Living ‘hale and hearty’ after MBA!
Few thoughts on the ‘ALE’ imperatives

Presentation at the Interactive Session with MBA students at Bapuji Institute of Engineering & Technology (BIET), Davangere, Karnataka, India, on December 10, 2015.

Stephen ARO-GORDON, Ph.D.
Baze University Abuja, Nigeria
Department of Financial Mathematics
Faculty of Computing and Applied Sciences
Email: stephen.aro-gordon@bazeuniversity.edu.ng / getyouthswriting@yahoo.com

December 10, 2015 @ BIET, Davangere, India
Coverage...

1. A general enquiry into what it takes to have a fulfilling post-MBA working career.

2. Profiling 3 strategic skills are imperative to achieving good success in today’s rapidly changing reality.

December 10, 2015 @ BIET, Davangere, India
Resources...

Innovative State
How New Technologies Can Transform Government
ANEESH CHOPRA

The Four Global Forces Breaking All The Trends
NO ORDINARY DISRUPTION
Richard Dobbs, James Manyika, and Jonathan Woetzel

The Future of the Professions
How Technology Will Transform
SUSSKIND SUSSKIND

December 10, 2015 @ BIET, Davangere, India
Further resources...

December 10, 2015 @ BIET, Davangere, India
First, let’s try to understand some key words

Some hints
What do we really mean?

• **Hale** = fit & strong
• **ALE** = ?????????
• **Hearty** = (1) Sincere & enthusiastic (2) showing physical health, strength & vigour (3) Strongly felt (4) substantial and giving considerable satisfaction and nourishment.
• **Thought** = idea or opinion produced by thinking or occurring suddenly in the mind.
• **MBA** = Master of Business Administration
Mr / Ma’am MBA-to-be,

What is ‘Business’?

December 10, 2015 @ BIET, Davangere, India
Mind your ‘Business’!!!

- ‘**Business**’ means ‘important matter’!
- **Businesses** are tasks or important things that somebody has to do or deal with (Encarta Dictionaries, 2009)
- **Your Task Dimensions (TLs)**: Personal-family-team/community-national-international
- In this perspective, where would you place orthodox ‘corporate’ thinking?

December 10, 2015 @ BIET, Davangere, India
The ALE imperatives?
No, I don’t mean this!!

December 10, 2015 @ BIET, Davangere, India
MBA

Typical programme in brief
MBA – accepted world-wide

- 1900 – 1st graduate school of business: Dartmouth College, USA
- 1908 – 1st MBA programme: Harvard
  - 15 Faculty
  - 33 regular students
  - 47 special students
  - i.e. total 80 pioneer MBA students
- 1986 – laptop fitted with standard software became compulsory for MBA students – Rollins College, Florida.
- Today, typical modular MBA requires 60 credits (600 class hours)
MBA: Preparing for world-wide careers

1. Analyst – finance professionals
2. Director – SBU
3. Consultancy
4. Portfolio / Estate manager
5. Project / programme manager
6. Product manager
7. Entrepreneur / founder

December 10, 2015 @ BIET, Davangere, India
MBA – general course structure

MBA Course Structure

- Capstone
  - Strategy
  - Research

- CORE
- ELECTIVES

December 10, 2015 @ BIET, Davangere, India
MBA – Core courses

MBA
CORE Structure

Analytical

Functional

Ethics

December 10, 2015 @ BIET, Davangere, India
MBA Core course structure…

**Analytical areas**
- Accounting
- Finance – Financial Mathematics
- Economics
- Organization behaviour
- Operations research – management science
- Information system
- Statistics / data analysis, etc.

**Functional**
- Financial management
- HRM
- Marketing Management
- Operations management
- Healthcare administration
- Entrepreneurship
- International business, etc.

December 10, 2015 @ BIET, Davangere, India
1. Corporate recruiters / placements
2. Relevant research faculty
3. Amount of sustainability course work – integration of social and environmental stewardship
MBA: The shifting pedagogy….

✔ From concept to more of applications

December 10, 2015 @ BIET, Davangere, India
“Chance favours the prepared.”


- Adequate preparation is key to taking good advantage of the humongous opportunities awaiting you post-MBA.

December 10, 2015 @ BIET, Davangere, India
Post-MBA

The *Analytical* imperative

December 10, 2015 @ BIET, Davangere, India
Hot jobs – Now & tomorrow!

