Tomorrow’s Graduate:
Further thoughts on the ‘ALE’ imperatives

Presentation at the Interactive Session with UG and PG students held at PES University, Bangalore South Campus, Electronic City, Bangalore 560100, India, on December 21, 2015

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December 21, 2015 @ PES University, Bangalore, India
Coverage...

1. A general enquiry into what it takes to have a fulfilling postgraduate working career.

2. Profiling of 3 strategic skills that tomorrow’s human experts need to have in order to achieve success in a rapidly changing world.

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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

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Further resources...
Further resources...
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?

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Business Administration

- Business administration is the process of managing workers and allocating resources efficiently and effectively by applying microeconomic principles to achieve common goals – typically for business stability, growth and profitability.

- Organizational structure – Functionality - SBUs

- Task allocation, coordination and supervision.
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)

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<table>
<thead>
<tr>
<th>Career Path</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Analyst – Finance professionals</td>
</tr>
<tr>
<td>2. Director / General Manager – SBU</td>
</tr>
<tr>
<td>3. Management Consultancy</td>
</tr>
<tr>
<td>4. Portfolio / Estate manager</td>
</tr>
<tr>
<td>5. Project / programme manager</td>
</tr>
<tr>
<td>6. Product manager</td>
</tr>
<tr>
<td>7. Entrepreneur / founder</td>
</tr>
</tbody>
</table>

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MBA – general course structure

MBA Course Structure

- Capstone
  - Strategy
  - Research

- CORE

- ELECTIVES

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MBA – Core courses

MBA CORE Structure

- Analytical
- Functional
- Ethics

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**Business degree course structure...**

- **Analytical areas**
  - Accounting - Taxation
  - Finance – Financial Mathematics / Financial Engineering / Quantitative Analysis/ Analytical Finance / Actuarial sciences
  - Economics
  - Organization behaviour
  - Operations research – management science – Logistics – Supply Chain Management – Quality Control
  - Information system - MIS
  - Statistics / data analysis, etc.

- **Functional areas**
  - Financial management
  - HRM – Industrial Relations
  - Marketing Management
  - Operations management
  - Healthcare administration
  - Entrepreneurship
  - International business, etc.
  - Sustainability, etc.

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1. Corporate recruiters / placements
2. Relevant research faculty
3. Amount of sustainability course work – integration of social and environmental stewardship
Understanding
Some of your initial practical roles

• Business support officer
• Office database management
• Project supervisor
• Helping the manager with performance analysis
• Overseeing an entire office,
• Making budgets
• Analyzing staff performance,
• Designing procedures,
• Assigning projects
• Research and Design
• Also begin to understand the roles of senior corporate officers such as President, VP, CEO, CTO, CFO, COO, DMD, HRM, AO, etc.
Raising new transformational executives: Even the B-Schools themselves are changing...

- Increased collaboration / tie-ups with industry leaders – now a regular / almost mandatory affair in forward-looking B-Schools globally.
- Turning to industry for inputs in course curriculum – B-Schools are now working more with live projects with real data.
- Innovative courses /additives to meet changing business needs.
- New commitment to 360 degree human development.
- Constant review of curricula – today’s curriculum is unlikely to fully satisfy tomorrow’s need!
- Increased emphasis beyond what you consider to be the “regular curriculum” into other crucial areas – corporate planning, general management, leadership, social entrepreneurship, big data analytics, consulting, digital strategy, intellectual property, arts and music!
- Online education initiatives - MOOCs
Raising new transformational executives: continuation…

• From creating ‘managers’, B-schools have moved on to creating ‘leaders’.
• More rigorous learning and teaching – shifts towards co-teaching for increased exposure to diverse problem-solving perspectives.

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Imperative for a new kind of graduate: Employers too have become rather choosier…

- Mr graduate, what can you do? – your skills please, not your certificate!
- How would you solve this or that problem?
- How would you decide in such and such situation?
- What new approach would you rather adopt to solve this or that recurring issue?
- How multi-tasking, flexible, adaptable?
- Attitudes – values – global perspective
- Facilitator – enabler
- Tech-savvy – how would you add value to our e-commerce business?
- International exposure / awareness
- Sound analytical / negotiation skills
What the ALE!

???
What the ALE...
No, not about this!!

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Postgraduate Life Tomorrow

The *Analytical* imperative

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“The world’s not just about money. It’s about expertise.”

- Bill Gates

“There isn’t enough philanthropic or government money to solve the world’s problems.”

- Bill Gates

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Analytical skills – It’s all about problem-solving

“‘We cannot live only for ourselves. A thousand fibres connect us with our fellow men and women; and among those fibres, as sympathetic threads, our actions run as causes, and they come back to us as effects.”

- Herman Melville
Back to Basics...

“You cannot do epic without doing the basics.”

