

Don Mitchell & Co. Ltd

Banking & financial training . systems and processes. performance improvement . management development & training



1

CATALOGUE

Of

TRAINING PROGRAMMES

...superior skills for superior performance



PRAISE BY PREVIOUS PARTICIPANTS

Don Mitchell & Co. Ltd

I would surely recommend this course to all staff of any forward-looking organization and a special session for management of those organizations.

... *Dapo Sunboye, **Fidelity Bank Plc.** Participant, **Effective Market Penetration Strategy***

I would recommend this course to others ...it will certainly change the views they have about marketing to something very rewarding and worth the time and money.

... *Adeyemo C.N. **Systemplus.** Participant, **Effective Market Penetration Strategy***

The program was marvelous and the case studies were presented in a very professional manner, reminiscent of life experiences. More grease to Don Mitchell & Co. Ltd.

... *T. F. Shekoni, **DN Meyer Plc.** Participant, **Effective Market Penetration***

The knowledge is tremendous. I will recommend the programme for every management staff of my organization.

... *Sarah Arthur, Company Secretary, **Express Discount House.** Participant, **Controlling Runaway Overheads***

This course should be on every manager's wish list, especially those with responsibility for approving expenses.

... *A.O. Olagunju, **Afribank Plc.** Participant, **Controlling Runaway Overheads***

This course is a must for every newly promoted manager.

... *Tony Adebero, **Jide Taiwo & Co.** Participant, **Managerial Skills For The New Manager or Supervisor***



GENERAL MANAGEMENT

Conducting Effective Meetings
Managing your Boss
Managing and Working with Difficult Employees
Improving Managerial Effectiveness in the Organization
Managerial Skills for Supervisors & Team Leads
Project Evaluation Techniques & Management
Project Management
Tactics and Strategy for Productive Meetings
Managing Difficult Employees for Better Results

ACCOUNTING

Basic Accounting

COST CONTAINMENT

Controlling Runaway Overheads

PERSONAL EFFECTIVENESS

Effective Time Management
Effective Communication Skills
Customer Service Excellence
Presentation Skills
Inspirational Leadership
Negotiation Skills
Root Cause Analysis
Getting Things Done (GTD)
Managing the Boss

TEAM BUILDING

Building High Performance Teams

BANKING COURSES

Understanding Regulatory Issues
Legal Aspects of Banking
Basic Credit Analysis Course
Understanding Banking Operations
International Trade Finance
Selling & Marketing Skills
Financial Statement Analysis
Basic Accounting for Non Accountants
Elements of Banking
Customer Relationship Management (CRM)
Effective Market Penetration Strategy



Don Mitchell & Co. Ltd (DMAC) is a total solutions consulting company providing profit enhancement and re-engineering solutions to companies determined to keep their operations at high levels of performance. We assist our clients put in place competitive strategies for the achievement of pre-determined corporate objectives. By pooling together the skills of a wide range of seasoned professionals, we are able to successfully catalyze any repositioning/restructuring process, particularly in environments where the integration of technology to operating systems is likely to yield superior solutions.

We develop business applications for successfully managing challenging tasks in a wide range of business endeavours and, through our widely acclaimed Management Development and Training programmes, we can quickly upgrade the knowledge and skills of managers at all levels in the organization.

Not only are we able to provide turnkey management services, we also can make our expertise available in the following specific services:

- * Function-specific Training
- * Operations Process Reviews
- * Staff Audits and Human Resource Systems Reviews
- * Training Needs Analysis
- * Executive Search, Selection and Placement
- * Business Strategy Consulting
- * Information Technology (IT), Reviews
- * Design and Development of Operating Procedures and Manuals
- * Business Feasibility Studies
- * Investment and Financial Advisory Services
- * Strategic Planning
- * Recapitalization
- * Financial Advisory Services



Business Strategy & Strategic Planning

A mission statement, unaccompanied by strategies for its actualization is only just a fanciful statement. In the end, it must come down to the company's business strategy. We assist our clients develop the wherewithal for establishing their competitive strategies and the capacity for continually assessing their position relative to the major competitors. Agreeing on a realistic mission for the organization is only the first step in corporate repositioning. DMAC assists clients develop a clear mission and vision, and provides assistance in putting in place, the planning methodology and processes that gives the client the confidence to take charge of its strategic planning efforts.

Management Retreats

The strategic planning process usually begins with a Management Retreat. Our unique 3-phase process ensures the achievement of the buy-in at all levels in the organization necessary for ownership of retreat outcomes. A major benefit of our approach is its ability to unearth quickly the strategic planning issues that must be confronted if the corporate goals are to be achieved.

