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PRESENTS

Executive Chairmen, Executive Secretaries, Directors General and Directors in Civil Service International Executive Programme

An Executive Education programme that empowers leaders in government and public service for sustainable and successful senior leadership career.

Date: 21 – 25 November, 2022 | **Venue:** London, United Kingdom

Theme: *Leadership Innovation and Transformation in the Fourth Industrial Revolution (4IR) Era*



Cross Section of Senior Civil Servants from Ghana, Liberia, Nigeria and South Africa at the maiden Africa Heads of Service, Permanent Secretaries and Directors Executive Retreat held November 2021 in Accra, Ghana

Organized by West Africa Business School

WELCOME • AKWAABA • BIENVENUE

Programme Overview

The Civil Service of any nation undoubtedly is the “engine” of the government. For a nation to be adjudged relatively good, its civil service must be upbeat in its performance. The efficiency and effectiveness of Civil Service defines the character and content of any government. Civil Servants as key drivers of the image and structure of government’s operations are in the value chain of the public service to run a participatory governance process, which should enhance service delivery through professionalism and the building of a harmonious working relationship”. Achieving ‘new civil service’ of our dream would mean redirecting the activities of government towards meeting the needs of its citizenry for the needed national development. The connection between training of civil servants and the performance of public administration is very strong.

The world is changing and the CoronaVirus presented us with an unprecedented “new normal” that has leapfrogged us into the Fourth Industrial Revolution. New ways of thinking and behavior will be required to succeed in the new world, which will continue to be characterised by Technology, Volatility, Uncertainty, Complexity and Ambiguity. Against this context lies the human leadership story, which is complex and it can be surfaced in many ways. Behind the leadership role lies the real you. A person with many life experiences. These often impact on your energy and influence how you may manifest your thoughts. This unique leadership experience helps you to find touch points with your true self.

Successfully transforming public and private organisations is impossible without the united efforts of men and women who genuinely wish to see projects carried out and common goals reached. The demands on today’s executive leadership have accelerated. This means that present and future leaders must display C-suite readiness, shape opinion, and mobilize teams to deliver to new standards. The Executive Chairmen, Executive Secretaries and Directors in Civil Service constitute the leadership of the civil service and senior civil servants working across all government ministries, departments, agencies (MDAs) and government owned companies (GOCs). These strategic human resources made up of over 10,000 colleagues across African governments are the engine of national development and this training solution by the West Africa Business School supports civil service, other professionals in the system and departmental functions to build a modern, innovative and effective Civil Service in this era of fourth industrial revolution (4IR).

The theme of this Executive Chairmen, Executive Secretaries and Directors in Civil Service programme is: **Leadership Innovation and Transformation in the Fourth Industrial Revolution (4IR) Era**. The need to address this germane topic has become apparent in view of the new normal of COVID-19 pandemic, the increasing tech-enabled world of work and the emerging workforce of the future expected to create huge growth opportunities for governments, public organizations and companies alike. We are living in an age of 4th industrial revolution evidenced by monumental technological changes. As a society, technology continues to reshape, redefine and re-imagine the ways in which we interact with each other, and perform even the most fundamental daily tasks in our workplace. In order to be future ready, Africa civil service leaders need to be immersed in the ocean of digital leadership of the 4th industrial revolution.

Programme Objectives

The approach to this learning focuses on bringing Africa civil service leaders together from across the continent to share innovative experiences and expertise, exploring the principle of ‘leaders teaching leaders’. This international executive retreat will enable participants acquire necessary strategic capabilities that will enhance organisational performance in Africa civil service system. The primary purpose of the executive programme is to accelerate the development of knowledge, skills, networks and professional practice of all Civil Servants in Africa civil service system.

The knowledge acquired in this learning exercise would help senior public servants improve leadership and decision making to enhance Nigeria's competitiveness in line with the country's vision for the future. This learning intervention will provide senior civil/public servants the opportunity to reflect on their leadership style and enhance their overall positive impact in delivery of effective, efficient, best practice and inclusive services to the general public and their communities. Participants build awareness of decision-making biases, learn how to create high-performing teams, negotiate win-win outcomes, manage crises, drive innovation, and create an authentic leadership style. Participants leave with new ideas, skills, confidence, and fresh perspectives to add more value to their organisations and cascade the benefits of improved diversity across the organization.

At the end of this executive programme, participants would be able to:

- Explain how management and leadership differ and account for those differences
- Outline the fundamental principles of the Action Centred Leadership model
- Name and describe the ACL leaders key focuses and how they relate interdependently
- Describe the role and functions of a team leader, a departmental leader, and a strategic leader
- Describe both the immediate and future challenges of Industry 4.0 and list the key actions that need to be taken to mitigate anticipated threats while seeking opportunities to exploit potential benefits at all levels of a nation.
- Provide public sector leadership with insights on latest thinking and best practices in leadership innovation and transformation in a reformed civil service system.
- Learn leadership innovation and how to apply/use it to drive high performance at work.
- To learn innovative and transformational leadership and how to apply it to achieve phenomenal success in service delivery to the citizens
- Provide senior public servants with insights on best practices in digital leadership in the fourth industrial revolution (4IR) era.
- Explore how to optimize executive support and leadership in change management.