1. **Data analytics** – future is expected to revolve around data
2. Project management – result-based management
3. Ecommerce – technology-based world

December 10, 2015 @ BIET, Davangere, India
Why analytical skills are imperative….

1. Less predictable challenges
2. Demand for cost efficiencies and operational excellence
3. Interdisciplinary world
4. Higher-order sense-abilities needed to navigate complex situations on real-time basis
5. Systematic / integrative thinking
6. Influence versus position wielding
7. Courage, confidence, communication…

December 10, 2015 @ BIET, Davangere, India
1. Problem identification
3. Organizational knowledge
4. Problem-analysis and solution
    - Description is not enough – advance cogent reasons and evidence in support of your decision or recommendations.

December 10, 2015 @ BIET, Davangere, India
Analytical approaches

1. Benchmarking
2. SWOT analysis
3. Force field analysis
4. Cost benefit analysis
5. Impact analysis
6. Pareto chart – 80 / 20 Rule
7. Time series analysis – Granger causality analysis

December 10, 2015 @ BIET, Davangere, India
Analytical approaches

Continuation

1. Scenario playing
2. Decision tree analysis
3. Simulation
4. Prototype modelling

December 10, 2015 @ BIET, Davangere, India
Analytical mind interrelated with life skills…

1. Self-awareness  
2. Empathy  
3. Interpersonal relationships  
4. Communication skills  
5. Problem-solving  
6. Decision-making  
7. Stress management  
8. Emotional intelligence – putting your emotions under control  
9. Creative thinking  
10. Critical thinking

December 10, 2015 @ BIET, Davangere, India
Post-MBA

The Leadership imperative

December 10, 2015 @ BIET, Davangere, India
Post-MBA

From MBA to MBL??

December 10, 2015 @ BIET, Davangere, India
First...

Understanding ‘leadership’…

• Leadership is **not** about an office, a position, or a title.
• Leadership is ability / intelligence / competence
  ✓ to **guide** people
  ✓ to **direct** people
  ✓ to **influence** people

December 10, 2015 @ BIET, Davangere, India
Leadership: ... its ramifications are diverse

1. Definition and nature of leadership
2. Types and philosophies
3. Attributes of a good leader
4. Leadership traits
5. Factors in leadership effectiveness
6. Contingency approaches to leadership
7. Management versus leadership
8. Environmental demands of leadership in the 21st century
9. Ethical practices in leadership...
Why talk about leadership...

1. Increased volatility in the business world.
2. Increased competition in the marketplace.
3. Faster technological change in the environment.
5. Pursuit of excellence through strategic leadership, etc.

December 10, 2015 @ BIET, Davangere, India
Sound and credible leadership
…the 3 Cs

Character

Competence

Charisma

December 10, 2015 @ BIET, Davangere, India
Credible leadership is about Character & Competence

- **Character:**
  - Integrity
  - Reputation
  - Prudence
  - Probity / accountability
  - Perseverance
  - Good human relations
  - Optimism
  - Sense of what is right and wrong – ethics
  - Punctuality
  - Tolerance
  - Hard-work -versatility

- **Competence:**
  - Skills
  - Qualifications
  - Experience
  - Strategic thinker

December 10, 2015 @ BIET, Davangere, India
Still on leadership character: What do you think of Warren Buffet’s 10 ethical rules?

1. Don’t try to show off but be yourself, and do what you enjoy doing.
2. Do not go on brand name; just wear those things in which you feel comfortable.
3. Do not waste your money on unnecessary things, but spend on those things you really need.
4. Stay away from loans and credit cards but remember to invest in yourself.
5. Do not give chance to anyone to rule your life for after all it is your life.
6. Remember money does not create man, but it is man that created money.
7. Live a simple life as simple as you are.
8. Set goals and make sure you and your subordinates follow those goals.
9. Do not do what others say but listen and do what you feel is good.
10. Live frugally and economically.

December 10, 2015 @ BIET, Davangere, India
Quotes on leadership character…

- “Work hard, play hard and keep straight. When wealth is lost, nothing is lost. When health is lost, something is lost. When character is lost, all is lost.”
  - Felix Ohiwerei

- “You preach better sermons with your life than with your lips.”
  - Oliver Goldsmith

December 10, 2015 @ BIET, Davangere, India
More useful quotes on leadership character...