Process and Systems Review

We offer review services in virtually all aspects of the client's operations where a review of the system and its processes represent the first step in changing/modifying the existing system. The uniqueness of our methodology ensures we are able to quickly identify the root cause(s) of any problem through this diagnostic process. Our operations review teams are able to unearth conflicts in the operating system and thereafter install superior systems with enhanced integrity.

Design and Installation of Operational Procedures & Manuals

We assist clients design and install appropriate operational procedures along with the relevant manuals in various areas (personnel management, treasury, credit) to help control the day-to-day activities in the work environment. We also can assist the client review existing systems to determine whether they are able to support the business plan of the organization.

Turnaround Management and Corporate Re-engineering Services

Our access to a managerial pool of seasoned professionals in virtually, all fields of human endeavour allows us take on turnkey turnaround management assignments to restructure and reposition the client's operations for more competitive performance.



Executive Search, Selection and Placement

Putting the right people in the right places in the organization creates a powerful competitive advantage. However, finding the right people can be very tricky and will continue to be. We add value to the client's operations by assisting them identify the 'right people for the right job'.

Recapitalization

Often, capital inadequacy is the major reason why a company may not be able to execute the programmes that can make the difference between merely surviving and dominating the competition. Don Mitchell & Co. Ltd can assist the client expand its capital base or obtain other financing where recapitalization is identified as crucial to the success of the client's turnaround/repositioning programme.

Investment and Financial Analysis

Don Mitchell & Co. Ltd intermediates in the channeling of funds from investors wishing to make substantial investments in the economy. We are thus able to act as financial and investment advisors to the investing public.

Function Specific Training

We provide training tailored to the needs of our clients. Our programmes challenge participants to stretch their boundaries of knowledge and experience so they can be more proactive in dealing with the challenges in their work environments.

Staff Audits

We assist our clients conduct professional staff reviews and audits when such reviews are adjudged necessary to make key decisions regarding staff compensation, promotion, training and rightsizing.

Training Needs Analysis

Beginning with a review of the clients Strategic Plan, we can conduct a Training Needs Analysis to determine the skill and knowledge gap that must be closed if the execution of the Plan is to be successful. The Training Needs Analysis Report helps the client develop a training curriculum that represents the basis on which training consultants/facilitators are engaged.



FREQUENTLY ASKED QUESTIONS

Don Mitchell & Co. Ltd

Don Mitchell & Co. Ltd uses various tools and means (Class Discussions, Role Play, Audio Visual Aid, PowerPoint Presentations, Case Studies etc) to achieve a maximum learning experience. We strive to ensure participants from diverse industry backgrounds are able to share experiential insight(s).

CLIENT INFORMATION

We take pride in the quality of the services we provide. Because our courses are oriented towards what is practical, the impact of the knowledge and skills acquired during our programmes can be observed by supervisors and team leads upon participants' return to the workplace. We are confident that you will find a programme that will address a training need in our catalogue

The following are questions that are frequently asked about **Don Mitchell & Co. Ltd**.

What Training Services Do We Provide?

We offer a wide selection of courses that can be delivered anywhere in Nigeria. Call us to explore how any of our courses can be specifically tailored to address your unique skill gap challenges

How Do I Sign Up?

You can

- Fax the booking information to (234)-1-270 8870 or call any of our consultants on 270 8870, 0805 073 7723
- Email us at donmitchell.co@lycos.com
- Call any of the **Don Mitchell & Co. Ltd's** Consultants

How Do I Pay?

We accept Bank Drafts, Wire Transfers and/or Cheques.

Confirmed Booking and Full Payment

Payment must be made at least one (1) week before the commencement of any programme. 10% discount is applicable to single nomination of 10 or more persons who attend any of our open courses. Additional discounts are available for repeat customers. Please call for details.

Where are the Courses held?

All open courses are held at any of several venues which will be publicized at least 3 weeks before the event.

When do the courses start and finish?

Registration starts at 8.00am. Classes start at 9.00am and end at 4.30pm unless otherwise specified.

Are lunch and refreshments included?

Lunch is provided between 1.00pm and 2.00pm for open courses. Clients are responsible for refreshments and lunch for in-house programmes



DURATION: 1 DAY

GENERAL DESCRIPTION

In the corporate world, meetings are the norm. Given the high stakes in these meetings, it is not surprising that it is those who come truly prepared that come out winners. Meetings serve also as a tool to communicate better with stakeholders on matters that concern them. This programme is designed to teach participants how to control the dynamics surrounding meetings so they can achieve their pre-meeting objectives.