This programme gives you an opportunity for developing and influencing through building a strong peer cohort network for the future challenges ahead.

You'll form a cohort with your fellow participants and be contributing to the development and support of a community of Executive Chairmen, Executive Secretaries, Permanent Secretaries, Directors general and Director peers, who are in similar career stages as you.

Benefits of the programme

This program will help you meet your daily learning goals on the go. Enhancing your leadership skills will help you deliver greater impact. Join our program to learn the critical principles of effective leadership. **Go beyond leading...Create impact**

- ✓ Frame your leadership narrative
- ✓ Gain competitive leadership skills
- ✓ Develop a persuasive persona
- ✓ Build leadership in others
- ✓ Cultivate valuable relationship
- ✓ Adapt executive presence to enhance your leadership styles

Master leadership skills to inspire, empower and influence outcomes. After attending this programme, you will be ready to display your leadership skills in real time with real impact. What to Expect

- Lead your organisation to better enterprise-wide gender diversity: Better understand and explain the quantitative and qualitative benefits of diversity to gain support for change.
- Use strategic vision and sharper decision-making skills: Lead growth, manage crises, drive growth through innovation, and make better decisions.

- Improve your leadership skills: Learn different styles to adapt to an individual's, team's, or organisation's situation.
- Communicate with power: Develop executive presence with effective verbal and non-verbal skills.
- Build an authentic leadership style: Articulate your value proposition and create a career strategy to support your goal to work in senior management.
- Lead your organisation to achieve better top team gender diversity and benefits: Better articulate and leverage the benefits of diversity to gain broader support for change at all organizational levels.
- Improve strategic vision and decision-making skills: Lead growth, manage crises, facilitate innovation, reduce risk, and make higher quality decisions.
- Improve your leadership skills: Learn your styles and how to adapt to an individual, team, or company situation.
- Communicate with power: Develop executive presence with effective verbal and non-verbal skills.

How will this Training Course be Presented?

This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This training course will combine presentations with instructor-guided interactive discussions between participants relating to their individual interests. Practical exercises, video material and case studies aiming at stimulating these discussions and providing maximum benefit to the participants will support the formal presentation sessions. Above all, the course leaders will make extensive use of case examples and case studies of issues in which he/she has been personally involved.

The programme faculty will deploy Equine Leadership Model (ELM) to provide leadership insights from the horse personality. The horse encounter uniquely holds the mirror for the leader to grasp his or her impact on others. The ELM workshop uses storytelling and real life visual equine experiences, to relate the paddock experience into a virtual context.

Why Horses?

Horses by nature live the values that many Organizations strive for, values, which many leaders try with great difficulty to instil in the hearts and minds of their teams.

- Horses don't lie and you cannot lie to them.
- The old adage "straight from the horse's mouth" applies in the process.
- Status does not impress them.
- Interaction with a horse touches one's emotions – be it fear, excitement, or confidence.
- Learning is less threatening, because it is a more personal experience and feedback is direct from the horse's mouth.
- Accomplishing a task involving a horse provides a wonderful metaphor when dealing with other intimidating situations either on or off the sport field.
- Horses are intuitive animals. They respond instinctively and are unburdened by the veneer of civility of humans.
- Horses mirrors human body language and emotions. We become aware of unconscious signals we send into the world.
- Horses are large and powerful animals – they provide a natural opportunity to overcome fear and develop self-confidence.
- Horses are like human, in that they are social animals with defined roles within their herd.

Programme Highlights

In this program, our world-class faculty will guide you through the journey of discovering your true leadership potential to realize your vision and goals as a C-suite member. The details of conversation you would hear at this event from highly experienced thought leaders like **Alan Power, Yolanda Sing (Mrs.), Rupert McNeil and CHRP Dorcas K. N-Wainaina, OGW** include the following:

- Public Leadership and Strategic People Management
- Action Centred Leadership
- Leading the Fourth Industrial Revolution
- Developing a Strategy for Leading Industry 4.0 at a National Level
- The Future of Work in the Civil Service: A Post Pandemic Vision.
- Leadership Innovation and Transformation in Africa Civil Service. ·
- The New Normal Global Work Environment: Opportunities and Challenges for Workers and HR Managers.
- Inspirational Leadership & Successful Team Building.
- Equine Leadership Development and Culture ·Transformation.
- Authentic Leadership through the equine lens.
- Change and Transformation, from the Paddock to the Board Room.
- Innovation in Human Resources Management in the Public Service.
- Strategic Thinking insights,
- Leading High-Performance Teams,
- Developing a Leadership Style,
- Change and Transformation,
- Leadership branding, decision making for leaders and reflected best self,
- Social networking to drive innovation, team dynamics, communication,
- Negotiations and executive presence,
- Letting Go and the Way Forward,
- Strategic networks; Personal branding; Personal courage and power; Influence through powerful presence.

