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**MPOWER**  
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**West Africa Business School**

*...Democratizing knowledge that links business with intelligence*

**MPOWER (UK) Ltd**

**PRESENTS**

Task™  
**Action Centred  
Leadership Programme**  
Team  
Indiv



**Date:** 25 – 27 July 2023

**Venue:** Marriott Bonvoy | Lagos Marriott Hotel | 122 Joel Ogunnaike St. Ikeja GRA.

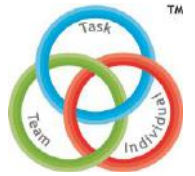
**WELCOME**



**AKWAABA**



**BIENVENUE**



## 1. Overview

There are serious challenges facing leaders today and as the pace of change in society continues to accelerate, with the advent of the digital age, it means these challenges will become more complex and, therefore, demand more effective leadership.

But what is meant by 'leadership'? Is leadership different to management? If so, in what way?

Many people develop good management skills; the skills of planning, organising, supporting, controlling, and evaluating, but few make the transition from managing to leading. Why is that? Primarily it's because most people don't realize there is a difference between managing and leading, but the difference is profound.

There are those who believe that leaders are born not made, thinking it's more about nature than nurture, whereas others believe that leadership is a process that can be observed, and if that is the case, it must be possible to teach it.

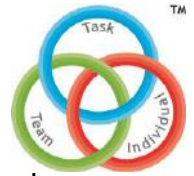
Fundamentally, when people find they have a task that's too big or too complex for them to achieve alone, they call upon others for help; this is when we form teams (and governing is a team sport). Once people form themselves into teams or groups, a need for management emerges, but so does the need for leadership. Both management and leadership skills are needed to achieve a successful outcome, but while management skills are deployed in planning, organising, supporting and controlling processes, plan & machinery, materials and budgets, leadership skills are deployed in building high performance teams – teams that bond and are mutually supportive – as well as facilitating the needs of each individual team member to fulfil their needs and achieve their ambitions and aspiration.

The Action Centred Leadership *model* is designed to help good managers make the transition from manager to leader.

The Action Centred Leadership *course* is designed to develop the leadership skills required by those who need to mobilise others to deliver exceptional results in their organisations.

That means it is designed to develop the leadership abilities needed to:

- build organisational visions, deliver transformational change, provide direction and inspire, motivate and support teams and individuals striving to deliver exceptional outcomes.
- support the growth of individuals to enable them to fully utilise their talents for the benefit of the organisation while achieving personal ambitions and aspirations and finding the right work/life balance.
- develop an organisation capable of producing high quality products and/or delivering exceptional services to create extraordinary experiences for customers and other stakeholders.
- create a culture of continuous improvement where people feel empowered to contribute through their abilities to be creative and innovative.



- connect people and facilitate teamwork where team members respect each other acknowledging that relationships are critical to organisational success and personal wellbeing.
- create an environment where problems are solved and challenges are turned into value-enhancing opportunities.

The course is based on John Adair's Action Centred Leadership (ACL) model that is widely used across the world in all sectors of commerce, industry, emergency services, hospitals, armed forces, government departments and charitable organisations. Over the last 50 years more than one million managers have been trained using ACL - and it's more popular today than it has ever been

The overall aim of this 3-day training programme is to give each participant the opportunity to understand the nature and practice of good leadership in such a way as to make them more effective as a leader, a colleague, and a team member. In order to achieve this, the course will aim to develop:

- an awareness of the three areas of overlapping needs present in all working groups: the needs of the common task, the needs of the team and the needs of each Individual team member.
- an understanding of the behaviours required to be an effective leader; the ability to recognise leadership behaviours when they are observed and the capability to determine what leadership behaviours are appropriate in any given situation.
- an opportunity through assessment and feedback to develop insights into their current skills to create a pathway to becoming a more effective leader.
- a clear idea how new leadership skills may be applied in the workplace to improve team performance to deliver exceptional outcomes.

## 2. Course Objectives

By the end of the course, you will be able to:

- Define leadership and contrast leadership and management.
- Outline a range of leadership styles and describe own preferred style.
- Describe the three areas of overlapping needs that are present in all working groups.
- List the functions a leader is required to perform to address group needs, successfully.
- Demonstrate an ability to determine the appropriate style and functions required in any situation and to recognise leadership functions when they are being deployed.
- Demonstrate the skills to effectively perform the appropriate leadership functions.
- Explain how leadership skills can be applied in the workplace.

