



BOAZ MANAGEMENT AND FINANCIAL STRATEGIES LIMITED

PORTFOLIO OF MANAGEMENT DEVELOPMENT COURSES

20

23

BOARD OF DIRECTORS



DR BIODUN ADEDIPE

Chairman, Board of Directors

*A World Bank Consultant & Former Member of the Economic Team of the Federal Republic of Nigeria
B.Sc. Economics (First Class), M.Phil. (Exempted), Ph.D.,
Accredited Management Trainer.*



BOAZ OLUWOLE IBIKUNLE

Managing Director /CEO

*Former Head, Central Bank of Nigeria Learning Centre
B.Sc. Economic., MBA, FCS, HCIB, MNIM,*

*Cert. in Microfinance, Dip. in Microfinance (Ateneode Manila University, Phillipines), Cert. in Risk Management,
Accredited Management Trainer.*



JOSEPH KOLAWOLE OKUNATO

Director

M.Sc. ACIB (London), ACIS, ACA, FCIB, MCI Arch (UK)



DANIEL OMOTILEWA

Secretary and Legal Adviser

LL.B, BL., LL.M



OUR VISION

“To be a distinct Market Leader in Capacity Building, Financial and Management Consultancy with highly skilled, dedicated and efficient human capital”



OUR MISSION

“To offer first class Management and Financial Services that will make us a FIRM OF CHOICE to individual and corporate clients anywhere in the world”

OUR CORE VALUES

- I. Meritocracy
 - Empowerment
 - Professionalism
 - Finesse
- ii. Learning
 - Continuous Improvement
 - Knowledge Sharing
 - Creativity
- iii. Espirit de Corp
 - Team Work
 - Unity of Purpose





CORPORATE OVERVIEW

Our company, BOAZ MANAGEMENT AND FINANCIAL STRATEGIES LTD (BOAZ) was incorporated in Nigeria on 14th January 2003 by eminent personalities who have distinguished themselves in different fields of human endeavor.

It was incorporated by Corporate Affairs Commission (CAC) to carry out the business of:

- Learning/Capacity Building Consultancy
- Financial Consultancy
- Management Consultancy
- Portfolio Construction and Management Services
- Microfinance Consultancy

BOARD OF DIRECTORS

1. **Dr. Biodun Adedipe**, *B.Sc. Economics (First Class Hons.), M.Phil. (Exempted), Ph.D - Chairman*
2. **B. O. Ibikunle**, *B.Sc. Economics., MBA, FCS, HCIB, MNIM, Certificate in Microfinance, Diploma in Microfinance (Ateneo de Manila University, Phillipines), Certificate in Risk Management, Accredited Management Trainer*
- MD/CEO
3. **Joseph Kolawole Okunato**, *M.Sc., ACIB (UK), ACIS, ACA, FCIB, MCI Arb – Director*
4. **Daniel Omotilewa**, *LL.B, BL., LL.M – Secretary and Legal Adviser*



CORPORATE ACCREDITATIONS & REGISTRATIONS

- i. The Chartered Institute of Bankers of Nigeria (CIBN): **Accredited Education Training Service Provider (ETSP)** for Banking and Finance Industry in line with the requirement of Nigeria Bankers Committee Competency Framework for Banks in Nigeria.
- ii. The Chartered Institute of Bankers of Nigeria (CIBN): **Accredited Tuition Centre**
- iii. Nigerian Council for Management Development: **Accredited Management Training Institution**
- iv. Nigeria Industrial Fund Registration (ITF)
- v. West African Institute for Financial and Economic Management (WAIFEM): **Memorandum of Technical Cooperation.**
- vi. Central Bank of Nigeria: Microfinance Training Service Provider (MTSP)
- vii. Lagos State Government: **Preferred Consultant on Training Services**
- viii. Bank of Industry: **Business Development Service Provider**





BOAZ OLUWOLE IBIKUNLE

Learning Director

Mr. B.O. Ibikunle is an Economics graduate of University of Ife (now Obafemi Awolowo University) in 1978 and a Master of Business Administration Degree holder of University of Ilorin in 1986. He attended Surrey European Management School, University of Surrey in England for Top People Course in October, 2001. He is an Alumnus of London Management Centre, London and RIPA International p, London.

Mr. Ibikunle is an award-winning **Chartered Stockbroker and Financial Analyst**. A Fellow of Chartered Institute of Stockbrokers, a **Senior Member of Chartered Institute of Bankers of Nigeria** and a Specialist in Training Needs Assessment/Identification and Impact assessment of training, having been trained in the art by the Centre for Management Development (CMD) in Nigeria and RIPA International Limited, London.

He worked for 30 (Thirty) years in the Central Bank of Nigeria and garnered experience in various Departments of the apex Bank. He concluded his career gloriously in the Bank as a **Deputy Director and Head of the Bank's Learning Centre** in 2008. In that position, he was responsible for leading the robust faculty of the centre in compiling skills inventory, training needs assessment of staff, designing and implementing trainings to meet the identified needs and conducting impact evaluation of trainings. He worked with PricewaterhouseCoopers and Accenture teams as in-house attached CBN Executive



during the Reengineering of the bank's processes.

He is currently the Managing Director of Boaz Management and Financial Strategies Limited (BOAZ), a Management and Financial Services Consultancy Company duly registered by Security and Exchange Commission as Portfolio Manager and later Corporate Sub-broker. The company was accredited by Nigerian Council for Management Development (NCMD) as Training Institution in Nigeria. The Central Bank of Nigeria and Deposit Insurance Corporation appointed BOAZ as a Microfinance Training Service Provider and Post-Examination Monitor of Microfinance Banks in Nigeria.

As one of the Regional experts in Strategy, Organizational Development, Capital Market Operations and Banking, Mr. Ibikunle has been a member of the faculty of West African Institute for Financial and Economic Management (WAIFEM) in their various capacity building programmes in West Africa since 2004. WAIFEM was established by the International Monetary Fund (IMF) to build capacity in West Africa.

He has been writing and presenting papers on Management Development, Leadership, Financial Markets, Strategy, Organizational Development, Risk Management, Banking and Microfinance to mention a few, at various training programmes, conferences and seminars across West Africa since 2000. He has also been involved in top Management Retreats of many organizations. He is a Central Bank of Nigeria/Nigeria Deposit Insurance Corporation Certified Trainer in Microfinance Banking. Currently, Mr. Ibikunle is leading the faculty of BOAZ in building the capacity of all Microfinance Banks in Rivers and Bayelsa states under the CBN/NDIC Microfinance Certification Programme, BOAZ being an accredited Microfinance Training Service Provider (MTSP) under the programme.

He was the Project Director of a major consulting assignment on Mobile Payment system executed by BOAZ in 2011 for Alliance for a Green Revolution in Africa (AGRA). AGRA is an International Non-Governmental Organization registered in the State of Wisconsin, USA, with Kofi A. Annan, a former Secretary-General of United Nations as its Chairman.

Mr. B.O. Ibikunle has recently bagged the LONG OUTSTANDING TRAINING FACILITATOR AWARD from West African Institute for Finance and Economic Management.



**THE CHARTERED INSTITUTE OF
BANKERS OF NIGERIA**

(Incorporated in 1976 and Chartered by CIBN ACT No. 12 of 1990, now Act No. 5 of 2007)

Certificate of Accreditation

This is to certify that

Boaz Management & Financial Strategies Limited

having met the eligibility criteria, is hereby accredited as a
Training Service Provider for the Banking and Finance
Industry

Dated this day March 18, 2019

(Valid for 3 years)



Registrar / Chief Executive



CENTRE FOR MANAGEMENT DEVELOPMENT



*Certificate of
Accreditation*

By the Authority of the

**NIGERIAN COUNCIL FOR
MANAGEMENT DEVELOPMENT**

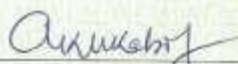
It is hereby certified that,

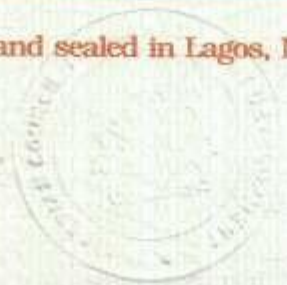
Boaz Management and Financial Strategies Ltd.

Having met the eligibility requirements to be
a professional Training Institution/firm in
Nigeria, is hereby declared an

ACCREDITED MANAGEMENT TRAINING INSTITUTION

Signed and sealed in Lagos, Nigeria.


DIRECTOR-GENERAL



29.10.10
DATE



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COURSE TITLE: FINDING AND KEEPING GREAT EMPLOYEES

COURSE CODE HR/2023/BOAZ/01

THE NEED FOR THE COURSE

Getting employees engaged and committed has long been a major cause for concern for most managers, regardless of industry sectors or geographical location. Learning how to effectively deploy appropriate talent management strategies is one way to ensure that employees stay engaged and committed.

OBJECTIVES

At the end of the course, participants should be able to effectively:

- Explain the strategic alignment between talent management strategy and the overall corporate strategy;
- Develop an effective talent management strategy for their organizations;
- Understand the importance of employee management and the key part it plays in business success; and
- Develop a strategy for employee engagement success.

LEARNING OUTCOME

At the end of this 5-day training, participants will be able to:

- Identify key requirements to attract and retain skilled talents;
- Examine strategies to fill critical staffing needs in key areas; and
- Learn how to retain talented and high-performing employees.