• “…try to walk a straight and narrow path of doing what is right.”
  - Psalms 26:11

• “A good man is guided by his honesty; the evil man is destroyed by his dishonesty.”
  - Proverbs 11:3

December 10, 2015 @ BIET, Davangere, India
Still on competent leadership: ...beyond delivering on targets

- Organizational performance:
  - Results - KPIs
  - Revenue
  - Profit
  - Growth
  - Expansion
  - Team management
  - Customer satisfaction

- Efficiency:
  - Cost minimization without losing quality
  - Quality
  - Turnaround time
  - After-sales service

December 10, 2015 @ BIET, Davangere, India
Still on competent leadership: Transformational vs. Transactional

- **Transformational:**
  - Extraordinary change.
  - Far-reaching change.
  - Effecting a complete change usually into something with an improved appearance or usefulness.

- **Transactional:**
  - Normal business activity
  - Operational excellence
  - Negotiation skills
  - People of details and great analytical skills

December 10, 2015 @ BIET, Davangere, India
Further aspects of contemporary leadership

- Inspiring
- Visionary
- Compassionate
- Innovative – ‘out-of-the-box’ thinking
- Creative
- Team leadership

December 10, 2015 @ BIET, Davangere, India
The twin keys to successful leadership: Vision & Perseverance

- “In order to lead a nation or a business corporation, you must have a vision.”
  - Jack Welch

- “I’m convinced that about half of what separates the successful entrepreneurs from those non-successful ones is pure perseverance.”
  - Steve Jobs

December 10, 2015 @ BIET, Davangere, India
Credible leadership
...the 3rd ‘C’: Charisma

- **Charisma** is your personal magnetism: the ability to inspire enthusiasm, interest, or affection in others by means of personal charm or influence.

- **Can you mention some ‘charismatic leaders’ that you know?**

December 10, 2015 @ BIET, Davangere, India
Some inspiring quotes from Mahatma Gandhi…

✓ Live as if you were to die tomorrow; learn as if you were to live forever.

✓ The weak can never forgive. Forgiveness is the attribute of the strong.

✓ Happiness is when what you think, what you say, and what you do are in harmony.

December 10, 2015 @ BIET, Davangere, India
Charismatic leaders?

✓ Napoleon Bonaparte
✓ Martin Luther King Jr.
✓ Mother Theresa
✓ Niccolo Machiavelli
✓ Winston Churchill
✓ Mahatma Gandhi
✓ Nelson Mandela
✓ Indira Gandhi,
✓ Desmond Tutu, etc.
Influencing real organizational performance: How crucial is charisma?

December 10, 2015 @ BIET, Davangere, India
The recurring debate: Management vs. Leadership

December 10, 2015 @ BIET, Davangere, India
Further perspectives…

✓ Does leadership really matter? Is ‘management’ not enough?
✓ Are leaders born or made?
Management vs. Leadership
Perspectives from John P. Kotler, HBR, May-June, 1990

Management
✓ Coping with complexity…
✓ Controls people by pushing them in the right direction…

Leadership
✓ Coping with change…
✓ Motivates people by satisfying basic needs…

December 10, 2015 @ BIET, Davangere, India
Autocratic leadership – bossy, a leader who holds or displays unlimited power and is answerable to no other person, somebody who dominates or likes to dominate others. [Is this different from ‘strong’ leadership?]

Laissez-faire leadership – ‘leadership’ that doesn’t or does not like to interfere in other people's affairs; simply a leadership practice of letting people do as they wish [so-called ‘open-door’ policy].

Participatory / democratic leadership – Leadership characterized by free and equal participation in decision-making processes of an organization. [Think about how this may affect the doctrine of power diffusion]
“A genuine leader is not a searcher of consensus but a moulder of consensus.”

- Martin Luther King, Jr.
What is servant leadership?