CONFERENCE AND WORKSHOP PROGRAMME AGENDA:

Day 1	21 November 2022
08:00 - 09:00	Arrival/Registration
09:00 - 09:30	Welcome/Opening remarks <ul style="list-style-type: none"> • Introduction of the Conference, Presenters & Delegates • Outline of content, aims and objectives
09:30 - 10:30	Keynote 1: Leadership Transformation and Innovation as Key Driver of Effective and Efficient Civil Service in Developing Countries. Special Guest Speaker: Mr. Rupert McNeil Government Chief People Officer, UK Civil Service London, United Kingdom
10:30 - 11:00	Tea/Coffee Break
11:00 - 12:00	Keynote 2: Leadership Innovation Strategies for Effective and Efficient Civil Service Transformation in 4IR Era Guest Speaker: Mr. Nana Kwasi Agyekum Dwamena Head of the Civil Service Ghana

12:00 - 13:00	<p>Keynote 3: The New Normal Global Work Environment: Opportunities and Challenges for Workers and Talent Managers – A Post Pandemic View.</p> <p>Guest Speaker: Dr. Folasade Yemi-Esan Head of the Civil Service Nigeria or her representative</p>
12:45 - 14:00	Networking Lunch
14.00 - 15.00	<p>Keynote 4: 21st Century Leadership and Governance in Public Sector</p> <p>Special Guest Speaker: CHRP Dorcas K. N-Wainaina, OGW Global HR Transformation Project Advisor, World Bank</p>
15:00 - 15.30	Tea/Coffee Break
15:30 - 16:00	Summary/Days wrap
18:00 - 19:00	Welcome Cocktail
Day 2	22 November 2022
08:30 - 09:00	Arrival/Registration
09:00 - 09:30	Introductions, recap of day 1 and statement of course objectives for day 2
09:30 - 10:30	<p>Leadership Fundamentals</p> <ul style="list-style-type: none"> • Exercise: Leader or Manager • Review of Exercise • Defining leadership and management • Exercise: sorting playing cards • Review of Exercise • The importance of establishing the right culture • Contrasting the mindset of a manager with the mindset of a leader
10:30 - 11:00	Tea/Coffee Break and Group photograph
11:00 - 12:30	<p>Action Centred Leadership</p> <ul style="list-style-type: none"> • The need for leadership; why it emerges • Reasons why people form teams • The three key focuses of a leader • The Action Centred Leadership model • The needs of the common task, the team and individual team members • Potential issues that may arise when a key focus is neglected.
12:30 - 14:00	<p>Team Leadership</p> <ul style="list-style-type: none"> • The leader's concern for group dynamics and building a successful team • The importance of creating a team with balanced role preferences • Exercise: using an instrument to identify the role that you typically adopt when in a team • Review of exercise • The development and maturing of a team from forming to performing • Exercise: using a survey instrument to assess the level of delegates own teams using the Tuckman Team Development model • Review of Exercise
14.00 - 15.00	Networking Lunch and group photograph
15.00 - 16.00	Interactive video session, experience sharing, summary and days wrap

Day 3	23 November 2022
08:30 - 09:00	Arrival/Registration
09:00 - 09:30	Recap of day 2 and statement of course objectives for day 3
09:30 - 10:30	Leading Individuals <ul style="list-style-type: none"> • The common needs of people at work and how to respond to them as a leader • Helping individuals to develop through feedback • Exercise: role play using open questions and delivering feedback • Review of Exercise • Assessment: using the Johari Window to identify barriers to relationships and understanding • Exercise: Aron's 36 Questions • Review of Exercise • Presentation: the complications of managing people as individuals; the variables of gender, generation, cultural heritage and performance/competence. • Exercise: developing and using a number of Avatars to explore the potential for miscommunications and conflict in teams • Review of Exercise
10:30 - 11:00	Tea/Coffee Break
11:00 - 12:30	Leading the Fourth Industrial Revolution <ul style="list-style-type: none"> • The Phases of Industrial Revolution • Lessons to be learned from the past • The key components of Industry 4.0; the digital age • The scope of Industry 4.0 • The velocity of developments in Industry 4.0 • Exercise: how will Industry 4.0 impact society? • Review of Exercise • The potential impact of Industry 4.0 and options for coping with them
12:30 - 14:00	Developing a Strategy for Leading Industry 4.0 at a National Level <ul style="list-style-type: none"> • Exercise: developing a vision and values on which to base an Industry 4.0 strategy • Review of Exercise • Workshop: developing insights into the threats and opportunities that may emerge during Industry 4.0 • Workshop: conducting a scan of national capabilities that can be deployed to cope with the challenges of industry 4.0 and the areas of potential weaknesses that may make a nation vulnerable.
14.00 - 15.00	Networking Lunch
15.00 - 16.00	Interactive video session, experience sharing, summary and days wrap
Day 4	24 November 2022
08:30 - 09:00	Arrival/Registration
09:00 - 09:30	Recap of day 3 and statement of course objectives for day 4
09:30 - 10:30	Authentic Leadership <ul style="list-style-type: none"> • Define Authentic Leadership (Congruency) • Relationship between Leadership Competency and Business Results • Authentic Leadership through the equine lens (virtual equine experiences)