## 3. Methods

Presentations, case studies and desk-top exercises are used to help you understand the role of leaders in modern public and private organisations. In addition, you will have an opportunity to develop insights into a number of personal skills, preferences, styles or behaviours.



## 4. Duration: 3 days

## 5. Course Content

### Day 1

#### **Introductory session**

- The programme for the day
- Personal introductions
- Access to course material
- Support and follow up

#### **Session 1: Management v. Leadership**

- Exercise: comparing and contrasting the functions of management and leadership
- Review of exercise
- Exercise: completing a task without a designated leader, the Playing Cards exercise
- Review of exercise
- How to deal with failure
- Case study: comparing how airlines and healthcare systems deal with failure
- Leadership and management, the differences

#### **Session 2: Emotional Intelligence**

- Accounting for the differences between management and leadership
- The theory of multiple intelligence
- Defining emotional intelligence and emotional intelligence competencies
- Exercise: improving your ability to describe your emotions
- Review of exercise

#### **Session 3: Action Centred Leadership (ACL)**

- Exploring why we need leadership, the focus on tasks, teams and teams
- The origins and development of ACL
- The structure of the ACL Model, the Borromean Rings and the relationship of the three focuses
- Exercise: leadership practise, the Jigsaw Puzzle exercise
- Review of exercise
- Leadership functions and the leadership process.

#### **Session 4: Leadership Styles**

- Leadership styles and the need to match style with situation
- Assessments of leadership style: what is your natural style?
  - Leadership Style Inventory
  - The Enneagram
  - The Goleman 6
  - The Black & Mouton Leadership Grid
  - Tuckman's Team Development Model
- Theory 'X' management and Theory 'Y' management and self-fulfilling prophecies



## Day 2

### **Session 5: Working in Teams**

- Concern for teams and group dynamics
- Exercise: working in large groups, the Solve the Murder exercise
- Review of exercise
- Constructing an effective team
- Exercise: what role do you typically play in a team? Belbin team roles
- Review of exercise
- The 5 Dysfunctions of a Team, the Lencioni Model
- Exercise: addressing the 5 Dysfunctions
- Review of exercise
- Why do people form teams and join groups?
- Exercise: how open are you? The Johari Window
- Review of exercise
- How to reduce your façade
- Exercise: using Aron's 36 Questions to reduce façade
- Review of exercise.

### **Session 6: Leadership Competency**

- A typical example of leadership training and development
- Exercise: defining the task function, how the response of a person with a management mindset differs to that of a person with a leadership mindset
- Review of exercise
- Exercise: leadership practice, the Wordbuild exercise
- Review of exercise

### **Session 7: Motivation**

- The need for encouragement, the wisdom of geese
- Exercise: motivation function, how the response of a person with a management mindset differs to that of a person with a leadership mindset
- Review of exercise
- Exercise: defining 'motivation at work'
- Review of exercise
- The theories of thought leaders of the 20<sup>th</sup> Century
- Defining 'motivation.'

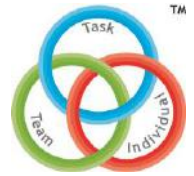
### **Session 8: Some myths about motivation**

- Obstacles to effective performance
- The causes of dysfunctional behaviours
- The power of money, a Daniel Pink perspective
- Using alternative approaches to create high-performing teams
- Turning motivational theory into practical leadership actions
- Exercise: leadership practise, the dominoes challenge
- Review of exercise

## Day 3

### **Session 9: Leadership and Motivation**

- How leaders motivate individuals
- How organisations provide a motivating environment



- Examples of best practice
- Exercise: the table shooter exercise
- Review of exercise

## **Session 10: The Control Function & Feedback**

- The importance of feedback in learning and development
- Levels of feedback and feedback models, a metaphor for feedback
- Illustrating and describing the DESC feedback model
- Exercise: giving and receiving feedback
- Review of exercise
- When, where and how to give feedback
- Receiving feedback

