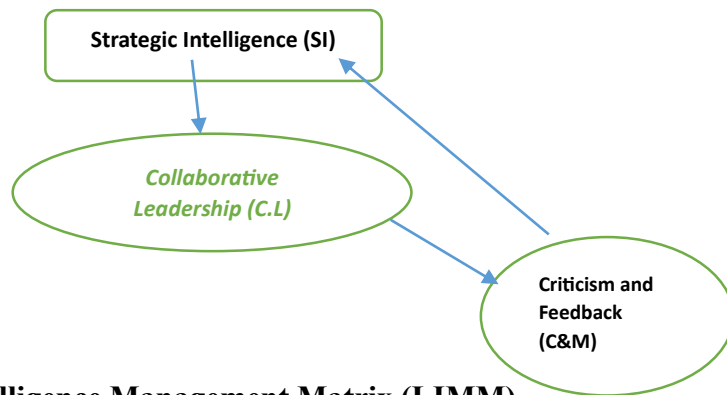
SVLI refers to an integrated approach that combines visionary leadership with strategic intelligence to drive organizational growth and transformation. The framework represents an integrated approach that combines visionary leadership with strategic intelligence to drive organizational growth and transformation. This framework emphasizes the importance of establishing a long-term vision, fostering innovation, and utilizing strategic insights to effectively manage and lead organizations, particularly in dynamic and complex environments such as Nigeria's oil and gas sector. By embedding strategic intelligence within their vision-setting processes, leaders can ensure that their forward-looking initiatives are informed by data and insights rather than relying solely on instinct. This data-driven approach is essential for mitigating the risks associated with micromanagement, allowing employees the autonomy to innovate and contribute meaningfully to organizational objectives.

Visionary leadership is characterized by the ability to inspire and motivate teams toward a common goal, creating a compelling vision that serves as a guiding force for action (Really Good Innovation, 2023). According to Goleman (2000), effective visionary leaders articulate where a group is heading while allowing team members the freedom to determine how to get there, thus fostering an environment conducive to innovation and experimentation. This is particularly crucial in sectors like the oil and gas industry, where rapid changes necessitate adaptability and proactive strategies. Furthermore, visionary leaders play a critical role in galvanizing their teams around a shared purpose, which enhances motivation and commitment to achieving organizational goals (Kotter, 2001).

The SVLI Framework supports leaders in leveraging strategic intelligence to navigate the complexities of their operational environment. By analyzing market trends and internal data, leaders can make informed decisions that align with their long-term vision while empowering employees to take ownership of their roles. This empowerment is vital for cultivating a culture of trust and collaboration, which ultimately enhances overall organizational performance (Eva et al., 2019). Additionally, incorporating strategic insights into leadership practices enables organizations to anticipate potential challenges and seize opportunities for growth.

### **Strategic Intelligence to Criticisms and Feedback**

Criticism and feedback are vital elements in the organizational environment, providing insights into areas for improvement. Constructive feedback helps individuals and organizations refine strategies, enhance performance, and innovate. When employees become autonomous and empowered, they become more responsive in their feedback and criticism becomes much more constructive. The diagram below explores the use of feedback to improve leadership activities.



**Fig 4: Leadership Intelligence Management Matrix (LIMM)**

Source: Conceptualized by the Researchers (2024)

The Leadership Intelligence Management Matrix (LIMM) serves as a valuable tool for evaluating leadership effectiveness within an organization. By utilizing this matrix, organizations can ensure that leaders who adopt collaborative, transformational, or visionary servant leadership approaches are incentivized and supported in their roles. This is crucial, as effective leadership styles positively influence employee engagement, job satisfaction, and overall organizational performance.

The LIMM allows organizations to assess various leadership competencies, including emotional intelligence, communication skills, and strategic thinking. According to Goleman (1995), emotional intelligence is a key factor in effective leadership, as it encompasses the ability to understand and manage one's own emotions and those of others. By incorporating these competencies into the evaluation process, the LIMM helps identify leaders who are not only capable of driving results but also fostering a supportive and empowering work environment.