	<ul style="list-style-type: none"> • The journey from Politeness to Honesty • Energy Management • List the reasons, why they should lead anyone.
10:30 - 11:00	Tea/Coffee Break and Group photograph
11:00 - 12:30	Change and Transformation <ul style="list-style-type: none"> • VUCA world • Reasons that are causing Volatility, Uncertainty, Complexity and Ambiguity in their work environment • Difference between Change and Transformation • Emotional Response to Change (deconstruction and reconstruction) • Building blocks for Change • Mental Models required to survive in the Post Corona world. • A real life equine virtual experience, to practical demonstrate, the different emotional responses to change.
12:30 - 14:00	Letting Go and the Way Forward <ul style="list-style-type: none"> • System Theory • Whole Brain Living - Neuro based decision making and emotional intelligence • Scenario Planning - Identify their Probable and Desired Futures • Identify what are the things, that they need to let go off, in order to move forward into the “new world”. • Partner with an Accountability Partner, to ensure transfer back to the workplace. • Identify which boundaries, will be required to thrive in the post corona world • Stepping Into A New Future.
14.00 - 15.00	Networking Lunch and group photograph
15.00 - 16.00	Interactive video session, experience sharing, summary and days wrap
Day 5	25 November 2022
06:00-07:30	Sports/Walk out for healthy life
07:30-09:00	Tea/Coffee Breakfast
09:00-18:00	Experience London Live – The Tate Modern was the most visited free tourist attraction in London in 2020, welcoming roughly 1.4 million visitors. You may like to visit the British Museum or Buckingham Palace and Watch the Changing of the Guard. One of Britain's most iconic buildings, Buckingham Palace is also the scene of London's most popular display of pomp and circumstance, the Changing of the Guard... <i>and Much More.</i>
18:00-19:30	Networking Dinner
19:30-20:00	Certificate Awards, Vote of thanks and End of Retreat

Target Audience / Who Should Attend?

- Permanent Secretaries of Federal and State Government MDAs in Africa.
- Directors of HR, L&D and ICT in Federal and State Government Civil / Public Service
- Directors of Finance and Administration in Federal and State MDAs etc
- Directors of Legal Services, Information, Supply and Procurement in Federal and State Government MDAs and GOCs.
- Directors General in Federal and State Government Civil / Public Service.

- Executive Secretaries in Federal and State Government Civil / Public Service
- Senior government officials in regulatory, supervisory or compliance functions
- Chairmen of State Civil Service Commissions and Permanent Secretaries
- Commissioners in State Government Ministries and DGs/Heads of Agencies.
- Deputy Directors and Assistant Directors in Federal and State Government MDAs.
- Civil Service Directors (CSD) and HODs in Federal and State Governments in Africa.
- Chief Medical Directors of Health Institutions and Hospitals in Federal and State Government Civil / Public Service.
- Heads of International Institutions, Diplomatic Missions, Donor Agencies and Development Partners working with/in Federal and State Governments in Africa.

Important Note:

- For reason of efficiency, effectiveness and proper management of learners, the maximum class size for the executive training is 50 people only.
- List of participants from federal and state government ministries, departments, agencies should be provided by Office of the Head of the Civil Service (**OHCS**) or the respective L&D/training departments of companies, ministries, departments, agencies/parastatals.

Programme Fee

The course fee is structured in a way to make it affordable to Government institutions/ MDAs /organisations and also easy to make payment for all delegates as follow:

- **Single rate early-bird** – US\$3,800 per person (register & pay before 30 October 2022)
- **Group Price early-bird** – US\$3,500 per person for 3 or more people from one company or government MDA/GOC/organisation (register & pay before 30 October 2022).
- **Normal Rate** – US\$4,000 per person (register & pay after 30 October 2022).

The programme fee for covers the following:

- Five days quality conference, workshop, learning tourism and relaxation,
- Honorarium for Course Leaders.
- Buffet Lunch, 2 Tea/coffee breaks and refreshments daily,
- Hotel Accommodation for all participants for the duration of the programme,
- Course Leaders Flight ticket, Visas, Airport transfers, Hotel Accommodation and living expenses.
- Venue hire, Whiteboard or Flipchart, Video Projector, Projection Screen,
- Professional fee for 5 days research and project work to prepare training content
- Printed course notes or Flash drive loaded with course notes or both,
- Leather seminar folder and Certificate of attendance.
- Have fun with city tour on last day of learning mission.

How To Make Payment of Programme Fee:

1. Local currency payment option for Nigerian participants: Course fee payment can be made in local currency (*parallel market rate = N680 / \$1*) equivalent of USD amount shown above by Bank draft, e-transfer or Cash deposit made in favour of West Africa Business School and paid to **A/c No. 1014282576 @ Zenith Bank Plc.** Sort Code: 057150534.