COURSE CONTENT

- Organizational focus and cultures.
- Talent Management as a Strategic Business Driver
 - ✓ Defining talent requirements from a strategic perspective
 - ✓ Embedding talent management into business planning
 - ✓ Defining your talent management scope: Balancing recruitment with internal development, identification of critical roles, gap analysis etc.



- ✓ Developing your organization's talent management strategy plan
- The Employee Engagement Process
 - ✓ Strategies for employee attraction, motivation and retention
 - ✓ Tools and techniques for measuring employee engagement
 - ✓ Employee engagement process model
 - ✓ Strategic communication and employee engagement
 - ✓ Dealing with the disenfranchised employee
- The Strategic Induction Process
 - ✓ Engaging new starters through an effective induction process
 - ✓ The role of induction in optimizing the route to full performance
 - ✓ Exploring the hidden costs of poor induction
 - ✓ Examples of mismanaged induction: where does it usually go wrong?
 - ✓ The central role of line manager induction
 - ✓ Special considerations for senior executives
 - ✓ Acquiring and on-boarding high potential employees
- The Influence of Organizational Culture on Talent Management
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 - ✓ Types of Leadership styles
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- ✓ Importance of Competency Framework in Talent Management
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 - ✓ Strategies for transforming a group to a team
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 - ✓ Assessment of future challenges and opportunities on the labor market and the implications for jobs and skills
 - ✓ Building workforce capability
- Managing Workforce Retirement Transitioning
 - ✓ Strategy for smooth employee transitioning
- Experience Sharing

METHODOLOGY

- Physical Training
- Online Training



TARGET AUDIENCE

- Recruitment Managers, Line Managers, Talent Management Managers and others responsible for developing a talent management strategy within the organization.

FEE: Negotiable

DURATION: 5 days

VENUE: client Decision

Negotiable for In-Plant Training



COURSE TITLE: HUMAN CAPITAL MANAGEMENT & CAREER DEVELOPMENT

COURSE CODE HR/2023/BOAZ/02

THE NEED FOR THE COURSE

The most critical asset of any enterprise is the Human Resource. It has long been recognized that organizations that are able to unveil the secrets of their most valuable Corporate Resource, THE HUMAN RESOURCE outperform their peers and create competitive advantage which can never be replicated by any other organizations.

This interactive 3 – day programme was packaged to achieve the objectives listed below:

COURSE OBJECTIVES

By the end of this Workshop, participants would have:

- Acquired the knowledge, skills and techniques required to effectively manage, develop, and utilize human resources in an organization.
- Familiarize themselves with the principles and techniques of Human Resources Management, Manpower Planning and Career Development.

COURSE CONTENTS

- Human Resources Management: Meaning, Objectives, Functions, Origin and Conventional Duties.
- Factors Affecting Manpower Planning and Career Development.
- Human Resources Planning and Performance.
- Individual Employee Development Path.
- Performance Appraisal.
- Reward and Benefits Management System
 - ✓ Job Analysis
 - ✓ Job Evaluation
 - ✓ Salary Structures
 - ✓ Salary Administration
 - ✓ Factors Affecting Pay Levels.
- Training and Development.



- ✓ Training Needs Analysis
- ✓ Conducting a Realistic Training
- ✓ Evaluation Techniques
- Succession Planning and Career Development.
- Human Resources Policy and Organizational Strategy.

METHODOLOGY:

- Physical Training
- Online Training

TARGET PARTICIPANTS

Human Resources Specialists, Personnel and Training Managers, Line Managers and Functionaries who are involved in Manpower and Career Development Operations.

DURATION: 5 days

VENUE: Clients Decision

COURSE FEE: Negotiable



COURSE TITLE: PERFORMANCE APPRAISAL MANAGEMENT

COURSE CODE: HR/2023/BOAZ /03

THE NEED FOR THE COURSE

Most contemporary organizations have a vision of achieving excellence and being the very best at what they do, using the available resources at their disposal. Of all the resources, the most critical is the people. Therefore, it is imperative for an organization to give priority attention to its people in the way they are managed with special focus on the evaluation of their contributions individually and as a group to the organization. WHAT GETS DONE GETS MEASURED, WHAT GETS MEASURED, GETS MANAGED. IF YOU CAN MEASURE IT, YOU CAN MANAGE IT.

This Five-day practical and engaging workshop will familiarize participants with the frameworks surrounding employee Performance Appraisal and provide them with the Skills and Methodologies for discharging the function effectively.

WORKSHOP OBJECTIVES

The Workshop was designed to enable the participants

- Undertake effective evaluation/ assessment of the performance of their subordinates
- Demonstrate understanding of the difference between performance management and performance appraisal
- Identify the critical dimensions against which performance of employees in various job grades should be based.
- List and discuss the purpose of performance appraisals (Evaluative and developmental)
- Identify and discuss the options for WHAT is evaluated in a performance appraisal.
- Discuss the commonly used performance Measurement methods and forms.
- Identify available options for the evaluator (appraising officers).
- Demonstrate understanding of the value and drawbacks of a 360 degree evaluation option.
- Identify some of the common problems with the performance appraisal process and suggest possible solutions.
- Identify the place of performance appraisal in the overall performance management policy.



- Design merit-based performance appraisal forms.

WORKSHOP CONTENTS

Performance appraisal: An overview

- Meaning of Performance Appraisal
- Objectives of Performance Appraisal
- Who conducts Appraisal
- Benefits of Performance Appraisal
- Performance management versus Performance Appraisal

Framework for effective performance management and appraisal

- Vision/Mission/Core value statements.
- Corporate objectives and strategic alignment with individual goals
- Job description
- Developing Key Result Areas (KRAs)
- Performance Appraisal Form Template

Appraisal methodologies (Data Gathering)

- 360 degree Appraisal
- The use of standard form
- Critical incident form
- Graphic rating scale form

The performance appraisal process

- Job analysis
- Standard and measurement methods



- Preparation and conduct of appraisal:
- Appraisal review meeting
- Planning and preparing for appraisal
- Conducting appraisal
- Data analysis and decision taking

The performance management system

- Overview of the system
- Understanding the different elements of the system
 - Goal/Target setting
 - Ongoing feedback
 - The position of Appraisal

Performance appraisal problems and solution

Case study/ syndicate work

METHODOLOGY:

- Physical Training
- Online Training

TARGET AUDIENCE

- Middle, Senior and Top Managers who manage the performance of their reports
- Team leaders
- Decision-makers seeking to create a corporate culture of excellence and competitive advantage
- All line supervisors involved in the periodic and annual review of their associates' performance



- All line supervisors involved in the periodic and annual review of their associates' performance.

DURATION: 5 days

VENUE: Clients Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: MANAGEMENT OF THE TRAINING AND DEVELOPMENT FUNCTION

COURSE CODE: HR/2023/BOAZ /04

THE NEED FOR THE COURSE

The most important asset of any organization is the human capital. The dominant position of this asset over all other assets rests on the tripod of knowledge, skill, and behavior (i.e. competencies) exhibited by the asset. The competencies are attained by learning and inner motivation to continue to learn.

In view of this, those who are in charge of managing the training and learning function of an organization should be capable of crafting a cutting-edge learning strategies towards developing the capacity of the employees of their organizations.

This 5 - day course was designed to motivate participants to develop workable ideas and strategies in the management of training and development functions of their organization.

COURSE OBJECTIVES:

Participants will be able to:

- Design sharp-edge training, development and learning strategies, policies and evaluation processes.
- Apply a holistic approach to the management of training and development function in their organizations.
- Show ways to harness training and learning initiatives to enhance individual and organizational performance.
- Design training programmes.
- Develop learning curriculum.

COURSE CONTENTS

- Identification of training / learning needs
- Adult learning and learning psychology
- Learning and training cycle.
- Training design and course selection
- Development of training curriculum



- Expectations of line managers:
 - ✓ Customer focus;
 - ✓ Training transfer;
 - ✓ In-depth evaluation
- Presentation methods
- Development of training policy
- Preparation of training budget
- Impact evaluation of training
- Test and measurement in training

METHODOLOGY:

- Physical Training
- Online Training

TARGET PARTICIPANTS:

Training Instructors and Administrators, Line Managers and HR Officers.

DURATION: 5 days

VENUE: Client Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: HUMAN RELATION SKILLS COURSE

COURSE CODE: HR/2023/BOAZ/05

THE NEED FOR THE COURSE

In the course of human interactions, crisis, conflicts disagreements do arise. Some of these do escalate to a breakdown of rules, regulations, law and order. In some communities, it can lead to mayhem of unimaginable proportions. The root cause of crisis, conflicts and disruptions in the workplace in particular and communities in general can be traced to interpersonal relations failure. The result of poor inter-personal relations among employees in the workplace is a decline in productivity.

Right from the time of Abraham Maslow Hawthorne experiments on productivity in the last century, it was recognized that good interpersonal relationship is the key to productivity in the workplace. This course was designed to promote peace and tranquility in the workplace.