Furthermore, the matrix encourages organizations to provide targeted development opportunities for leaders who demonstrate these qualities. This aligns with research indicating that servant leadership—characterized by prioritizing the needs of employees and promoting their growth—can lead to improved organizational outcomes (Eva et al., 2019). By supporting leaders who embody these principles, organizations can cultivate a culture of empowerment and collaboration that enhances overall effectiveness. In summary, the Leadership Intelligence Management Matrix is instrumental in evaluating and nurturing effective leadership within an organization. By focusing on collaborative and servant leadership styles, organizations can create an environment that supports employee autonomy and engagement, driving success.

## CONCLUSION

By integrating strategic intelligence into leadership practices and adopting a collaborative leadership approach, Nigeria's oil and gas sector stands a better chance of overcoming inefficiencies caused by micromanagement. Strategic intelligence provides leaders with data-driven insights that help in making informed decisions, fostering innovation, and driving organizational growth. This study introduced key frameworks such as the Strategic Intelligence Visionary Leadership Integration (SVLI), Strategic Intelligence Management Matrix (SIMM), and Leadership Intelligence Management Matrix (LIMM), each of which serves to guide organizations in reshaping leadership and management practices.

The SVLI framework advocates for a leadership style that combines visionary and collaborative elements, empowering employees while maintaining alignment with long-term strategic objectives. The SIMM framework, on the other hand, allows leaders to balance strategic foresight with managerial execution, creating a less micromanaged environment and encouraging innovation. The LIMM focuses on enhancing leadership capabilities by incorporating emotional intelligence and constructive feedback mechanisms, ensuring a more adaptive and responsive leadership structure.

The collective adoption of these frameworks could significantly enhance operational efficiency, promote innovation, and empower teams within Nigeria's oil and gas sector. It is through these transformations that the industry can mitigate the negative effects of micromanagement, improve resource allocation, and reduce bottlenecks, thereby contributing to sustainable growth and competitiveness in a global market.

## Key Recommendations

The following steps are critical for the oil and gas sector to fully embrace the benefits of strategic intelligence and collaborative leadership:

### 1. Adopt Strategic Intelligence:

Implementing strategic intelligence systems will provide real-time, data-driven insights for decision-making, reducing the need for centralized control and micromanagement. These systems enable leaders to anticipate challenges and opportunities while aligning daily operations with the organization's long-term objectives.

### 2. Promote Visionary Collaborative Leadership:

Shift leadership styles towards empowering employees and aligning them with the organization's strategic goals. Visionary collaborative leadership fosters trust, collaboration, and innovation by decentralizing power, allowing employees to take ownership of their roles and contribute meaningfully to organizational success.



**3. Decentralize Decision-Making:**

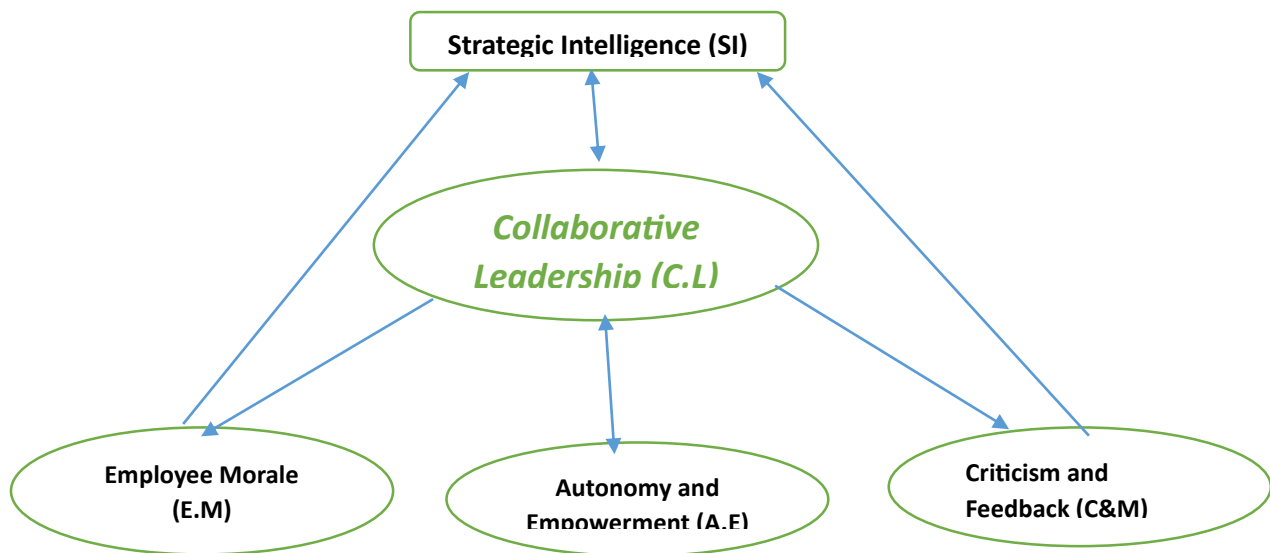
Encourage autonomy among project managers and personnel by delegating authority and enabling them to make critical decisions independently. This decentralization reduces bottlenecks, enhances agility, and empowers teams to respond quickly to challenges and opportunities in dynamic environments.