2. International payment optional for other African countries/foreign delegates should make payment of course fee by *swift transfer* to the below bank account details:

Beneficiary: West Africa Business School

USD Account Number: 5070520959

Bank Name: Zenith Bank Plc

Swift Code: ZEIBNGLA

Bank Address: Plot 84 Ajoye Adeogun Street, Victoria Island – Lagos

How To Register For The Programme

Send names of your participants by email to: wabs.edu@gmail.com You can also call and talk to the Programme Manager on **Tel: /WhatsApp: +2348143002943** by 8.00am – 5.00pm Monday - Friday.

Programme Logistics

Date: 21 – 25 November, 2022 (5 days)

Time: 9:00 am - 4:00 pm daily

Venue: Radisson Blu Edwardian Grafton 130 Tottenham Court Road, London W1T 5AY

MEET THE SPECIAL GUEST SPEAKERS

Mr. Rupert McNeil

Government Chief People Officer, UK Civil Service London, United Kingdom



Rupert McNeil was appointed Government Chief People Officer on 1 January 2016, joining the Civil Service from Lloyds Banking Group, where he was the Group HR Director.

As Government Chief People Officer, Rupert is responsible for delivery of the Civil Service People Strategy, which sets out what the Civil Service needs to do to attract the most capable and public-spirited people, and build a culture and ways of working that are as good, if not better, than anything on offer anywhere else. He provides leadership on the full range of people issues including talent, capability, inclusion, capacity, leadership, pay, performance, employee relations, culture and behaviours. Rupert is also Director General for Government Shared

Services. Rupert reports directly to Alex Chisholm, Chief Operating Officer for the Civil Service and Cabinet Office Permanent Secretary and is a member of the People Board and Senior Talent Forum. Rupert attended secondary school in Aberdeen, and graduated in Politics and Philosophy from St. Catherine's College, Oxford. During his undergraduate degree he spent a semester as an intern at the US Senate. He attended Harvard Business School's Advanced Management Program in 2010. He began his career at the Confederation of British Industry before becoming a partner at Arthur Anderson and Deloitte. Since then he has worked for Barclays Bank plc, first as Executive Management Director and then as the HR Director for Global, Retail and Commercial Banking, and at Aviva where he was HR Director and then HR Centre of Expertise Director. Rupert is married with two children.

Dr. Folasade Yemi-Esan, Head of the Civil Service Nigeria



Dr. Folasade Yemi-Esan is a Dental Surgeon. Educated at the prestigious University of Ibadan, Nigeria, she graduated as best Bachelor of Dental Surgery student in 1987. She later earned a Certificate in Health Planning and Management and Master's Degree in Public and International Administration both with distinctions. She started her career at the Federal Ministry of Health and rose to become a Director. During her service at the Ministry, she served in different positions, among them – Coordinator of Oral Health in Schools Programme, Liaison officer West Africa Health Organization (WAHO) and Director, Health Planning Research and Statistics. Dr. Folasade

Yemi-Esan, rose to the position of Federal Permanent Secretary in 2012 serving first as Permanent Secretary, Service Policy and Strategy Office in the Office of the Head of Civil Service of the Federation and thereafter Permanent Secretary, Federal Ministry of Information, where she led the professional development of efforts aimed at a positive management of Nigeria's

reputation and perception both locally and at the international arena. She also served as Permanent Secretary, Federal Ministry of Education where she chaired, the committees for the appointment of rectors and provosts into selected Federal Polytechnics and Federal Colleges of Education respectively (in the absence of council), and Permanent Secretary, Career Management Office (OHCSF) where she served as Secretary, Committee for the Selection Exercise of Permanent Secretaries in the Federal Civil Service. Before her appointment as acting Head of the Civil Service of the Federation, Dr. Yemi-Esan was Permanent Secretary, Ministry of Petroleum Resources, where she was appointed as Director on the Boards of the Nigeria LNG and Bonny Gas Transport Ltd.

Mr. Nana Kwasi Agyekum Dwamena, Head of the Civil Service Ghana



The Head of the Civil Service, Nana Kwesi Agyekum Dwamena, was appointed 1st January, 2014. His career as a Civil Servant spans over a period of 26 years starting as a Management Analyst in 1988 at the Management Services Department (MSD)

In 1995 Nana Agyekum Dwamena was posted to the Office of the Head of Civil Service where he worked as Head of the Reform Co-ordinating Unit. In 2005, he was subsequently appointed as the Director of the Performance Management Division. As the team leader his task was to organize and ensure the implementation of Performance Improvement Initiatives. Nana Agyekum Dwamena was also the Executive Secretary of the Management Services Department. (2011-2013)

Nana Agyekum Dwamena has participated and presented numerous papers at Local and International Seminars/workshops on Decentralization, Policy Analysis, Human Resource, Performance and Change Management in Singapore, United Kingdom, United States of America, Malaysia, Malawi, Morocco, Mauritius, Australia, New Zealand, Denmark, Holland, Kenya, Egypt, Tanzania, Botswana, Cameroon, Zanzibar, Rwanda and Ghana.