December 10, 2015 @ BIET, Davangere, India
What are the ‘don’ts’ of credible leadership?
Business leadership: ...leaders of leaders

- Jeff Bezos – Amazon (predictive analytics)
- Anne Mulcahy – Xerox CEO of the Year (2008)
- Howard Schultz – Starbucks
- Larry Page – Google
- Tim Cook – Apple
- Indra Nooyi, Pepsi (Forbes’ Top 100 powerful women)
- Charles Forbes – teaching people how to survive trying periods

December 10, 2015 @ BIET, Davangere, India
Business leadership:  
...Leaders of leaders - continuation

✓ Jack Welch (General Electric)
✓ Richard Nicolosi (Procter & Gamble)
✓ Bill Gates
✓ Steve Jobs
✓ Warren Buffet
✓ Oprah Winfrey
✓ Mark Zuckerberg, etc…

December 10, 2015 @ BIET, Davangere, India
Leaders who actually delivered solid results over the long run – enduring success.

Goes beyond mere market performance; ESG – Environmental, Social, and Governance – issues are also paramount.

Excluded any executive who had been arrested or convicted of a crime

23 nationalities in 19 countries…

List includes:
- Lars Rebien Sorensen (Novo Nordisk)
- Tidjane Thiam (Prudential)
- Jeff Bezos – Amazon
- Stephen Luczo – Seagate Tech
- Leslie Wexner –
- John Chambers – CISCO
- Richard Fairbank – Capital One
- Vittorio Cololo (Vodafone)
- Richard Anderson – Delta Airlines
KLCs: Key Leadership Competencies…

- Effective Teacher / Instructor
- Dynamic change agent
- Collaborative Consultant
- Reflective Researcher
- Scholar

December 10, 2015 @ BIET, Davangere, India
### The 20 Key Leadership Competencies (Northern Caribbean University, Jamaica, 2006)

<table>
<thead>
<tr>
<th>Key Leadership Competency (KLC)</th>
<th>Knowledge / Skill base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective teacher / instructor</td>
<td>1. Skills in using, evaluating and adapting learning materials to accommodate individual variability</td>
</tr>
<tr>
<td></td>
<td>2. Skills in various learning strategies including group processes</td>
</tr>
<tr>
<td></td>
<td>3. Skills in mentoring</td>
</tr>
<tr>
<td>Dynamic Change Agent</td>
<td>4. Skills in planning and implementing change</td>
</tr>
<tr>
<td></td>
<td>5. Skills in developing human resources</td>
</tr>
<tr>
<td></td>
<td>6. Skills in public relations</td>
</tr>
<tr>
<td>Effective Organizer</td>
<td>7. Skills in organizational development, management, and allocating resources</td>
</tr>
<tr>
<td></td>
<td>8. Skills in interpreting laws, regulations, and policies</td>
</tr>
<tr>
<td>Collaborative Consultant</td>
<td>9. Skills in effective communication</td>
</tr>
<tr>
<td></td>
<td>10. Skills in evaluation and assessment</td>
</tr>
<tr>
<td></td>
<td>11. Skills in problem-solving and decision-making</td>
</tr>
<tr>
<td>Reflective Researcher</td>
<td>12. Skills in reading and evaluating research</td>
</tr>
<tr>
<td></td>
<td>13. Skills in conducting research</td>
</tr>
<tr>
<td></td>
<td>14. Skills in reporting research</td>
</tr>
<tr>
<td>Scholar</td>
<td>15. Demonstrate a working knowledge of ethics and personal / professional development</td>
</tr>
<tr>
<td></td>
<td>16. Demonstrate working knowledge of philosophical foundations</td>
</tr>
<tr>
<td></td>
<td>17. Demonstrate working knowledge of theories of learning and human development</td>
</tr>
<tr>
<td></td>
<td>18. Demonstrate working knowledge of leadership theories and management</td>
</tr>
<tr>
<td></td>
<td>19. Demonstrate working knowledge of social systems including family dynamics, community structures and global development</td>
</tr>
<tr>
<td></td>
<td>20. Demonstrate working knowledge of technology and its application for professional communication, training, and research.</td>
</tr>
</tbody>
</table>
A leader is a reader...

✓ “When you stop learning, you start dying.”
  - T. L. Osborne

✓ “The moment you think you have arrived and stop reading, you stop growing and start to die.”
  - E. A. Adeboye

✓ “Stop wasting energy! Knowledge is the cheapest way to victory.”
  - David Oyedepo

✓ “Read 500 pages every day.” – Warren Buffet

December 10, 2015 @ BIET, Davangere, India
Quiz...