COURSE OBJECTIVES:

At the end of this course, participants will be able to:

- Enhance their human relations skills
- Prevent acrimony in the workplace
- Demonstrate knowledge of Transactional Analysis (TA)
- Serve as overt and tacit counselors and mentors to their subordinates
- Build effective team

COURSE CONTENT

- Issues in Human Relations
- Assertiveness Skills
- Transactional Analysis
- Personality Theories
- Management of Meetings and /committees
- Communication process in the workplace



- Conducting a realistic interview
- Team Building and Management
- Managing your boss
- Conflict resolution at work
- Customer retention strategy
- Coaching, Counseling and Mentoring
- Emotional Intelligence
- Effective Negotiation Skills
- Organizational Structure, Culture and Systems
- Counseling, Coaching and Monitoring

METHODOLOGY:

- Physical Training
- Online Training

TARGET AUDIENCE:

Senior Staff, Line Managers, Human Resources Specialists and Business Executives.

DURATION: 5 Days

VENUE: Client's Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: RETIREMENT PLANNING AND MANAGEMENT

COURSE CODE HR/2023/BOAZ/06

THE NEED FOR THE TRAINING

Retirement is not an emergency. It is a phase of life that should be blissful if one plans and prepares for it right from the time of first pay cheque. Retirement is a phase of life into which one transits from wage employment as a result of length of service, old age, ill health or reorganization in the work place that makes someone to exit from the organization.

The main question is how does a retiree cope with living after exiting from the paid employment as a result of any of the reasons adduced above?

There are many factors that can make retirement blissful or otherwise. Some of the factors are:

- Effective planning for life after employment
- Management of personal finance
- Organization from where one retires
- Ignorance about life demands
- Style of living during working life
- Legal demands
- Macro-economic swings
- Illness
- Lack of focus etc.

The essence of this three-day training is to make a retiree earn a less stressful means of livelihood and live a useful life thereby age with grace. One of the vital benefits an organization can give its management and staff is to prepare them for blissful retirement by organizing Pre-retirement Training for them.

LEARNING OUTCOME

At the end of this Training, participant will be able to:

- Organize himself/herself for a blissful retirement.
- Identify economic, social, health and nutrition demand of his age.



- Avoid risk-prone factors that may devalue him/her economically, socially and health wise.
- Identify the appropriate investments to go into which are devoid of economic dangers.
- Demonstrate understanding and benefits of WILL.

COURSE CONTENT

- Concept of retirement
- The Nigerian Retirement Environment
- Retirement benefits
- Economic factors to keep the body and brain alert
- Health and lifestyle talk
- Management of personal finance
- Financial planning
- Financing your Retirement
- Issues in Ageing
- Pension, life, insurance and other insurance schemes
- Will and its benefits
- Letter of Administration in respect of dying intestate
- Setting up of Trust and Legacies
- Investment guides for retirement
- Entrepreneurship.

METHODOLOGY

- Physical Training
- Online Training



DURATION: 5 days

FEE: Negotiable

VENUE: Clients Decision

Negotiable for In-Plant Training

DATE: As agreed with the Client



COURSE TITLE: COMPREHENSIVE MANAGEMENT COURSE

COURSE CODE MD/2023/BOAZ /01

THE NEED FOR THE COURSE

In today's ever-increasing competition and other environmental factors, Managers of organizations, be it private or public needs to be well grounded in the Art and Science of Management for efficient and effective performance. This course is therefore designed to equip participants with the in-depth knowledge and skill for world class performance.

COURSE OBJECTIVES

At the end of the course, participants will be able to:

- Apply leadership skill to suit work situations,
- Deal with challenging people and manage conflict,
- Apply negotiation skills,
- Create an edge over their competitors,
- Apply creative decision making and problem solving skills,
- Inspire their subordinates.

COURSE CONTENT

- Management and Leadership
- Characteristics of Managers and Leaders
- Leadership Styles
- Visionary Leadership
- Vision, Mission and Values
- Components of Organization
 - People
 - Structure
 - Systems
 - Culture



- Problem Solving and Decision Making
- Total Quality Management
 - Customer satisfaction
 - Benchmarking
- Business Finance
 - Sources of business finance
 - Budgeting and Control
 - Accounting for Non-Accountants
- Team Building and Control
 - Delegation and Empowerment
 - Team Roles
- Communication Skill
 - Types and Uses
- Assertiveness Skills
 - Assertive, Passive and Aggressive Behavior
- Presentation Skills
- Governance Issues



METHODOLOGY:

- Physical Training
- Online Training

TARGET AUDIENCE:

Senior and management staff

DURATION: 5 days

VENUE: Client's Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable

DATES: As Agreed with the Client



COURSE TITLE: KNOWLEDGE MANAGEMENT

COURSE CODE: MD/2023/BOAZ/02

THE NEED FOR THE COURSE

Most economies in the world transformed from an agrarian economy to production-based economy. Today we talk about knowledge-based economy. Organizations in a knowledge-based economy are concerned about achieving significant and sustainable performance by adopting the eight key self-driven mindsets and habits of Knowledge Identification, Acquisition, Application, Sharing, Development, Creation, Preservation and Measurement. The absorption of the mindsets and habits will make individuals and their organizations to be self-driven, proactive, collaborative and innovative. The transformation will help organizations to increase operational excellence, enhance customer responsiveness and accelerate innovation intensity.

It is in the light of the above, this course was designed.

OBJECTIVES

At the end of the course, participants will be able to:

- ❖ Demonstrate understanding of the Concept of Knowledge Management
- ❖ Adopt the eight key self-driven mindsets which will make them to be proactive and innovative
- ❖ Identify 6 (six) key enablers of the practice of Knowledge Management
- ❖ Contribute effectively to the implementation of the Practice of Knowledge Management (POKM) in their organizations.

COURSE CONTENT

- ❖ Overview of Knowledge Management
- ❖ Key self-driven mindsets and habits in Knowledge Management
- ❖ Key enablers of Knowledge Management
- ❖ The strategic role of Human Resources Department in Knowledge Management
- ❖ Key self-driven mindsets and habits in Knowledge Management
 - Knowledge Identification
 - Knowledge Acquisition



- Knowledge Sharing and Collaboration
- Knowledge Creation
- Knowledge Preservation and Measurement
- Knowledge Application
- Knowledge Development
- Knowledge Management Enablers
- ❖ Learning, Innovation and Knowledge Management
- ❖ Outlook of knowledge management
- ❖ Blue Ocean Strategy

METHODOLOGY:

- Physical Training
- Online Training

TARGET PARTICIPANTS:

The course is specifically designed for Managers and above in profit and not-for profit organizations.

DURATION: 5 days

VENUE: Client's Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: CREATIVITY AND INNOVATION FOR SUPERLATIVE PERFORMANCE

COURSE CODE MD/2023/BOAZ /03

THE NEED FOR THE COURSE

In this era when Globalization, internationalization of Institutions and the Free Market Economy have taken over the world landscape of production and consumption of goods and services, Businesses whether for profit or not-for profit, are facing ever-increasing environmental change. The driving forces of this change include expanding marketplace (globalization), competition, climate change and advancement in technology.

For any organization in whatever form to be sustainable and relevant in the face of this environmental turbulence, it must be creative and innovative. Creativity and innovation take the centre stage when strategizing during the Strategic Planning and when designing new products and services.

COURSE OBJECTIVES:

This Workshop was designed to make participant:

- Undertake creative thinking
- Generate ideas that can improve product and service delivery.
- Diagnose their organization's competitive environment.
- Manage environmental change.
- Enhance Relationship Management.
- Initiative-driven.

COURSE PROFILE

The profile of this course covers fundamental issues in Creativity and Innovation, the Business Environment, Business Process Mapping, Strategic Planning and Implementation, Change Management, Strategic Human Resource Management, Customer Service and Relationship Management.

METHODOLOGY:

- Physical Training
- Online Training



TARGET AUDIENCE:

Senior Officers, Managers and Senior Managers.

DURATION: 5 days

VENUE: Client Decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: BUILDING & MANAGING HIGH PERFORMANCE TEAMS

COURSE CODE: MD/2023/BOAZ /04

THE NEED FOR THE COURSE

From the time of Abraham Maslow Hawthorne Experiment (1927 to 1932), it was recognized that working together in teams constitute synergies for high performance in the workplace.

Different talents and specialism of team members collaborate to upscale performance. Managers, Administrators and leaders need to be equipped with knowledge and skills in Team building and management. This course trains in Management model where there is a report and superior system of relationship in the workplace.

COURSE OBJECTIVES:

The course is designed to:

- Provide Business Managers, professionals, Administrators, Bankers and leaders with the techniques necessary to motivate and energize individuals within their teams.
- Enable participants to lead, organize and motivate people in order to achieve improved performance and outstanding results

COURSE CONTENTS:

- Concept of Team and Teamwork
 - Meaning of Team
 - Teamwork model
 - Characteristics of a successful Team
- Team leader: Characteristics and roles
- Leadership styles
- Building a high performance team:
 - Team Vision (a future view of the team)
 - Establishing team roles and responsibilities



- Delegation
- Encourage good Human relations among team members
- Conducting effective and productive meetings

- Performance Management system in a Team
 - Target Setting
 - Reviewing Performance
 - Appraisal system
 - Performance reward and sanction
 - Handling Poor Performance
 - Positive and Negative Feedback
 - Coaching Styles and Techniques

- Time Management and Personal Effectiveness
 - Setting personal and Team objectives
 - Effective delegation
 - Imperative of Empowerment.

- Effective Communication
 - Building and Utilizing Channels of Communication.
 - Need for assertiveness in team briefings.
 - Conflict resolution within the team.
 - Emotional Intelligence.
 - Effective and productive Team meetings.