FOR WHOM

Middle/Senior managers who are likely to be frequently called upon to attend or head meetings where negotiations take place or other important decisions are taken.

PROGRAMME OUTLINE

- The Different Purposes of Meetings
- Strategic importance of meetings
- Discerning the stakes in every meeting
- Tactics of
 - Choosing where to sit
 - When to speak/keep silent
- Strategies for influencing the agenda
- How to achieve your goals by
 - Creating a distraction
 - Stepping a matter down
- Tactics for handling special situations
- Personal strategies for successful meetings
- Checklists for any meetings

WHAT YOU WILL BENEFIT

You will learn how to control or influence the outcome of every meeting you attend. Participants will internalize the process of never losing sight of their pre-meeting objectives and make more strategic decisions about which meetings to attend or delegate to subordinates.



HOW TO BETTER MANAGE YOUR BOSS

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Successfully managing one's boss is arguably the first rule of success for every subordinate. The relationship between a boss and his/her direct report may determine the bosses' disposition towards the direct reports' demands for support. Understanding the principles on which this relationship is built and the psychology of being boss will help subordinates manage their bosses better. This programme will highlight situations that can test the boss-subordinate relationship and discuss how they can be managed to establish a more acceptable comfort level for both parties even when the boss appears very difficult to please.

FOR WHOM

This programme is for all employees who desire to improve their relationship with their bosses so they can be more productive. They are likely to be people also interested in improving their relationship with their subordinates.

PROGRAMME OUTLINE

- Understanding the 'Boss' Psychology
- Why the bosses KPI's are a major relationship management driver
- The needs of the subordinate
- Dissecting the dynamics of the boss-subordinate relationship
- The Profit Equation as a driver of boss behaviour
- Strategies for dealing with difficult bosses
- Strategies for dealing with difficult subordinates
- The subordinate as a future boss
- The boss-subordinate relationship management checklist

WHAT YOU WILL BENEFIT

You will develop strategies for working effectively with your superiors and subordinates. This management programme dwells on practical experiences and life cases and you will return to work fully trained on how to manage your boss/subordinates for enhanced productivity.



HOW TO BETTER MANAGE WITH DIFFICULT STAFF

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Managing difficult employees is arguably the most challenging task a manager may experience. This programme teaches how to recognize and deal with disruptive behaviour in the team and re-direct energies properly in the achievement of the goals set for the team. It introduces how to identify difficult behaviors, types, how and when to train, coach and counsel difficult employees. Becoming aware of the ways difficult people create and use conflict and how self-leadership can help manage difficult behavior is a must for every manager.

FOR WHOM

Anyone working with team members who, even if brilliant, are difficult to supervise or manage.

PROGRAMME OUTLINE

- Understanding the duties of a Manager
- Characteristics of an effective team
- Understanding the underlying cause(s) of disruptive behaviour
- Managing difficult and dysfunctional behaviour in teams
- How to respond to different unacceptable behaviour situations
- Understanding the procedural steps for seeking resolution
- Handling chronic difficult behavior by using progressive discipline
- Specific strategies for dealing with different types of disruptive behaviour

WHAT YOU WILL BENEFIT

Participants will acquire the skills needed to successfully work with difficult staff members. You will be able to identify the characteristics and behavioral patterns of difficult persons; become aware of the ways difficult persons create and thrive in conflicts; determine how and when to train and counsel difficult persons and learn how to foster an atmosphere of positive communication.



MANAGERIAL SKILLS FOR TEAM LEADERS

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

If many of your managers are spending time they should have used for dealing with strategic issues on doing work their direct reports should have done, chances are the direct reports are *"delegating upwards"*. If many feel that without unduly high and *consistent* investment of their time, the quality and quantity of output from their department would be far below the minimum acceptable level, chances are the direct reports feel it's the boss' job to solve problems; theirs is to spot them.

Many in senior management get frustrated at how much of their time they routinely devote to making the work of their direct reports meet or exceed acceptable standards. They talk about how their direct reports have perfected the art of 'delegating upwards', creating work for their bosses whilst they run a light load. The solution may lie in implementing a DBMP-BMS (**don't bring me problems – bring me solutions**) culture companywide.

The programme teaches team leaders and middle managers skills that will help them become an integral part of the company-wide effort at finding solutions to problems that threaten the bottom line. They will understand the extent to which their value (to their bosses and the organisation) will depend on their ability to work in a manner that frees senior management to deal with more strategic corporate issues



FOR WHOM

This programme is recommended for unit heads, team leaders, supervisors and middle managers with less than three years in their current position and who are on the "fast track" to general management.