1. The idea that effective leadership is rooted in individual attributes is known as:
   a. Servant-leader theory of leadership
   b. Fundamental theory of leadership
   c. Situational contingency theory of leadership
   d. Trait theory of leadership

2. ____________ is NOT among the three broad leadership styles in the literature.
   a. Authoritarian style
   b. Decisive style
   c. Laissez faire style
   d. Democratic

3. ____________ leadership style would be considered inappropriate in situations when the organization is faced with emerging crisis, protracted or thorny challenge:
   a. The laissez-faire
   b. The autocratic
   c. The democratic
   d. None of the above

4. Which of the following is a criterion for effective performance appraisal?
   a. Communicating the standards
   b. Evaluating performance
   c. Taking corrective action
   d. Reliability

5. Leadership influence that derives from followers subjective perception of the leaders trait and characteristics is
   a. Referent
   b. Reward
   c. Motivator
   d. Coercive

December 10, 2015 @ BIET, Davangere, India
Post-MBA

The aura of Entrepreneurial executive

December 10, 2015 @ BIET, Davangere, India
The *aura* of *Entrepreneurial* executive

What’s ‘aura’ in it?
What is aura?

- Aura is **distinctive quality** - a characteristic or distinctive impression created by somebody or something…

- a force that is said to surround all people and objects, discernible, often as a bright glow, only to people of unusual psychic sensitivity (Encarta Dictionaries, 2009)

“…only to people of unusual psychic sensitivity”? – not necessarily…

December 10, 2015 @ BIET, Davangere, India
The word ‘enterprise’ is rooted in French etymology -15th century. < Old French entreprise < past participle of entreprendre "undertake" (Encarta Dictionaries, 2009).

‘Enterprise’ means readiness to undertake new ventures...

= readiness to put effort into new, often risky, ventures or activities...
### ‘Small’ entrepreneurship
Contributing to global prosperity

<table>
<thead>
<tr>
<th>Country</th>
<th>% contribution of SMEs to GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>68%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>51%</td>
</tr>
<tr>
<td>United States</td>
<td>50%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>50%</td>
</tr>
<tr>
<td>India</td>
<td>40%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: Adamu (2010)
Entrepreneurial leadership …from ‘rags to riches’

- Steve Jobs - Apple Inc.
- Bill Gates – Microsoft Corporation
- Tommy Hilfiger
- Colonel Sanders – KFC
- Fred Smith – FedEx
- Michael Dell – Dell Computers
- Ralph Lauren
- Bill Hewlett and David Packard (HP)

Colonel Sanders – KFC

December 10, 2015 @ BIET, Davangere, India
Enterprise

A veritable imperative for today’s MBA in a needy world

Case Dangote – the richest black person in the world

December 10, 2015 @ BIET, Davangere, India
Amidst poverty, one man stands out

Mr Aliko Mohammed Dangote, a Nigerian, has become the richest black person in the world since 2008.

Aliko is estimated to be worth US$16.1 billion, but it didn’t happen overnight (Feyemiwo & Neal, 2013)

December 10, 2015 @ BIET, Davangere, India
Dangote: some profiling...

- Born 10th April 1957, the first grandson of Sanusi Dantata
- Started business – trading in commodities and edibles at 13.
- Established his manufacturing and trading company in 1977 – at 20
- Dangote Group – 25,000 employees in Nigeria alone – subsidiaries in Zambia, Ghana, Benin, Cameroon, Senegal, and South Africa
- One of the best brands in Africa – focused on providing local, value-added products and services that meet the **basic needs** of the populace.
- On record that his fortunes grew by 544% within three years in a comparatively transparent manner
- Dangote Cement company has a market value in excess of US$13 billion and accounts for a quarter of the Nigerian Stock Exchange (NSE)’s total market capitalization. Dangote Corporation is in the newly created NSE Premium Board in the Nigerian stock market.
“I built a conglomerate and emerged the richest black man in the world in 2008, but it didn’t happen overnight. It took me thirty years to get to where I am today. Youth of today aspire to be like me, but they want to achieve it overnight. It’s not going to work. To build a successful business, you must start small and dream big. In the journey of entrepreneurship, tenacity of purpose is supreme.”

– Aliko Mohammed Dangote

December 10, 2015 @ BIET, Davangere, India
“Nothing in the world can take the place of persistence. Talent will not; nothing is as common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.”

– Calvin Coolidge
“If you are successful in Africa, you are bound to be attacked from here and there. There will be people who say that, without government support, there is no way this guy can make money.”