## **Session 11: Setting an Example**

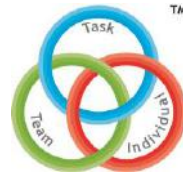
- Exercise: how the response of a person with a management mindset differs to that of a person with a leadership mindset
- Review of exercise
- Practise self-leadership to set an example
- How to set an example, best practice
- Exercise: planning how to set an example back at the workplace and presenting it to colleagues
- Review of exercise
- Exercise: leadership practise, bringing it all together, the Build the Tower exercise
- Review of exercise

End of Course

## **6. Target Audience/Who Should Attend**

This ACL training is designed for top management of private and public sector organisations holding critical positions such as Managing Directors, Directors General, Executive Directors, Chief Operating Officers, Finance Directors, Directors of Legal, Directors of Corporate Services, Administration Directors and Directors of Human Resources, General Managers, Deputy General Managers, Assistant General Managers, Senior Managers, Heads of Departments in:

- Planning and Budgeting
- Management, Statutory and Regulatory Reporting
- Auditors and Internal Control
- Accountants and Finance
- Heads of Risk, audit and compliance
- Heads of Accounting and Financial management
- Heads of Business Development, Sales and Marketing
- Heads of Operations and logistics
- Heads of Human Resources
- Heads of Legal & Company Secretaries of public or private companies
- Heads of Information & Communication Technology (ICT)
- Pension and Investment Fund Managers
- Public officials in regulatory, supervisory or compliance functions



## 7. Practical information/Course fee

**Date:** 25 – 27 July 2023 (3 days)

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**Course Fee:**

**Single price** – US\$1,250 per person single registration.

**Group price** – US\$850 per person for 3 people or more from the same company / organization.

**The course fee covers the following:**

- Tea/coffee break and buffet lunch for 3 full days, high quality expert training sessions, course leader's honorarium and flights, airport transfers and accommodation
- Printed course notes or Flash drive loaded with course notes or both,
- Learning folder and ACL branded certificate of achievement

**NOTE:** List of participants and course fee payment need be received on time to enable smooth logistics planning as the lead facilitator in flying into Lagos from UK.

## 8. How to Make Payment Course fee

**8.1. Local currency payment option for Nigerian participants:** Course fee payment can be made in local currency (*forex market rate = N755 / \$1*) equivalent of USD amount shown above by e-transfer made in favour of West Africa Business School and paid to **A/c No. 1014282576 @ Zenith Bank Plc.** Sort Code: 057150534.

**8.2. 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

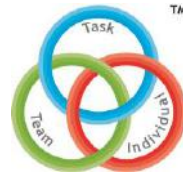
**Bank Address:** Plot 84 Ajose Adeogun Street, Victoria Island – Lagos

## PROFILE OF THE ACL COURSE LEADERS

**Dr. 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. Dr. 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).



## **Dr. Tanvi Gautam**

Program Director and faculty (executive education) Singapore Management University, Certified Business Storytelling Coach and President, Asia Professional Speakers Singapore

From Accenture to Dyson, from Merck to Mastercard, from the Partners of KPMG to Deloitte, when senior leadership teams need someone to help raise their game, Tanvi is honoured to step in. As a multi-award-winning keynote speaker, executive coach, author and senior faculty & program director at Singapore Management University (Executive Development) Tanvi combines the best of the corporate practicality with the depth of academic frameworks to create the shifts needed to lead in the world of disruption. Tanvi has been the first Asia based leader to be listed on the Game Changer list by Workforce Magazine (USA). Her ideas have been published and quoted in Forbes.com, Harvard Business Review, Business Times, Economic Times, BBC world and other global publications. Tanvi is the author of 2 books and listed as a top 200 global influencers on leadership by People Hum. She is also the only Asia based HR influencer to be on the SAP global HXM list.

**Tanvi** uses a combination of head and heart-based tools to move people out of their comfort zone and into their courage and impact zone. Certified storytelling coach, Certified conversational intelligence coach and Certified Culture talk tools coach, she takes a 360-intervention approach to her clients based across the globe. **Tanvi** is also President of the Asia speakers' association Singapore. **Tanvi** works with leaders across the globe helping them raise their potential as impactful, authentic, engaged and inclusive leaders. Her speaking, coaching and workshops are designed keeping in mind the demands of careers and leadership in the age of disruption. **Tanvi** has been a boundary spanner all her life & don't intend to stop now.

## **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.

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

**Director General**

**West Africa Business School**

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