- Ussain Bolt

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Analytical skills – It’s all about Problem-solving

❖ Being analytical – making sense out of complexity - is hard work that is crucially needed in a problems-full world.
❖ Asking for why’s I order to get to the bottom of a matter
❖ Who, what, where, when, why, how…

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Analytical skills – It’s all about Problem-solving

1. Visualization
3. Conceptualization towards making intelligent decisions – the bigger picture – thinking out-of-the-box
   - Capacity to apply logical thinking to information gathering and analysis
   - Designing and testing solutions to problems
   - Formulating plans – **implementable plans complete with milestones to measure performance**

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Analytical skills…
dimensions

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.

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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

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Analytical approaches
Continuation

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

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Analytical mind & 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

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At the end, it’s about your quality...

- "The quality, not longevity, of one’s life is what is important."
  - Martin Luther King, Jr.

- "The men who succeed are the efficient few. They are the few who have the ambition and will power to develop themselves."
  - Robert Burton
Postgraduate Life Tomorrow

The Leadership imperative

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First…
Understanding ‘leadership’…

• Leadership is **not** an office, a position, or a title.
• Leadership is ability / intelligence / competence
  ✓ to guide **people**
  ✓ to direct **people**
  ✓ to influence **people**
  ✓ to help **people** to think systematically to solve problems
Leadership: ... the 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.

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Sound and credible leadership
…the 3 Cs

- Competence
- Character
- Charisma

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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

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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.

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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

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Additional useful quotes on leadership character...

- “...try to walk a straight and narrow path of doing what is right.”
- Moral leadership versus Materialistic leadership

- Psalms 26:11

- “A good man is guided by his honesty; the evil man is destroyed by his dishonesty.”

- Proverbs 11:3
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

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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

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Further aspects of contemporary leadership

- Inspiring
- Visionary
- Compassionate

Innovative — ‘out-of-the-box’
- Thinking
- Creative
- Team leadership
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

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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?**
✓ 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.

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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 / sustainable organizational performance: How crucial / relevant is charisma?

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The recurring debate: Management vs. Leadership

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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 their basic needs…
  - “Leadership is not about getting people to do stuff. It’s about getting people to think.”
    - David Marquet

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Does leadership really matter? Is ‘management’ not enough?

Are leaders born or made?
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.

“Coming together is a beginning. Keeping together is progress. Working together is success.”

- Henry Ford.
What is servant leadership?
The outs of credible leadership?

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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

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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…

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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
Effective organizer
Collaborative Consultant
Reflective Researcher
Scholar

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## Leadership Competencies

### 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>
</table>
| Effective teacher / instructor                   | 1. Skills in using, evaluating and adapting learning materials to accommodate individual variability  
                                             | 2. Skills in various learning strategies including group processes                      |
| Dynamic Change Agent                             | 4. Skills in planning and implementing change                                           |
|                                                  | 5. Skills in developing human resources                                               |
|                                                  | 6. Skills in public relations                                                          |
| Effective Organizer                              | 7. Skills in organizational development, management, and allocating resources          |
|                                                  | 8. Skills in interpreting laws, regulations, and policies                                |
| Collaborative Consultant                         | 9. Skills in effective communication                                                  |
|                                                  | 10. Skills in evaluation and assessment                                                |
|                                                  | 11. Skills in problem-solving and decision-making                                      |
| Reflective Researcher                            | 12. Skills in reading and evaluating research                                          |
|                                                  | 13. Skills in conducting research                                                     |
|                                                  | 14. Skills in reporting research                                                      |
| Scholar                                          | 15. Demonstrate a working knowledge of ethics and personal / professional development |
|                                                  | 16. Demonstrate working knowledge of philosophical foundations                         |
|                                                  | 17. Demonstrate working knowledge of theories of learning and human development        |
|                                                  | 18. Demonstrate working knowledge of leadership theories and management               |
|                                                  | 19. Demonstrate working knowledge of social systems including family dynamics, community structures and global development |
|                                                  | 20. Demonstrate working knowledge of technology and its application for professional communication, training, and research. |
“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
“We are all something, but none of us are everything.”

- Blaise Pascal
Leadership: Sense-able communication

✓ “A wise man’s words express deep streams of thought”.

- Proverbs 18: 4

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Well-organized Leadership

✓ “Don’t agonize. Organize.”

- Florynce Kennedy

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Impactful leadership: Dynamic change agent

- Your leadership ability will be rated by what you finish (accomplishments), not by what you attempt (efforts).

- “A man is called selfish not for pursuing his own good, but for neglecting his neighbours.”

  - Richard Whately

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Developing your leadership skills

[Perspectives from Higheredjobs.com]

1. Believe in others
2. Connect with others
3. Put others first
4. Give up control
5. Encourage change
6. Collaborate with others
7. Practice leadership continuously

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“Innovation distinguishes between a leader and a follower.”