**4. Foster a Culture of Innovation:**

To counteract the negative impact of micromanagement on employee morale and productivity, organizations should create an open environment that promotes communication, collaboration, and creativity. Encouraging the free exchange of ideas will enable employees to take risks, innovate, and contribute to the organization's long-term success.

**5. Integrate Kevin’s Pedestal Matrix (KPM):**

The final recommendation is the comprehensive adoption of Kevin’s Pedestal Matrix (KPM). This holistic solution integrates the discussed frameworks (SVLI, SIMM, and LIMM) into a unified model that leverages strategic intelligence and collaborative leadership to address micromanagement. The KPM model facilitates increased employee morale, autonomy, and empowerment, encouraging the use of constructive criticism and feedback to drive continuous improvement. By aligning leadership practices with the principles of strategic intelligence, organizations can cultivate an environment where innovation thrives, and sustainable growth is achieved.



**Fig 5: Kevin’s Pedestal Matrix (KPM)**

Source: Conceptualized by the Researchers (2024)

## Future Research

For future research, the following areas are recommended to further explore and validate the concepts discussed:

- 1. Empirical Validation of Strategic Intelligence Frameworks:**  
While this paper proposes conceptual frameworks like the Strategic Intelligence Management Matrix (SIMM), future research could empirically test and validate these frameworks in Nigeria's oil and gas sector. Longitudinal case studies or pilot projects could help determine their effectiveness in real-world settings, particularly in improving efficiency and reducing micromanagement.
- 2. Comparative Studies of Leadership Styles:**  
This paper advocates for visionary collaborative leadership, but future research could explore other leadership styles (e.g., transactional) in the oil and gas sector. A comparative analysis would help determine which leadership approach is most effective in empowering employees, improving decision-making, and enhancing organizational efficiency.
- 3. Technological Integration in Strategic Intelligence:**  
Future research could examine how emerging technologies, such as artificial intelligence (AI), big data analytics, and machine learning, can be integrated into strategic intelligence frameworks. These technologies could improve predictive capabilities and help organizations streamline their decision-making processes, enhancing agility in the oil and gas sector.
- 4. Impact of Regulatory Changes on Strategic Intelligence:**  
The role of government policies and local content regulations was highlighted in this study. Future research could explore how changes in regulation—such as deregulation or increased local content requirements—affect the adoption and effectiveness of strategic intelligence frameworks, and how organizations can adapt their strategies to maintain compliance while improving operational efficiency.
- 5. Cultural Factors and Strategic Intelligence:**  
Future studies could explore how Nigeria's cultural factors influence the adoption of strategic intelligence and collaborative leadership. Understanding the relationship between organizational culture, leadership styles, and the success of strategic intelligence in mitigating micromanagement would provide deeper insights into the application of these frameworks.
- 6. Impact of Strategic Intelligence on Employee Well-being:**  
Investigating the impact of strategic intelligence on employee well-being—such as mental health, job satisfaction, and retention—could offer a more holistic view of its benefits. Understanding how strategic intelligence frameworks influence employee morale and empowerment would deepen the understanding of their overall organizational impact.

**7. Local Content Development and Talent Utilization:**

As the paper highlights the underutilization of local talent, future research could focus on how strategic intelligence frameworks can be used to optimize local content development. This could include investigating how strategic intelligence can foster innovation and enhance skill development among indigenous workers in the oil and gas sector.

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