DELIVERABLES:

At the end of the course, participants will be able to:

- Identify different Leadership Styles
- Manage performance effectively
- Delegate task and allocate work
- Lead effective meetings

METHODOLOGY:

- Physical Training
- Online Training

TARGET AUDIENCE:

Team Leads and Senior Staff.

DURATION: 5 days

VENUE: Client's Decision

Negotiable for in-plant

COURSE FEE: Negotiable



COURSE TITLE: TRANSACTIONAL ANALYSIS FOR EFFECTIVE COMMUNICATION
COURSE CODE: MD/2023/BOAZ /05

THE NEED FOR THE COURSE

Communication is the life wire of an organization. It's effectiveness or otherwise can make a difference between success and failure of an organization. However, this unique process (communication) is not given commensurate attention in many corporations. Transactional Analysis (TA) has been known to give a fillip to the effectiveness of communication in the workplace. It is against this backdrop that this 5 – day course was designed.

COURSE OBJECTIVES:

By the end of this course, Participants will be able to:

- Demonstrate knowledge and understanding of effective communication
- Identify and isolate communication barriers
- Demonstrate understanding of the concept and dimensions of Transactional Analysis (TA)
- Identify various personalities using the Ego States concepts
- Apply Transactional Analysis (TA) to make communication effective
- Solve Office transactional problems using TA

COURSE CONTENT:

- Review of Communication Process
- Transactional Analysis (TA)
- Complimentary Transactions
- Crossed Transactions
- Ego States
- Human Behavioral Pattern
- TA and Effectiveness of Communication
- Assertiveness Skills
- Inter-personal Relationship



- Self-awareness and Management
- Effective Negotiation Skills

METHODOLOGY:

- Physical Training
- Online Training

TARGET AUDIENCE: Senior Staff and above.

DURATION: 5 days

VENUE: Available as In-Plant

COURSE FEE: As agreed with the client



COURSE TITLE: ETHICS AND PROFESSIONALISM IN BANKING

COURSE CODE: EC/2023/BOAZ /01

THE NEED FOR THE TRAINING

Central Bank, the world over occupies the central position in promoting and managing the National Economy. Its roles which are imperative should be discharged in ethical and professional manner to justify its existence.

In most economies, the bank is the apex Financial Institution. While the staff of Central Bank of Nigeria should be well equipped in terms of knowledge and skills (Professionalism) the moral values to unleash their potentials should not be lacking. Attitudes should also be nurtured.

This makes business ethics a “sine qua non” for the staff of Central Bank of Nigeria.

The Bank, being a learning organization should inculcate ethics in its staff at all levels through Training and development. It is against this backdrop that this 5-day Training on ETHICS AND PROFESSIONALISM is designed for the Bank.

LEARNING OUTCOME

At the end of this Training, participants should be able to:

- Demonstrate understanding of the Nigerian Financial System with the CBN as the apex;p
- Demonstrate ethical behavior in their relationship with members of banking ecosystem;
- Manage themselves emotionally;
- Identify components of professionalism; and
- Take ethical decisions.

COURSE CONTENT

1. Nigerian Financial system



2. Central Bank of Nigeria
3. Understanding Ethics
4. Importance of ethics to the financial industry
5. Basic Issues in Ethics:
 - Virtues/Vices.
 - Greed.
 - Satisfaction.
 - Freewill.
 - Utilitarianism.
 - Altruism.
 - Confidentiality.
 - Conflict of interest.
 - Whistle Blowing.
6. Fundamental principles of Morality
 - Principle of Solidarity.
 - Principle of rationality.
 - Fairness or Impartiality.
 - Efficiency.
 - Accountability/Transparency.
7. Creativity and innovation.
8. Central Bank of Nigeria code of ethics and professionalism for Bankers.
9. Ethics and corporate social responsibilities (CSR).
10. Implementing Ethics in the workplace (Central Bank of Nigeria).
11. Emotional intelligence.
12. Motivation.



TARGET AUDIENCE:

All grades of staff

METHODOLOGY

- (i) Online via Microsoft Teams
- (ii) Physical Methodology

TRAINING MATERIALS

- ✓ Handouts will be electronically mailed to the participants
- ✓ Certificates will be issued

DURATION: 5 days

VENUE: Client's decision.

COURSE FEE: Negotiable

DATES: Client's Decision



COURSE TITLE: CODE OF ETHICS AND BUSINESS CONDUCT

COURSE CODE: EC/2023/BOAZ /02

THE NEED FOR THE COURSE

A Bank's integrity and reputation depend on the ability of its staff to do the right thing all the time. The way and manner it conducts its business is a definition of this ability. There is no manual or rulebook that can anticipate every situation. Ultimately the integrity and honesty of every employee define the character of the Bank.

Ethics is a moral standard which enables an employee or a group to know what is right, what is wrong and the inclination to do what is right without the feeling of fear or thought of sanction if the wrong-doing is discovered eventually.

Ethics is synonymous with morality and it is a standard of societal expectation.

The Code of Ethics in business conduct is an expression of commitment to transparency, integrity and reputation.

Ethics promotes focus and orderliness in the workplace. It is against this background that this fire-day training is designed.

COURSE OBJECTIVES:

At the end of this training, participants should be able to:

- Demonstrate knowledge of Ethics.
- Applying Ethics in dealing with colleagues as well as the customers of the bank.
- Applying Code of Ethics in carrying out their duties.
- Identify and handle confidential information.
- Avoid conflict of interest at work.
- Avoid accepting gifts with ulterior motive of bribery and corruption.

COURSE CONTENT

- Nigerian financial system.



- The roles of Central Bank.
- Principles of Ethics.
- Codes of Ethics.
- Administration of the codes.
- Confidential Information.
- Inside Information.
- Outside activities, Gifts and other potential conflict of interest in respect of employees.
- Financial transactions of employees.
- Disputes and Customer Complaints.
- Contracts and Agreements.
- Factors affecting the levels of Ethics in the Financial service industry.
- Corporate Social Responsibility.
- Differences and Similarities among Law, Rules, Ethics, Religion and Conscience.
- Ethical issues in Banking Supervision.
- Anti-bribery and Corruption Policy.
- Emotional Intelligence.

TARGET AUDIENCE

Senior and Executive Staff.

METHODOLOGY

- I. Online in Zoom and Microsoft Team.
- II. Physical Methodology.

TRAINING MATERIAL

- Handout will be electronically transmitted to the participants.
- Certification of Participation.



DURATION: 5 days.

VENUE: Clients Decision.

COURSE FEES: Negotiable.

DATES: Clients Decision.



COURSE TITLE: CORPORATE GOVERNANCE AND ORGANIZATIONAL SUSTAINABILITY

COURSE CODE: EC/2023/BOAZ /03

THE NEED OF THE COURSE

Corporate Governance refers to the system of structures, practices and processes by which companies are directed and controlled (Cadbury Committee, 1992).

The structures specifies the distribution of rights and responsibilities among the different stakeholders in the organization. Such stakeholders are the owner's board, customers and the organizational Ecosystem. The structure defines the framework for decision making on all issues concerning the organisation.

In Banking, Corporate Governance is a set of standards and principles used for checks and balances in the Bank. The Governance is all about openness, transparency, accountability, honesty and integrity as the hallmark of practices in the institutions.

The fall of Corporate giants in the United States of America and part of Europe between 2000 and 2002 which led to the promulgation of Sarbane Oxley Act of 2002 in United, the collapse of Barings in 1995 and the recent global financial crisis of 2006, 2009 which "slapped" the world economy unnoticed were the fall-out of Corporate Governance failure.

The Central Bank of Nigeria which is the Apex Financial Institution in the country should be well equipped with knowledge and skill in Corporate Governance to enable it perform its roles of promoting regulating and stabilizing the economy and its key Institutions.

It is in the light of the above that this five-day training in Corporate Governance is designed.

COURSE OBJECTIVES

At the end of the training, participants should be able to:

- Demonstrate understanding and practice of Corporate Governance.



- Explain the pillars of Corporate Governance.
- Align Corporate Governance with key risk management structure.
- Assess the Corporate Governance structure of the Financial Institutions which the Bank supervise.
- Discuss Code of Corporate Governance in Financial Institutions.
- Explain Codes of Corporate Governance (2004) of organization for Economic Cooperation and Development (OECD)

COURSE CONTENT

- Corporate Governance
 - Meaning, nature and importance.
 - Pillars of Corporate Governance.
 - Global practice standards.
 - Code of Corporate Governance in Banks.
- Importance of Corporate Governance in Financial Institutions.
- Code of Corporate Governance for Banks (2006).
- The roles of the Board and shareholders
 - Roles and responsibilities of the Board of Directors.
 - The statutory and common law duties of the Directors.
 - Classification of Board
 - Board Committee.
- Internal control system in Banking.
- Anti-money laundering, combating the finance of terrorism and countering the proliferation of weapons of mass destruction.
- Risk-Based Management in Banking.
- Whistle Blowing Policy.
- Compliance procedure.
- Case Study

TARGET AUDIENCE

- Managers and above.



METHODOLOGY

- Online (Zoom or Microsoft Team)
- Physical.

FEES PER PARTICIPANT: Negotiate with the clientp

DURATION: 5 days

VENUE: Client decision.



COURSE TITLE: EXECUTIVE LEADERSHIP AND STRATEGIC MANAGEMENT

COURSE CODE: LS/2023/BOAZ/01

THE NEED FOR THE TRAINING

In Nigeria, we are not in short of creative ideas. Organisations spend valuable resources-Money, Time, Energies etc. To conduct strategic sessions where robust strategic plans are crafted. Both in private and public sector, what do we find, the execution of such plans in many cases will just be a mirage due to leadership issues.