– Aliko Mohammed Dangote
Dangote: started with US$2.50
...now US$16 billion conglomerate

| 1. Noodles | 7. Salt       |
| 2. Spaghetti | 8. Fruit juice |
| 5. Macaroni | 11. Oil refinery... |
| 6. Sugar    |               |

December 10, 2015 @ BIET, Davangere, India
Dangote entrepreneurship: What really drives his enterprise?

- Competence
- Pro-government
- Mentorship
- Passion / Service orientation
- Faith-based
- Philanthropic

December 10, 2015 @ BIET, Davangere, India
“…in the journey of entrepreneurship, tenacity of purpose is supreme.”

– Aliko Mohammed Dangote

Opportunity ‘smeller’ and seizer: Seems always ready to seize every business opportunity, hence the great expansion of his business in recent years particularly in Africa while others are perpetually complaining about ‘hard times’.

Sound HR management: Devakumar Edwin (Indian), Executive Director, Projects has been with Dangote Industries for two decades.
 Risk-taker: “Building a successful business requires 90% guts and 10% capital”

– Raymond Ackerman, South African Founder of Pick N’ Pay chain stores

Prudence:

✓ “Don’t eat with all ten fingers.” – an African saying

December 10, 2015 @ BIET, Davangere, India
Dangote: Working entrepreneurship...

✓ “If you work today, you will rest tomorrow.”
   - David Oyedepo

✓ “Vision without action is a day dream. Action without vision is a nightmare.”
   - Japanese proverb

December 10, 2015 @ BIET, Davangere, India
Dangote entrepreneurship: Pro-government strategy

- “Do not fight government.”
  – says Sanusi Dantata (his maternal grandfather and mentor)
- This explains his closeness to nearly every successive government (He holds GCON national honour reserved for No. 2-level citizens after the President)
- Pro-government strategy – a balancing game – pragmatism
- Sensible and smart entrepreneurs across the globe know it is wise to be interested in the political affairs of the nations where they operate.
- “I am close to people in government because I am one of the big businessmen in Nigeria. If we don’t have the right people there then all the money I have is useless. If the country turns into another Zimbabwe, for example, then I will become a poor person.”
  - Dangote

December 10, 2015 @ BIET, Davangere, India
Dangote Entrepreneurship: Passion...

• Passionate about creating jobs – this motivated his shift from trading to labour-intensive manufacturing.
• About adding value to humanity.
• Customer-centric: concerned about the basic needs of the populace.

December 10, 2015 @ BIET, Davangere, India
Passion & entrepreneurial impact
A corroboration…

“If you just work on stuff that you like and you’re passionate about, you don’t have to have a master plan with how things will play out.”

- Mark Zuckerberg

December 10, 2015 @ BIET, Davangere, India
Self-check: What are you passionate about?

• “To live in negligence of one’s purpose is to become negligible.”
  – Benn Itua

• “A small man is made up of small thoughts.”
  - Victor Hugo

• “I’d rather be a failure at something I love than a success at something I hate.”
  - George Burns

December 10, 2015 @ BIET, Davangere, India
Dangote: ... in good company of mentored entrepreneurs....

- **Dangote** learnt hard work and perseverance from his grandfather – Pa Sanusi Dantata
- **Jeff Bezos** – mentored by his grandfather in Texas
- **Barack Obama** – mentored by his mother Ann Dunham
- **Carlos Slim Helu** – mentored by his Lebanese parents Khalid & Linda
- **Oprah Winfrey** – mentored by grandmother Ms Lee.

December 10, 2015 @ BIET, Davangere, India
Mentored entrepreneurship

• “It’s rare that anyone becomes successful without the assistance of others.”

- Thomas J. Stanley

December 10, 2015 @ BIET, Davangere, India
Dangote: Faith-driven entrepreneurship...

- **Character:** attributes every success to God’s guidance and blessing

- Some particular impressions from Dangote:
  - Perseverance
  - Optimism
  - Tolerance
  - Hard-work – sleeps 2am and wakes up 6am daily!
  - Contentment & simplicity - living in same house for years.
  - Humility – imbibed from his mentor, his maternal grandfather, Sanusi Dantata

December 10, 2015 @ BIET, Davangere, India
• “The mark of true, godly leadership is not power and privilege, but humble service.”