Steve Jobs

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The Entrepreneurial imperative

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A question of global quality

- **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...

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The world is waiting for your own ‘drop’ of valuable contribution!

“We sometimes feel that what we do is just a drop in the ocean, but the ocean would be less because of that missing drop.”

- Mother Teresa

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What is ‘enterprise’?

- 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…

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### ‘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>
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</tbody>
</table>

Source: Adamu (2010)
Enterprising change
...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)
The Spirit of Enterprise

Some inspiring cases
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)
Dangote: some profiling...

- Born 10\textsuperscript{th} 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 \textit{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.

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You must start small!

“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

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Persistence & determination

• “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

  “Perseverance is stubbornness with a purpose.”

  - Josh Shipp

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Persistence & determination

• “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
Persistence & determination

“Permanence, perseverance, and persistence in spite of all obstacles, discouragements, and impossibilities: It is this that in all things distinguishes the strong from the weak.”

- Thomas Carlyle

If we cannot work through conflict, we will never have good relationships.

- Joyce Meyer
“It is not the strongest of the species that survive, not the most intelligent that survives. It is the one that is most adaptable to change.”

- Charles Darwin

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

1. Noodles
2. Spaghetti
3. Yoghurt
4. Milk
5. Macaroni
6. Sugar
7. Salt
8. Fruit juice
9. Bottled water
10. Cement
11. Oil refinery…

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Dangote: What really drives his enterprise

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

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Dangote: Perseverance

- “…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.
Spirit of enterprise:
Hard work…

- 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

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“If you work today, you will rest tomorrow.”

- David Oyedepo

“Vision without action is a daydream. Action without vision is a nightmare.”

- Japanese proverb

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On Spirit of Enterprise: Courage …

- "Courage is resistance to fear, mastery of fear, not absence of fear."
  - Mark Twain

- "Procrastination is opportunity’s natural assassin."
  - Victor Kiam

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“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
“Passion is the genesis of genius.”

- Galileo Galilei
Still on: Genesis of genius!

- “Stop doing things you don’t do well.”
  - Joyce Meyer

- “To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.”
  - Ralph Waldo Emerson
The question is your relevance, not your education!

“Create relevance, not awareness.”
- Steve Jobs

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Dangote: Passionate entrepreneurship

• 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.

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“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

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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

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“I’ve always believed that you should do things that you know something about, that you’re good at.”

- Lars Sorensen – World’s Best CEO 2015 according to HBR
Self-check: Have discovered your vocation yet?

- **Vocation** is a strong feeling of suitability for a particular career or occupation.
- It’s an employment or occupation regarded as worthy and deserving of your dedication or total commitment.

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Mentored entrepreneurship …

- **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.

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

- Thomas J. Stanley

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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
“Faith is to believe what we do not see, and the reward of this faith is to see what we believe.”

- St. Augustine

“When you have nothing left but God, then for the first time you become aware that God is enough.”

- Maude Royden
“The mark of true, godly leadership is not power and privilege, but humble service.”
- David McCasland

“It was pride that changed angels into devils; it is humility that makes men angels.”
- St. Augustine
“All of us occasionally do what is right. A few predominantly do what is right. But do any of us always do what is right?”

- Max Lucado
Dangote: Frugality + elegance

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

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Dangote: Social 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
Some ‘outs’ 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.

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Some of his dislikes!

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

- Aliko Mohammed Dangote
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)

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Employers’ expectations from today’s graduate may appear diverse and complex, but there is one commonality: the increasing emphasis on the Analytical, Leadership, and Enterprise (ALE) skills. Intelligent, globally-minded analytical personality, as well as leadership and entrepreneurial disposition remain crucial for a fulfilling career in a rapidly changing environment. To meet the new dynamics in the production of future-ready graduates, the B-schools will need to intensify development of innovative problem-solving approaches that are perhaps beyond what are currently being offered in the classrooms.

Evidently, enhanced synergy / collaboration / interface between the classroom and the workplace is needed more than ever before.

Perspectives from Dangote, a distinguished African leader and the richest black person in the world, as well as Steve Jobs, Bill gates, Mark Zuckerberg, among many others, were presented to show that the ALE model is very much desirable and possible everywhere.

Tomorrow’s graduates – BBAs, BCMs, MBAs, etc., must be prepared to adapt and be adept!
Parting ...

“'I got richer by failing. I found out that people who do not fail also do not succeed”

- Robert Kiyosaki
Caveat / feedback …

- All the materials used in this presentation are solely for educational purpose, advancement of knowledge and improvement of educational practices to move the society forward. The author will be pleased to make good any omissions or rectify any mistakes brought to his attention at the earliest possible opportunity.