Leadership, being a group of people supposedly in charge of running an organisation or various sections of same needs to be experts in the art of leading/influencing people in an organisation.

Strategy on the other hand is a road map, a ploy, a course of action carefully crafted and implemented to make an organisations achieve its purpose and vision.

This five-day is packaged to build the capacity of central Bank of Nigeria Managers and above in the art of Executive Leadership and Strategic Management.

LEARNING OUTCOME/ OBJECTIVES.

At the end of this training, participants will be able to:

- ❖ Demonstrate understanding of the various theories of Leadership.
- ❖ Apply appropriate theory in a given situation.
- ❖ Manage their Strategic Business unit effectively.
- ❖ Keep abreast with environmental changes most especially, post Covid 19 new normal.



- ❖ Manage Strategic change.
- ❖ Conduct environmental analytics.
- ❖ Align with the Bank's mission, vision and core value of the central Bank of Nigeria.

TRAINING PROFILE/CONTENT

- ❖ Theories of Leadership.
- ❖ Differences between Leadership and Management.
- ❖ Understanding the CBN culture/corporate essence.
 - Vision, mission and values.
 - Globalization of the Bank's functions.
- ❖ Strategy development and implementation.
- ❖ Balanced scorecard: meaning, perspective and use
- ❖ Strategic Analysis:
 - Analyzing the environment.
 - Resources, compliances and strategic capability.
- ❖ Strategy evaluation and selection
 - Assessing Suitability
 - Analyzing acceptability.
 - Selection of strategy.
- ❖ Strategy Implementation
- ❖ Managing Strategic change (e.g. covid impact).
- ❖ Dealing with resistance.

METHODOLOGY

- ❖ Online Training (Using Zoom platform)
- ❖ Physical Training.

TRAINING MATERIALS

- ❖ Handout will be e-mailed to the participants.
- ❖ Certificates



DATE: As agreed with the client.

DURATION: 5 days

FEE PER PARTICIPANT: Negotiable.

WHO SHOULD ATTEND

This stimulating and demanding programme is designed for CBN managers and above that have span of control in terms of activities and reports.



COURSE TITLE: STRATEGIC PLANNING

COURSE CODE: LS/2023/BOAZ /02

THE NEED FOR THE COURSE

The forces of globalization, environmental turbulence and increasing desire of customers for quality products and service delivery pose challenges to present day Managers in the course of achieving organizational goals.

An indisputable way of coping with these challenges and creating a competitive advantage which can never be replicated by any other organization is the crafting of Strategic Plan. The plan gives direction to an organization and ensures adequate deployment of resources.

In view of the above, this course was designed.

OBJECTIVES

At the end of the course, participants should be able to:

- I. Discuss Strategic Plan and its Processes
- ii. Conduct Environmental Scanning and Analysis
- iii. Develop and Implement a Strategic Plan

COURSE CONTENT

- ❖ Overview of Strategic Planning
- ❖ Strategic planning process
- ❖ Situational Analysis
 - Trend
 - Strengths and Weaknesses
 - Opportunities and Threats
 - Compilation of Critical Issues
- ❖ Strategy Formulation
 - Strategic Issues
 - Grand Strategy



- Generic Strategy
- ❖ Development of Strategic Plans
 - Vision
 - Mission
 - Objectives
 - Goals
 - Operating Plans
 - Core Value
- ❖ Balanced Score Card: Strategy Communication tool
- ❖ Implementation of Strategic Plan
 - Formulating functional Strategy
 - Institutionalizing the Strategy
 - Organizational Attributes that should facilitate the implementation of the strategy
 - Action planning
- ❖ Evaluation and Control of Strategic Plan, and
- ❖ Development of Plan B (Contingency Plan)
- ❖ Conduct of Strategy Session in Organization

METHODOLOGY

- Physical Training
- Online Training



TARGET PARTICIPANTS

Managers and above.

DURATION: 5 days

Negotiable for In-Plant Training

COURSE FEE: Negotiable

DATES: As agreed with the client



COURSE TITLE: CORPORATE STRATEGY AND CHANGE MANAGEMENT

COURSE CODE: LS/2023/BOAZ /03

THE NEED FOR THE COURSE

The operating environment of organizations is ever-changing. This dynamics has made it imperative for the Managers of Contemporary Enterprises to be on their toes all the time in order to live up to the expectations of all the stakeholders. A major tool needed to cope with the environmental changes is the crafting of the appropriate institutional strategies which will enable an organization to be on course. It is against this backdrop that this course was designed.

COURSE OBJECTIVES

At the end of the Course participants will be able to:

- Identify Strategic issues in the Contemporary Organization.
- Match the Organization's strategic advantages to the operating environment.
- Conduct situational analysis of their Strategic Business Units (SBUs).
- Work effectively in Teams.
- Act as a change agents.

COURSE CONTENTS

- Strategic Management process and benefits
- Situational Analysis
 - SWOT Analysis
 - PEST Analysis
 - Organizational Direction
- Gamut of Strategies
 - Formulating Corporate Strategies
 - Business Strategies



- Functional Strategies

- Strategy Implementation
- Leadership and Change Management
 - Change Agents
 - Team building
 - Team Roles
 - Negotiation
 - Internal communication
 - Action planning
- Management of Change Issues
- Strategic Control
 - Performance Monitoring and Review
- Video Clip – The rebirth of Eagle.

DELIVERABLES

Participants will acquire knowledge & skills in:

- Negotiation Techniques
- Implementing Strategic decisions
- Managing the Change process
- Development of Corporate, Business, Generic and Functional Strategies
- Team building techniques
- Effective Communication

METHODOLOGY:

- Physical Training
- Online Training



TARGET AUDIENCE

This course is designed for Managers, Team Leads, Heads of Strategic Business Units (SBUs) and Decision Makers who want to align with strategic thinking, planning and implementation in their organizations.

DURATION: 5 days

VENUE: client decision

Negotiable for In-Plant Training

COURSE FEE: Negotiable



COURSE TITLE: TRANSFORMATIONAL LEADERSHIP

COURSE CODE: LS/2023/BOAZ /04

THE NEED

The forces of globalization, environmental sophistication and an unending quest for satisfactory service delivery have all combined to make the presence of a transformational leader imperative in any organization both in the private and the public sectors.

Transformational leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. The vision may be perceived by the leader, his team or may emerge from a broad series of transactions. A transformational leader makes his team members imbibe esprit-de-corps. He sets in them inner motivation and achievement drive which will unlock their potentials.

While the transformational leader seeks overtly to transform his Organization, Department, Division or his Strategic Business Unit, there is also a tacit promise to followers that they also will be transformed in a way to be like him. This makes the followers the product of the transformation. This is not a small feat to perform!

It is against this backdrop that this course was designed.

COURSE OBJECTIVES

Having successfully completed this programme, participants will be able to demonstrate knowledge and understanding of:

- Leadership Challenges
- Strategy Formulation and Implementation
- Environmental Scanning
- Staff Motivation and Executive Retention

COURSE CONTENT

- Leadership Challenges
 - Concept of Leadership
 - Leadership Styles
 - Culture of Ethics and Excellence
 - Organizational Structure
 - Creativity and Innovation



- Organizational Design
- Core Values

- Strategy formulation and implementation
- Service/Organizational Purpose
 - Vision
 - Mission
 - Goal
 - Objectives
 - Identification and management of stakeholders

- Coaching Counseling and Mentoring at workplace
- Environmental Scanning
- Emotional Intelligence
 - Self Awareness
 - Personality Types

- Employees' Motivation and Talent Retention
- Change Management
 - Forces of Change
 - Managing Organizational Change
 - Critical decisions in Change Management
 - Process mapping and continuous improvement

METHODOLOGY:

Lecture, Discussion, Syndicate works and Plenary Session.

TARGET AUDIENCE:

Management Staff and Directors.

DURATION: 5 days

DATE: Available as In-plant

VENUE: As agreed with the Client

FEE: As agreed with the Client



COURSE TITLE: LEADERSHIP, CREATIVITY AND INNOVATION SKILLS

COURSE CODE: LS/2023/BOAZ /05

THE NEED

In this world of competitive intensity coupled with the ever- advancing technology which has reduced the Business world to a village, only the leaders with Vision, Creativity and Innovation can lead their organizations to success.

Such leaders and managers need to be equipped with Entrepreneurialism, knowledge, skills and the right attitude in the work place. They need to learn how to generate creative ideas for processes and services. When such ideas are innovatively applied at work, new values are created for the establishments.

In view of the above, this 3-day course was designed.

COURSE OBJECTIVES

At the end of the course, participants will be able to:

- Develop a Leadership Style that fits their Organization
- Identify and Set Objectives
- Apply Creative Thinking
- Apply the Virtues of Emotional Intelligence
- Make Effective Decisions
- Build Effective Teams
- Think and Act like an Entrepreneur.

COURSE CONTENT

- Challenges of Leadership:
 - Managing Vs Leading
 - Leadership Issues
 - Identifying Leadership Styles.
- Self Awareness:
 - Emotional Intelligence
 - Understanding different personality types
- Entrepreneurialism:
 - Motivation



- Decision making Process
- Learning Organization.