He has also contributed to discussions on Public Administration Systems at International fora like Commonwealth Association of Public Administration and Management (CAPAM), Centre for African Training and Research in Administration for Development (CAFRAD), the Association for Administration and Development, (ARAD) and meetings of Heads of Public Services of Africa.

As part of his career development in the Civil Service, the Acting Head has attended several capacity enhancement courses in policy analysis, strategic and change management as well as monitoring and evaluation, organized by the Ghana Institute of Management and Public Administration (GIMPA), University of Ghana Business School (UGBS), and Management Development Productivity Institute. (MDPI)

Nana Agyekum Dwamena's contribution to development of the Civil Service is phenomenal. From 1996 – 2005 he facilitated the development of Service Delivery Brochures and Standards for Civil Service Organizations and the Training of Staff of Client Services Units. Some of these Organizations are Driver and Vehicle Licensing Authority, Rent Control Department, Land Title Registry etc.

He was also a core member of a Team that developed concepts, principles, methodology, monitoring and evaluation systems for the National Institutional Renewal Programme (NIRP) the Civil Service Performance Improvement Programme (CSPIP).

The Head of Civil Service played an active role in the joint (Ghana Governance and DFID Team) evaluation of CSPIP at the end of first full operational phase and Performance Agreements for Chief Directors

He also actively engaged the various Public Sector Reform Programmes on Financial Management, Budget Improvement and Decentralisation agenda. He is a team leader for the GIFMIS Cultural Change and process management team and the chairman of the DDF technical team.

As the Executive Secretary of MSD he actively led the process of restructuring Ministries, Departments and Agencies and Districts (MDAs & MMDAs). Also appropriate staffing levels were determined, norms, grades and skills – organizations were also covered. These included the Ministry of Local Government, Ministry of Environment, Science and Technology, Ministry of Health, Controller and Accountant General's Department, Feeder and Urban Roads, Kumasi Metropolitan Assembly, Accra Metropolitan Assembly and Northern Regional Co-ordinating Council.

The Head of the Civil Service is currently a member of the Ghana Association of Consultants, The Honourable Order of Kentucky Colonels of USA and Friends of Accra Psychiatric Hospital.

Nana Agyekum Dwamena attended Ghana Secondary School, Koforidua, where he obtained his Ordinary and Advanced Level certificates 1979 and '81 respectively. He subsequently graduated from the Kwame Nkrumah University of Science and Technology (KNUST), 1985. He also holds a masters degree in Organisational Development from the University of Cape Coast. (UCC)

Nana Agyekum Dwamena is happily married with three children and provides strategic leadership for the development and implementation of goals and programs at the Eden Mission Establishments.

CHRP Dorcas K. N-Wainaina, OGW

Global HR Transformation Project Advisor, World Bank



CHRP Dorcas has led as the CEO/Executive Director of the Institute of Human Resource Management. The most Transformative and first female CEO of The Institute for three years. Her role provided overall leadership in the regulation of The HR Profession in Kenya. Her accomplishments earned her Order of The Grand Warrior (OGW) decorated by H.E. The President of Kenya in 2018. She is currently engaged with World Bank as Technical Advisor on Organizational HR Transformation. CHRP Dorcas is an accomplished HR professional with a vast range of demonstrable skills and delivery spanning 20 years. A certified SPHRi, CHRA, CHRP, MBA and currently on her PhD research

among other HR qualifications. Her experience focuses on People Management, HR strategy, employee Capability building, Organizational review and restructuring and change management. She is a transformative leader and prolific speaker and facilitator. She lived and worked in Khartoum during the Darfur crisis of 2004 and has lived and worked in Kampala and Chapel Hill-US. Her French speaking skills led her to oversee HR operations in Franco-phone countries. She is currently Senior Director, International HR Operations at Feed The Children Inc. Dorcas has worked for various International organizations providing HR leadership in multiple countries in Africa, Asia and Latin America. A widely travelled HR professional, she has a deep appreciation of how culture impacts on people management. She is passionate on building leadership capabilities for both men and women. Enjoys golf and doesn't miss watching 'Living Golf' on CNN!

Yolanda Sing (Mrs.)

Leadership Coach & CEO Chloe Consultants Pty Ltd,

Winner of 'Best Education and Training Company Awards 2020' in South Africa



Expertise: Leadership Development (Equine) , Change and Transformation, Global Human Resource Management.

Having held many senior strategic Human Resources roles in the Financial Services and Retail Industries across various countries, including Africa, Middle East, South East Asia, Europe and USA, she is well equipped to assist individuals and teams to unlearn, learn and transform. Her current edge is assisting people to understand their leadership roles, in their own unique circles of influence. Her international experience provided her with a comprehensive context – this ensures understanding of what is required to succeed in today's multinational and virtual business world; a world filled with complexity, ambiguity, volatility and uncertainty. Having successfully managed her own Consultancy for the past 12 years, Yolanda has evidences of her versatility and talents as a professional facilitator and also her entrepreneurial competence. She has successfully developed a blue print for her unique offering in South-Africa, Dubai, Qatar, United Kingdom and Kenya. She is highly skilled in working with Transformation and the associated changes that is required to establish "great" cultures. Her method for individual and organizational transformation is unique, as she utilizes " equine partners "to become part of the learning intervention; they provide authentic experiences and feedback on

the effectiveness of our communication styles. She has applied her learning to develop Emirati women in the Middle East. She has also published her first book “ Power in the Paddock”.