- David McCasland
Dangote - personality: Frugality + elegance

- Monogamist...
- Drives himself...
- Unassuming: Authentic successful leader versus phony rich men: - “The empty vessel or drum makes the loudest noise.”

November 18, 2015 @ SDMIMD, Mysore, India
Dangote: Philanthropic entrepreneurship

- Good community relations and sound corporate social responsibility, hence the relative peace it enjoys within its business communities where it is operating – this is true of the relatively volatile Niger Delta areas in Southern Nigeria.

- Dangote Business Academy and School of Entrepreneurship
- Dangote Foundation
- First African company-donor (US$2 million) to the United Nations World Food Programme (UNWFP), Rome, Italy
- Other support initiatives to Universities
- President, national job-creation committee

December 10, 2015 @ BIET, Davangere, India
Some ‘don’ts’ in the Dangote leadership philosophy

1. Don’t waste your time – your most precious asset
2. Don’t bring emotions to management and financial decisions
3. Don’t hang around with the wrong crowd – watch the company you keep.
4. Don’t take people’s loyalty to your organization for granted – the workplace is more than a place for just pay-check.
5. Don’t be a womanizer – philandering has brought many leaders down.
6. Don’t be a drunkard – steer clear of illicit drugs.
7. Don’t hire mediocre and avoid recruiting those employees who do not buy into your company’s vision and objectives. ("I always make sure I hire people smarter than me" – Aliko Mohammed Dangote)
8. Don’t let power diffuse in any form – the buck stops at the leader’s desk.

December 10, 2015 @ BIET, Davangere, India
Mergers, partnerships, JVs

“I don’t like business partnerships or joint ventures, they create a lot of problems.”

- Aliko Mohammed Dangote

What are yours?
Dangote: Aiming higher ....

- His greatest wish – to be known as the greatest industrialist to have lived in Nigeria.
- Aims to make Dangote global brand – currently looking for opportunities in emerging markets of Middle East and Asia.
- Targets US$ 68 - $72 billion in net worth by 2018. (current level is US$16.1 billion; he was worth US$3.3 billion in 2008)

December 10, 2015 @ BIET, Davangere, India
In summary....

- What kind of MBAs are tomorrow’s employers looking for? – **ALEs**!
  - **Analysts** – to deal with increasingly massive amount of data / information
  - **Leaders / strategists**
  - **Entrepreneurs** – innovators / business developers / ‘greener’ professionals
    - Bright professionals
    - Crisis managers
    - Trend setters
  - **Core skills**
  - **Soft skills**
  - **Survival skills**
  - **Hands-on experience**...

December 10, 2015 @ BIET, Davangere, India
And....

- Be aware of your own strengths and weaknesses.
- Global leadership sense-abilities
- Learn fast – “experience is the best teacher”
- Make mistakes – otherwise you will not have made anything - but bounce back! Learn from your mistakes and ‘move on’ to a much better professional future.
- MBA gives you content, give yourself context.
Concluding remarks

- The expectations from today’s MBA-trained executive are great, diverse and complex, but a robust understanding of analytical, leadership, and enterprise (ALE) skills remains crucial for meeting organizational performance needs in today’s rapidly changing environment.

- In this workshop, attempt was made to periscope the requisite ALE dimensions with the aim of providing some insights into how MBAs of the 21st century can impact their organization and society more effectively through intelligent analytical minds, leadership and globally-minded entrepreneurship.

- The challenges of today demand innovative problem-solving approaches perhaps beyond what can be offered in the classrooms. The case of Dangote, a distinguished African leader and the richest black person in the world, was presented to show that ALE expertise and impact is very much desirable and possible everywhere post-MBA.
Caveat ...

- This presentation is not in any way sponsored by any of the ‘leaders’ or ‘entrepreneurs’ mentioned therein. The views expressed in this presentation are solely those of the author in his private capacity as a scholar.
Parting …

“The main hope of a nation lies in the proper education of its youths.”

- Erasmus
Stephen ARO-GORDON, Ph.D.
Baze University Abuja, Nigeria
Department of Financial Mathematics
Faculty of Computing & Applied Sciences
Email: stephen.aro-gordon@bazeuniversity.edu.ng / getyouthswworking@yahoo.com

December 10, 2015 @ BIET, Davangere, India