- Knowledge Management: Key Self-driven Mindsets and Habits.
- Envisioning and Creativity
- Innovation process
- Change Clip: "The Rebirth of Eagle"

- Team Building:
 - Concept and Roles
 - Managing High Performing Teams

- Organization And Control:
 - Components of Organization
 - Setting of Objectives and Performance Criteria

- Communication Process:
 - Meaning
 - Channels
 - Feedback
 - Barriers

- Time Management

TARGET PARTICIPANTS

This course is designed for Directors, Executives, Senior Officers, and Administrators, who want to take more initiative, generate drive, innovate and succeed.

DURATION: 5 days

VENUE: Available as In-Plant

COURSE FEE: As agreed with the Client

DATES: As agreed with the Client



COURSE TITLE: BUILDING AND MANAGING RESULT-ORIENTED TEAMS

COURSE CODE: LS/2023/BOAZ /06

THE NEED

From the time of Abraham Maslow Hawthorne Experiment (between 1927 and 1932), it had been recognized that working together in teams constitutes synergies for high performance. Different talents and specialism of team members collaborate to upscale performance. Organizational leaders, executives and managers need to be equipped with knowledge and skills in Team building and management so as to unlock the potentials of their followers for high performance. It is against this backdrop that this 5- day interactive course was designed for the Central Bank of Nigeria.

COURSE OBJECTIVES:

At the end of this course, participants will be able to:

- Identify different leadership styles.
- Delegate task and allocate work
- Apply assertiveness principles in the workplace
- Give and receive feedback
- Lead and manage meetings effectively
- Enhance their communication skills
- Set inspiring team objectives
- Review team progress.

COURSE CONTENTS

- Concept of a team and teamwork.
 - A model for Building Teamwork
 - Characteristics of a successful Team



- The role of a team leader
 - Concept of leadership
 - Leadership styles
 - Characteristics of a successful team leader
- Recruitment and Selection procedures in Team building
 - Meaning of recruitment
 - Meaning of selection
 - Preparing for selection interview
 - Effective listening and questioning skills.
- Building a high performance team
 - Team vision (a future view of the team)
 - Objective setting
 - Team roles and responsibilities
 - Unlock potentials of team members
 - Good human relations among team members
 - Fostering esprit de corps among team members.
 - Conducting effective and productive meetings.
- Understanding and managing individual behavior
 - Individual differences and work behavior
 - Motivation



- Performance Management System in a Team
 - Target setting
 - Target review
 - Positive and negative feedback
 - Appraisal system
 - Performance reward and sanction
 - Coaching, mentoring and counseling

- Effective Team Communications
 - Concept of communication
 - Building and utilizing sound channels of Communication
 - Assertiveness in team briefing
 - Conflict resolution within the team

- Successful Time Management
 - Concept of time management
 - Getting organized
 - Identifying and Combating time wasters
 - Effective delegation.

- Problem Solving And Decision Making In a Team
 - Problem solving and decision-making in a team
 - Solving problems collectively as a team.
 - 8 steps in decision making
 - Monitor the decision environment



- Decline the decision problem
 - Specify the decision objective
 - Diagnose the problem
 - Develop alternative solution
 - Evaluate alternatives
 - Choose the best alternative
 - Implement the chosen alternative
-
- Emotional Intelligence
 - Personal competence
 - Self awareness
 - Self regulation
 - Motivation
 - Social competence
 - Empathy
 - Social skills
-
- Case studies
 - Team tips that work

METHODOLOGY:

- Physical Training
- Online Training



TARGET AUDIENCE:

Management Staff and Directors.

DURATION: 5 days

VENUE: Available as In-Plant

COURSE FEE: As agreed with the Client

DATES: As agreed with the Client



COURSE TITLE: EXECUTIVE CONFLICT RESOLUTION AND STRESS MASTERY

COURSE CODE: LS/2023/BOAZ/07

THE NEED FOR THE TRAINING

In the course of social interactions, conflict is a reality. To deny this would mean denying the obvious. Some conflicts are healthy while some are volatile and destructive if not properly managed. One has seen conflicts breaking up families, organizations, Unions at membership and executive levels, etc. Depending on the level and degree of sophistication, conflicts can degenerate into one nation taking up arms against another.

In all, Executive Conflict Resolution and Stress Mastery call for knowledge and skills in Emotional intelligence, Transactional Analysis, Assertiveness and Negotiation to mention a few.

With the deployment of the above skills, destructive conflicts in our organizations and nation will be reduced to the barest minimum while the benefits implicit in conflicts that are well managed will be harvested.

It is against this backdrop that this 3-day Training on Executive Conflict Resolution and Stress Mastery was designed to equip the participants with ability to resolve conflict and cope with stress which are imminent in our day-to-day human activities.

COURSE OBJECTIVES

At the end of this Training, Participants will be able to:

- I. Identify causes of conflicts in their Teams;
- ii. Identify Procedures for resolving conflicts;
- iii. Resolve conflicts whenever they arise;
- iv. Demonstrate the understanding of Stress and be able to cope with it gracefully i.e. attain stress mastery;
- v. Develop techniques of managing Stress (The 7 Steps of Stress Mastery); and
- vi. Develop emotional intelligence skills.



COURSE CONTENT

I. Concept of Conflicts

- Types
- Causes
- Procedure and processes for resolution
 - ✓ Internal resolution
 - ✓ Mediation
 - ✓ Conciliation
 - ✓ Arbitration
 - ✓ Industrial Arbitration Panel

ii. Emotional Intelligence: Components and Skills

- Self awareness
- Self-Regulation
- Self Control
- Motivation
- Empathy

iii. Transactional Analysis

- Complimentary Transactions
- Crossed Transactions
- Ego States (States of Mind)
 - ✓ Child Ego State
 - ✓ Adult Ego State



✓ Parent Ego State

- Transactional Analysis and Communication

Overview of Stress

- Meaning
- Effect
- Eustress
- The Hump
- Distress
- Causes
- Personality Features

iv. The concept of Executive Stress Mastery

v. Symptoms, Signs, and problems of stress

vi. Concept of Strategy in Executive Stress Management

- Strategic Executive Stress Management
- Focus and Strategic intent
- Development of resilience
- Sleep in stress Management
- Making Personal impact

METHODOLOGY

- Physical Training
- Online Training



DURATION: 5 days

VENUE: Available as In-Plant

COURSE FEE: Negotiable



TRAINING FACULTY

BIODUN ADEDIPE, B.Sc., Ph.D. Economics.

A 1980 graduate of Economics (First Class) of the University of Ife. He holds a Doctorate Degree from the University of Lagos. He attended the University of Sussex, U.K. in 1984 on an International Research Scholarship for post-graduate students, which was named after Sir Adam Thomson, the Chairman of British Caledonian (now British Airways) at that time.

He worked for the University of Lagos (December, 1982 to June, 1987), Enterprise Consulting Group (June, 1987 to January, 1989), World Bank Resident Mission (February to October, 1989), and IMB Bank Plc (October, 1989 to March, 1992). In April 1992, he joined First City Monument Bank Plc, as Head of Corporate Planning and he was deployed to Corporate Finance Department in June 1996. He exited the bank at end-September 1996 to establish the Consulting Firm, B. Adedipe Associates Limited; He has been the Chief Consultant since that time.

Biodun is well exposed to international projects, having served as member of the teams of consultants to the Federal Government of Nigeria and the World Bank during 1987 to 1989. He has also had a fulfilling experience in all aspects of banking operations at the senior management level. He was a member of the Strategic Planning Committee of the Chartered Institute of Bankers of Nigeria since 1994. He led the team of consultants of B. Adedipe Associates Limited to fashion a Two-Year Plan for the Institute as part of the consolidation of the Nigerian banking industry. This involved design, implementation and coordination of a Stakeholders' Retreat for the Institute on 19th February 2005.

He initiated the Senior Treasurers' Retreat for the Money Market Association of Nigeria, as an aftermath of his analysis of the policy reversal of 1994. Since then, he has been involved in most of the annual retreat of the Association. Also, he was a member of the Editorial Board of the educative journal published by the Association between January 1995 and 2000, and currently the Editor-in-Chief of the journal. He is an accomplished trainer in and outside the Nigerian banking industry.

He has been involved directly or through the firm B. Adedipe Associates Limited in the management retreat of many Nigerian organizations. The involvement varied from design and planning, implementation, coordination/supervision, report collation and



communiqué drafting. Indeed, he was instrumental to the first Management Retreat ever at IMB Bank Plc in 1991, FCMB in 1993, Cornerstone Insurance in 1994, City Express Bank Plc in 2000, Associated Discount House Limited in 2001, the Nigerian Stock Exchange in 2002, First Registrars Nigeria Limited in 2003, Corporate Banking Group of Union Bank of Nigeria Plc in 2004, West African Examinations Council in 2004, COOP Savings & Loans Limited in 2004, NPF Microfinance Bank Plc in 2004, Chartered Institute of Bankers of Nigeria in February 2005, Competent Insurance Brokers in May 2005, Foreign Operations Department of the Central Bank of Nigeria in June 2005, Associated Discount House Limited in August 2005, as well as the Nigerian Discount Market Association and Consolidated Discounts Limited in December 2005. In July 2006, he led the team of Consultants that facilitated the Maiden Retreat of the Departmental Directors of the Central Bank of Nigeria as well as the 2006 Retreat of the Other Financial Institutions Department and that of the Development Finance Department of the Central Bank of Nigeria in November 2006. The maiden retreat of the Procurement & Support Services Department of the Central Bank of Nigeria was held in December 2007, Finance Department of the apex bank in June 2008, and appointed to facilitate the maiden retreat of the Corporate Services Directorate of the bank (comprising of six departments).