Education: B.P.L, Hons B (B & A), M.B.A, Hons Bachelor of Arts in Psychology, Leadership Circle - Qualified Assessor, Results Coaching Systems - Executive Coach.

Alan Power

Managing Director, Mpower (UK) Ltd., UK



Alan Power first entered operations management in 1989 when he was invited to set up a new, centralised mortgage operation for the UK’s TSB Bank. Alan had previously been Director of HR and Quality for Mortgage Express Ltd, where he had launched a successful quality management programme. It was the success of this programme that directly led to his appointment as General Manager of the new operating company, TSB Homeloans. The new company was set up with a strong focus on operational excellence, using tools and techniques that would today be recognised as Lean Thinking and Six Sigma and the approaches collectively known as

Business Excellence. Alan has been a visiting tutor at the University of Warwick (UK) where he lectured on operations management on a senior management MBA programme and at the University of Leicester (UK).

Mr. Obasi NGWUTA – B.Sc., MBA, AMNIM, MBPMI, ACISI



Obasi Ngwuta is a veteran of the financial services industry having worked in consulting, stock broking, insurance and banking sectors for 23-years. He is the Founder & Chairman of Africa Bancassurance Academy and also Director General/Chief Executive Officer of West Africa Business School, a foremost regional training institution for business, leadership and management education in Sub-Saharan Africa. Mr. Ngwuta was at various times Head of Bancassurance and Relationship Manager SME Banking at Standard Chartered Bank Nigeria; Group Head, Business Solutions

Development at UBA Insurance Limited; Head, Products, Branding & Marketing Support at UBA Metropolitan Insurance Limited; Head, Corporate Planning & Risk Management at Sovereign Trust Insurance Plc; and General Manager, Operations at Intellbank Consulting Ltd. Mr. Ngwuta is a graduate of University of Science and Technology, Enugu (ESUT) where he obtained his Bachelor of Science (B.Sc.) in Insurance & Risk Management and Obafemi Awolowo University (OAU), Ile-Ife where he obtained his Master in Business Administration (MBA) degrees. Mr. Ngwuta is a long-time member of the British Project Management Professionals (BPMP), Centre for Management Development (CMD), Nigerian Institute of Management (ANIM), Chartered Insurance Institute of Nigeria, Chartered Institute of Securities & Investments UK as well as Risk and Insurance Managers Society of Nigeria (RIMSON) where he was the chairman of the technical and education committee for many years. Mr. Ngwuta is the Author of many books including the most popular 546-page bestselling professional insurance book titled “Modern Insurance Business Management” published by Nigeria Insurers Association (NIA) in 2007.

About the Organizers



About WEST AFRICA BUSINESS SCHOOL (WABS)

WABS was established in response to the need for a high-quality professional development, corporate training and executive education institute to address the needs of working professionals who have the desire to continue professional and academic training while remaining in the workforce. The school was formerly registered on 7th May 2002 with the Nigeria Corporate Affairs Commission (RC.1652834) as a private regional training

institution. In the beginning, West Africa Business School started with organizing corporate seminars, workshops and soft business short courses.

In January 2010, the school launched specialized strategic business conferences, leadership programme and management training courses across Africa focusing mainly on the financial services industry. Today, West Africa Business School (WABS) has become a house-hold name and a global brand, well known in Africa for delivery of world-class Corporate Training, Government Human Capital Development, Professional Education, Executive Education, Business Intelligence and Research Services. WABS proclaims that learning and development of human capital consolidates the structure of organizations worldwide. It ensures intelligent strategic action at every level, and gives individuals the tools and awareness to hone that strategy. With continuous learning, leaders of organizations **make world-class expertise an integral part of that organisation**. Instead of relying on outside support, you enhance the capabilities of your managers and leaders to address challenges. And by exposing senior people to leading edge-thinking, you ensure your business has the strategic drive to succeed. WABS provides corporate training, skill development, research information and consultancy services. WABS has very unique specialist individual and corporate training programmes that are practically challenging and rigorous, drawing on the strengths of the school's first-class faculty of world-renowned scholars, business managers and management development consultants of repute. WABS research into the latest business challenges existing in all corporate sectors in Africa, both old and new from everywhere to reach everyone involved in the subject matter. We then transform the idea into reality by creating business meetings, which bring people together to learn, network and progress. WABS offers corporate training short courses specializing in industries such as: *Financial Services, Energy (Oil & Gas, Power, Water), Telecoms, Manufacturing, Transport & Logistics, Hospitality & Healthcare, Government Ministries, Departments, Agencies and much more*. The WABS is registered and recognized by important government regulatory institutions such as Federal Ministry of Education, Federal Ministry of Justice, Corporate Affairs Commission (CAC), Industrial Training Fund (ITF) and accredited by Centre for Management Development (CMD) as a management training institution in Nigeria. Also, WABS Director General/Chief Executive Officer has attended various government approved training programme of the Centre for Management Development (CMD) in compliance with regulatory requirements.