He held a number of relevant appointments, some of which were;

- 2nd Vice-Chairman, Nigerian Economic Summit 2012 (NES# 17)
- Vice-Chairman, Technical Committee, Nigerian Economic Summit 2012 (NES# 17)
- Chairman, Editorial Sub-Committee, Nigerian Economic Summit 2012 (NES# 17)
- Member, Research & Editorial Committee, Nigerian Economic Summit Group
- Vice-Chairman, Research, Strategy & Advocacy Committee, Chartered Institute of Bankers of Nigeria
- Member, Editorial Board, Nigerian Securities Market Journal, Securities and Exchange Commission
- Member, Board of Governors, PEARL Awards (a Stock Market Development private initiative).



B. O. IBIKUNLE,

B.Sc(Econs), MBA, FCS, MNIM, HCIB, Diploma in Microfinance (Ateneo de Manila University, Philippines), Cert. (Risk Management), Cert. (Bonds & Securities).

Mr. B.O. Ibikunle is an Economics graduate of University of Ife (now Obafemi Awolowo University) in 1978 and a Master of Business Administration Degree holder of University of Ilorin in 1986. He attended Surrey European Management School, University of Surrey in England for Top People Course in October, 2001. He is an Alumnus of London Management Centre, London and RIPA International Limited, London.

Mr. Ibikunle is an award-winning Chartered Stockbroker and Financial Analyst. A Fellow of Chartered Institute of Stockbrokers, a Senior Member of Chartered Institute of Bankers of Nigeria and a Specialist in Training Needs Assessment /Identification and Impact assessment of training, having been trained in the art by the Centre for Management Development (CMD) in Nigeria and RIPA International Limited, London.

He worked for 30 (Thirty) years in the Central Bank of Nigeria and garnered experience in various Departments of the apex Bank. He concluded his career gloriously in the Bank as a Deputy Director and Head of the Bank's Learning Centre in 2008. In that position, he was responsible for leading the robust faculty of the centre in compiling skills inventory, training needs assessment of staff, designing and implementing trainings to meet the identified needs and conducting impact evaluation of trainings. He worked with PricewaterhouseCoopers and Accenture teams as in-house attached CBN Executive during the Reengineering of the bank's processes.

He is currently the Managing Director of Boaz Management and Financial Strategies Limited (BOAZ), a Management and Financial Services Consultancy Company duly registered by Security and Exchange Commission as Portfolio Manager and later Corporate Sub-broker. The company was accredited by Nigerian Council for Management Development (NCMD) as Training Institution in Nigeria. The Central Bank of Nigeria and Deposit Insurance Corporation appointed BOAZ as a Microfinance Training Service Provider and Post-Examination Monitor of Microfinance Banks in Nigeria.

As one of the Regional experts in Strategy, Organizational Development, Capital Market Operations and Banking, Mr. Ibikunle has been a member of the faculty of West African Institute for Financial and Economic Management (WAIFEM) in their various capacity building programmes in West Africa since 2004. WAIFEM was established by the



International Monetary Fund (IMF) to build capacity in West Africa.

He has been writing and presenting papers on Management Development, Leadership, Financial Markets, Strategy, Organizational Development, Risk Management, Banking and Microfinance to mention a few, at various training programmes, conferences and seminars across West Africa since 2000. He has also been involved in top Management Retreats of many organizations. He is a Central Bank of Nigeria/Nigeria Deposit Insurance Corporation Certified Trainer in Microfinance Banking. Currently, Mr. Ibikunle is leading the faculty of BOAZ in building the capacity of all Microfinance Banks in Rivers and Bayelsa states under the CBN/NDIC Microfinance Certification Programme, BOAZ being an accredited Microfinance Training Service Provider (MTSP) under the programme.

He was the Project Director of a major consulting assignment on Mobile Payment system executed by BOAZ in 2011 for Alliance for a Green Revolution in Africa (AGRA). AGRA is an International Non-Governmental Organization registered in the State of Wisconsin, USA, with Kofi A. Annan, a former Secretary-General of United Nations as its Chairman. Mr. B.O. Ibikunle has recently bagged the LONG OUTSTANDING TRAINING FACILITATOR AWARD from West African Institute for Finance and Economic Management.



JOSEPH KOLAWOLE OKUNATO,

M.Sc., ACIB (UK), ACIS, ACA, FCIB, MCI Arb

Joseph holds a Master of Science, (M.Sc.) in Banking and Finance from University of Ibadan. He is an Associate of the Chartered Institute of Bankers (ACIB). London, Associate of the Institute of Chartered Secretaries and Administrators (ACIS) and Associate of the Institute of Chartered Accountants of Nigeria (ACA). Joseph is a fellow of The Chartered Institute of Bankers of Nigeria, (FCIB), and a Member Grade, The Chartered Institute of Arbitrators, (MCI Arb) London.

He worked in all areas of Banking Business for a period spanning about 30 years, in Retail, Commercial, and Operations business units in Commercial and Merchant Banking. Some of the Strategic Departments he was the Head include International Operations, Credit Compliance, Credit Appraisal, Commercial Treasury, Consumer Banking, Debt Recovery, Commercial & Retail Banking, Inspectorate as Chief Inspector, Regional Business Executive in charge of Federal Capital Territory and North Central, and Regional Director for Federal Capital Territory. He was the Group Head of Banking Operations overseeing E-Banking Operations, Branch Banking; Head Office Operations, International Banking Operations and Customer Services of Intercontinental Bank Plc. Other Banks he worked with were Union Bank of Nigeria Plc., Devcom Merchant Bank Ltd, Equatorial Trust Bank Ltd, and Gateway Bank Plc.

He was the pioneer Chief Finance Officer/Assistant General Manager of Daar Communications Plc., operators of Ray Power Radio and AIT. He had the privilege of setting up the Accounting System, Credit Control function; installed the Accounting Software (DacEasy), and managed the Loan Consortium Syndicate, among other Financial Functions, reporting to the Board of Directors.

He worked with Kinley Securities Limited (A Member of the Nigeria Stock Exchange) as the Head of the Corporate Finance Department. He had the privilege of setting up the Corporate Finance Department, developed the clientele base, and supervised the marketing and sales force of the company.

Joseph had made some publications which include 'The Market Structure of Merchant Banks in Nigeria' The University Banker, 1990; 'Conquering Fear', 2000; 'Term of Trade' in International Banking', Business Examinations Guide, 2002; 'Sin of Unbelief', 2014; 'International Finance', The Chartered Institute of Bankers of Nigeria, 2015; and 'International Trade and Finance', In-Print. The Vision of God – In Print.



He was a member of the Special Method Study Team to Restructure the Operational Procedures of International Banking Department, Union Bank of Nigeria Plc. 1986; The Chairman, Method and Work Study Team to Restructure the Radio and Television Operations of Daar Communications Ltd, 1998; Member – Arbitration and Banking Commissions of the International Chamber of Commerce, Nigeria. ICCN. Since 2014. He was the Team Leader – Federal Ministry of Industry, Trade and Investment / World Bank Growth and Employment (GEM) Project for MSMEs in Kaduna and Kano States, 2016 – 2018. Joseph has been an Examiner, The Chartered Institute of Bankers of Nigeria, CIBN since 1985.



ABIMBOLA ADEBAKIN (MRS.)

B.Sc, M.Sc, MBA. (Associate Consultant)

Abimbola Adebakin is a Management Consultant with over 20 years working experience in Stockbroking, Banking and Management Consulting. She led the consulting unit of The Financial Institutions Training Centre (FITC) for over 5 years. She is currently the Managing Consultant of E-Performance Improvement Services Limited, a Firm focused on Strategic Management, Human Resources Consulting, Training and Manpower Development. As a consultant, she has been involved in facilitating strategic planning sessions, management retreats and acted as the lead Consultant in different consulting assignments. Her experience as a seasoned consultant has facilitated her depth of knowledge as a resource person in the development and delivery of over sixteen training topics related to strategy, management development and productivity skills for various levels in organizations – from fresh graduates to senior management levels. She graduated from the University of Benin with a Second Class Upper in Biochemistry and holds a masters degree from the University of Ibadan plus an MBA from the University of Lagos. She has also attended foreign and local training courses in training and strategic management and is a member of the American Society of Training & Development (ASTD), and the American Management Association (AMA). She is a certified trainer for International Finance Corporation (IFC) for entrepreneurs and a CBN certified trainer for Microfinance Banks.

OGUNSAKIN, KEHINDE CHRISTIAN

MBA, ACTI, FCA

Mr. Ogunsakin is a long standing Associate Consultant in Boaz Management and Financial Strategies Limited. A renowned Chartered Accountant, Management and Tax expert. He is a risk management specialist. He worked for 35 years in the Central Bank of Nigeria from where he retired as an Assistant Director in Bank Examination and other Financial Institutions Supervision Departments at various times. While in the Central Bank of Nigeria, he attended many top-level courses including Central Banking Course at Bank of England, Financial Institution Training at Authur D Little Management and Financial Institute of Cambridge, Massachusetts (USA), Forensic and Auditing through the Computer Course in Canada, Ghana and West Africa Institute for Finance and Economic Management (WAIFEM), Lagos.

In the past, Mr. Ogunsakin has undertaken the following special assignments.

- I. Faculty member of WAIFEM on Auditing and Accounts.
- ii. National Assignment (Presidency): Lead Audit and investigating resource person to the commission on Special Investigation:
- iii. Committee Assignments
 - Various committees in CBN on Risk Management
 - Member CBN/NDIC Technical Committee on Risk Management
 - Member CBN/NDIC committee on the prevention of window dressing of accounts.



AWOLESI OPEOLUWA KAYODE,

B.Sc Banking & Finance, M.Sc Finance, ACIB, MCIB

Awolesi attended Olabisi Onabanjo University where he graduated with a Second Class Upper in Banking and Finance. He is an Associate Member of the Chartered Institute of Bankers of Nigeria; a Graduate Member of the Nigeria Institute of Management and also a Microfinance Certified Banker (MCIB). He bagged a Masters degree in Finance from the University of Lagos. His experience cut across Finance Department of Virgin Nigeria Airways; Balcom Royal Suites as an Auditor; Ag Head Finance and Admin in Peniel Microfinance Bank and Credit Department of AB Microfinance Bank. He had been a facilitator and coordinator in Opsy Consult Limited. Opeoluwa is a trainer that has produced over 50 chartered bankers. He is a consultant with Boaz Management and Financial Strategies Limited.



AGU ONWUZURUOHA,

B.Sc., MBA., Ph.D

Dr. Agu Onwuzuruoha (MNIM), is a Lead Consultant and a faculty member at the Nigerian Institute of Management (Chartered) for several years.

He is a graduate of Management with honours from the University of Nigeria, Nsukka and has MBA Banking & Finance (Distinction) from the same university. He also has a Ph.d in Business Administration with special emphasis on Human Resource Management from the University of Benin. He has garnered over twenty-five years' experience working in four major banks, the media and consultancy. His exposure covered Marketing, Strategic Planning, International Banking Operations, Human Resources, General Management and Training.

Mr. Onwuzuruoha is currently a lead Management Consultant at Boaz Management & Financial Strategies Limited. He develops and delivers on a regular basis, cutting edge content for Strategic Management, General Management, Finance, Marketing and Human Resources courses that explore connectedness, and are at the same time, context-specific. He has attended various high impact training courses both locally and abroad including a month long attachment each at Commerzbank, Frankfurt am Main, Germany and Ateneo University of Philippines in concert with the Central Bank of Nigeria at the CBN Learning Centre.



OLUKUNLE O. BABAJIDE,

FCA MBA

Born on 1st July, 1963, a seasoned chartered accountant with experience in the service and manufacturing sectors of the Nigerian economy, Mr. Babajide has garnered years of experience in accounting, financing, internal and external audits, business & human resources management, and training adding up to more than 3 decades.

He began his working career as an Account Supervisor at Grant Advertising Limited in 1987 and working with the company for four years he left to join BTAS Communications Limited in 1991 where he rose to become Finance Controller. He doubled as the head of Administration/Human Resources department. He left BTAS in 2005 to join Ranona Limited as Chief Accountant, a position he held until 2010, when he left to join Mama Cass Restaurants Limited and functioned as Manager, Internal Audit until he resigned in December, 2013.

As a Partner at Abimbola Ijaduola & Co Chartered Accountants where he has partaken in the delivery of many audit, tax planning & management, training and business consultancy assignments to clients, many of which he actually led and supervised. His practical experience cut across manufacturing, banking, information technology firms, drugs and pharmaceuticals, educational, trading and government parastatals, amongst others. He is currently the Managing Partner of the firm.

A product of The Polytechnic Ibadan, he holds an Advance Diploma in Business Administration from University of Lagos, MBA in Management from Delta State University and another MBA in Human Resources Management from Lagos State University.

He is a fellow of the Institute of Chartered Accountants of Nigeria who has served in many committees of the Institute. He is currently a member of the Membership Affairs Committee.



BIDEMI FUNMILAYO AIYESORO, ACA, ACTI, MBA.

Bidemi Aiyesoro is a qualified Chartered Accountant with work experience in operations management, possessing excellent decision making skills, with the ability to interpret and analyze accounting information, control and monitor budget performances, identify root causes and solve problems expeditiously. She holds a degree in Accountancy and a master's degree in Business Administration with an option in Finance.

She started her career with Zenith Bank Plc where she was exposed to banking operations before moving to Rondatoks Services Limited as Assistant Manager, Account and later as the company Treasury Manager. She joined Olufemi Balogun & Co. as Audit and Assurance Manager before joining Abimbola Ijaduola & Co as an associate partner and has worked in various units. She has served as representative on a wide range of assignments and also as a key member of the advisory team. She has participated in many audit & taxation assignments in both private and public companies (Federal, State & Local Government establishments).

She has over eleven years of professional experiences in Auditing, Accounting, Taxation, Banking & Financial Advisory services. As part of her entrepreneurial development efforts, Bidemi has attended several courses in Financial Management and Analysis.

She is an Associate member of the Institute of Chartered Accountants of Nigeria (ICAN) and the Chartered Institute of Taxation of Nigeria (CITN). She is currently a member of ICAN Membership Affairs Committee.



ALBERT ADEBOLA ODESANYA,

B.Sc (Hons) Economics, ACIB, MBA.

Adebola is a graduate of Economics from the University of Ibadan, Nigeria. He is an Associate member of Chartered Institute of Bankers (ACIB). He has worked in major departments of Banks including Banking Operations for a period spanning about twenty- four (24) years in Banking Operations, Risk Management, and Treasury in both Commercial and Merchant Banks. He was Head, Risk Management, Treasurer and Regional Director in charge of several branches.

Other Banks he worked with are Fidelity Bank Plc, Global Bank Plc, and Continental Trust Bank Ltd.

Adebola Odesanya is an Alumnus of prestigious Lagos Business School and he has Authorized Dealership /Treasury Certificate of the Nigeria Money Market of Nigeria.



AKINREMI Akinyinka,

B.Sc., MBA, FCA, FCIB, FERP, CISA, CRISC

Akin is a Risk Management Professional with over 18 years industry experience mainly in financial regulatory supervision, business strategy, research, risk control, compliance and assurance functions, and project risk management. He is a Fellow of the Institute of Chartered Accountants of Nigeria (ICAN), & the Chartered Institute of Bankers of Nigeria (CIBN) respectively; a Certified Information System Auditor (CISA) and Certified in Risk and Information Systems Control (CRISC).

He has a varied professional background and exposure which includes the academia, regulatory banking, corporate finance, project management, governance, risk and compliance (GRC), etc. He led the IT audit and credit risk team engagements in the CBN as a Bank Examiner (4-years); led audit & control assignments across branches of Standard Chartered Bank as an audit and control Manager; pioneered the teaching of Banking & Finance courses at the highest level of undergraduate studies in Babcock University (Investment Analysis, Corporate & Business Finance, Operations Research, Practice of Banking), where he instituted academic prizes for the best student in each course taught (2002-2008) and handled various Risk Management engagements (Credit Control; Credit Monitoring; Credit Administration & Analysis; and Credit Turnover Project) in Intercontinental Bank Plc. He was in charge of the Strategic development and business growth of 32 branches (Lagos Mainland South Region) of the Bank; led and partnered with others in driving a regulatory compliance culture across the Intercontinental Bank landscape as head of department and acting Group Chief Compliance Officer of the bank. As an active member of CCCOBIN (Committee of Chief Compliance of Banks in Nigeria), he served on the sub-committee on research & emerging trends in the industry.

Akin is the Chief Operating Officer of 24-Elders Management Consulting firm, where he has consulted on the control and compliance function of a regional oil and gas engineering servicing company having presence in seven African countries, repositioning the ICC function as the most improved department in the Group within the first 12-months of his leadership, as well as chaired the Project Committee (with responsibility for over 100 projects of \$80m portfolio, in diverse sectors like Power; Infrastructure; Manpower; Technical Feasibility Studies; Environmental Services; Engineering; Procurement; Gas & Asset Management); whilst also providing strategic direction for the financial control function of the group. He is currently a faculty member of Boaz Management & Financial Strategies Limited.



SOLOMON AVBIOROKO

Solomon has worked with the Industrial Trust Fund, the apex manpower development organization in the country for about 15 years before he left to join Coca-Cola Nigeria Limited, the Region Office of the Coca-Cola Company here in Nigeria (1994-1999) as the Training & Manpower Development Manager. Solomon was seconded to the Nigerian bottling Company to support the HR function by mid February 1999. Here he held the position of Head of Management Training, a portfolio he held until August, 2001 when he resigned his appointment to join the Lagos Business School as the Marketing Manager. In January 2005, he was appointed to the position of Marketing Director, and later upgraded to the position of Director Executive Education in January 2006. In June 2010, he was made the Director of Special Programmes, a position he held till his retirement in Lagos Business School in February, 2012.

He remains a member of the LBS faculty and facilitates sessions in the Senior Management Programme, Advanced Management Programme and the Chief Executive Programme in addition to his own designed programmes viz: Category Programme, Talent Management & Succession planning, Pre-Retirement Seminar, Managing Strategic Learning in Organizations, Managing Employee Relations Seminar and other Organizational Behavior related seminars of the LBS. He is currently an associate consultant with Boaz Management & Financial Strategies Limited (Boaz).



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