CHLOE Consultants Pty Ltd. South Africa



CHLOE Consultants was founded by Yolanda Sing, an ex HR Executive, who has worked internationally in 15 different countries.

The company specializes in

- C – Coaching
- H – Human Resource Consulting
- L – Leadership Development
- O – Organizational Development
- E – Equine Assisted Learning

CHLOE Consultant has successfully developed a blue print for her unique offering in South-Africa, Dubai, Qatar, United Kingdom and Kenya. The method for individual and organizational transformation are unique, as the Company utilizes “equine partners “.to become part of the learning intervention. No previous horse-riding experience is required, as all the exercises are done from the ground. Post Covid, a **Virtual Transformational Leadership Immersion** has been developed. The Company has won multiple awards over the years.

- 2020 – Most Innovative Leadership Training Consultant - Corporate Vision, Education and Training Awards.
- Was featured in the South African, Most Influential Women Magazine during 2015/2016
- In partnership with Rentokil Initial has won the UK HR Award, for the best in Learning and Development - November 2011.

Terms and Conditions:

- Early bird fee applies to registration and payment made on or before 30 October 2022.
- Registration & payment of course fee must be received by closing date to enable organizers have time to customize names of the delegate/participants in the appropriate programme materials and brochure.
- The course fee does not include VAT, visa, airfare, airport transfers and dinner.
- Participants are therefore responsible for their respective airfare, airport transfers and dinner where necessary.
- The course fee is non-refundable under any circumstances but you will have a second chance to attend the same programme in future.
- Completed nomination form will be taken as confirmation of nominations and must be returned no later than 5 working days before programme commencement date.
- Payments of fees is by e-transfer, certified cheque or bank draft in favour of West Africa Business School before programme commencement date.
- The programme fee is payable without deduction of withholding tax or any other tax thereof.
- The information sought in the registration form is only for nomination purposes. This will help in producing all relevant course materials for the nominee(s). West Africa Business School (WABS) and its personnel will protect any personal data entrusted to us through the completion of our registration form in a way that respects the privacy of individual or entity completing the form.
- **Hotel Accommodation for programme participants.** The organizer (WABS) will reserve sufficient block of rooms under our name and at preferential rates at a hotel of international standard (equivalent to no less than four-star rating) convenient to the event venue during the programme delivery dates, provided that each delegate shall be responsible for his/her dinner, incidentals and other expenses directly to the hotel. For registered delegates who have paid full conference fee indicated/shown in page 8 above, WABS will make payment for their hotel accommodation and such delegates on arrival at the hotel reception simply collect their room keys and check in without stress.
- **Airfare/Flight for programme participants.** All registered delegates / participants from outside the host country will handle their travel logistics and shall be solely responsible for the payment of their travel, lodging, visa, meals (dinner) and other travel expenses related to their participation in this programme.
- **Cancellation and Substitutions Clause:** For any reason whatsoever, participants who have registered for the programme, may decide to cancel their registration. Cancellations must be submitted in writing by email to wabs.edu@gmail.com. All cancellations received on or before 10 October, 2022 are entitled to a refund of 50% of the course fee paid. No refunds or credits will be given to registrants who cancel after 10 October, 2022 or who fail to attend the programme. Substitutions for paid registrants may be made at any time up to 10 November, 2022. No changes will be accepted after this date.
- **Covid 19 or other Pandemic Clause:** In the event that Covid 19 or other Pandemic health risks leads to total travel restrictions to the effect that an in-person delivery of our courses cannot be achieved safely, WABS reserve the right to change the course venue or their delivery method to a virtual platform. This change will be put in to place with a minimum 2 weeks' notice, should this situation occur, and WABS will not refund any course fee nor re-negotiate their costings with registrants prior to delivery of the content.

Further enquiry in respect of this programme should be addressed to:

Director General

West Africa Business School

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Branch Office: 2nd Floor, Suite B201 Trinity Mall, #81 Obafemi Awolowo Way Ikeja, Lagos

E-mail: wabs.edu@gmail.com; info@westafricabusinessschool.com

Website: www.westafricabusinessschool.com

“Every individual has the potential to create change, whether in their life, their community, or the world. The transformative power of education is what unlocks that potential”.



PARTICIPANTS AT THE INTERNATIONAL EXECUTIVE DEVELOPMENT PROGRAMME FOR SENIOR CIVIL/PUBLIC SERVANTS & GOVERNMENT OFFICIALS IN AFRICA HELD IN DUBAI ON 21-25 MARCH 2022 ORGANIZED BY WEST AFRICA BUSINESS SCHOOL



**International Executive Development Programme (IEDP) for Senior Civil / Public Servants and Government Officials in Africa held in Dubai, UAE in May 2022
Organized by West Africa Business School**