COURSE CONTENT

- The most common mistakes managers make
- Understanding the relationship between KPI's, the Profit Equation, the Budget and the Strategic Plan
- How organisations and bosses determine employee value
- What the **DBMP – BMS**. (Don't Bring Me Problems – Bring Me Solutions) System means for managers
- The 4 Rules of 'Monkey Management'
- The Indisputable Laws of Managerial Effectiveness
- Problem solving- Root Cause Analysis Methodology
- Time Management vs. Productivity
- Smart & Effective Delegating
- The Role of Meetings; their uses and pitfalls
- Communicating vertically and horizontally
- Coaching, developing and motivating your team
- Improving Your Listening Skills
- The do's and don'ts of organizational politics
- Setting up feedback mechanisms
- Tracking your performance
- Creating a self-development action PLAN for you and your team

Don Mitchell & Co. Ltd uses a combination of teaching methods including Discussion, Role Play, Audio Visual Aid, PowerPoint Presentations, Case Studies. Group sessions etc. All or a combination may be used to maximize participants' learning and understanding

WHAT YOU WILL BENEFIT

Participants will get to better appreciate what the organisation and their bosses expect from them and how their work dovetails into the overall company mission and Strategic Plan. By learning how to dissect problems and generate possible solutions, they will become more comfortable over time accepting responsibility for finding the response to problems rather than merely listing problems and 'delegating' the responsibility for finding solutions to their bosses.



SUPERVISORY SKILLS FOR UNIT HEADS

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

The first days on the job as a supervisor may be the most critical time of the new supervisor's career as some find it difficult to make the transition from personally doing a job to being responsible for getting a job done. New supervisors must learn how to lead, communicate and manage successfully, as they assume their new position. Participants will learn proven management techniques to help them succeed on the job and make a smooth transition from staff member to supervisor. They will better understand the new expectations from their bosses...getting their team members to get their assigned jobs done

FOR WHOM

New supervisors who must learn the skills for achieving team results and get things done.

PROGRAMME OUTLINE

- Understanding the Four Basic Supervisory Functions
- Taking Charge; the dos and don'ts
- The Indisputable Laws of Team Working
- Getting Results Out of Your Team
- Communication Skills for effective management
- How to stay focused on your team's KPI's
- Delegating smartly for better time management
- How to prepare for and conduct performance evaluation interviews
- Dealing with difficult team members
- Supervisors' role in training and development
- Maintaining Employees Motivation

WHAT YOU WILL BENEFIT

You will leave the programme fully prepared for the transition to supervisory responsibilities. You will know how to build and manage your team, develop your personal style and flexibility, turn inactive team members into active and enthusiastic participants, and appreciate positive and constructive feedback from subordinates.



PROJECT EVALUATION TECHNIQUES AND MANAGEMENT

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

This programme teaches project evaluation techniques and their application to project selection from among competing alternatives particularly within the constraints of limited resources. Participants will learn the tools of analysis for appraising the viability or otherwise of projects, their selection and successful implementation.

FOR WHOM

Executives and managers in corporate finance and officers responsible for appraising, monitoring and managing projects.

PROGRAMME OUTLINE

- Why project evaluation and selection techniques are important
- The concept of rates of return
- Project planning and budgeting
- Resource rationing and allocation
- Implementation process
- Project management and control
- Monitoring and performance review

WHAT YOU WILL BENEFIT

You will understand how to determine key elements in project management and also how to stay on top of consultants and team members.



PROJECT MANAGEMENT

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

This programme will equip participants with basic and advanced projects management skills and the use of Microsoft Project. It will teach participants how to develop realistic input data, GANTT Charts, PERT, building a project team and empowering the team.

FOR WHOM

This programme is recommended for senior project managers, HODs, government parastatals and agencies, newly assigned managers, supervisors and executives entrusted with the administration of projects.

PROGRAMME OUTLINE

- Understanding Microsoft Project
- Developing Work Plans
- Project control – Monitoring scope change
- Project Planning: developing the cost baseline
- Improving the way you prioritize objectives, responsibilities and assignments to help workflow
- Controlling budgets, schedules, and project teams, delivery timeframe
- Improving managerial effectiveness

WHAT YOU WILL BENEFIT

You will sharpen your project management knowledge, learn how to develop realistic project data, manage limited organizational resources and stay on track with project deadlines and budgets.



BASIC ACCOUNTING COURSE

Don Mitchell & Co. Ltd

DURATION: 10 days

GENERAL DESCRIPTION

As more people with little or no knowledge of accounting join the corporate world, there is a great need for them to have more than a passing knowledge of accounting. At the minimum, they need not be overawed by the information in financial statements and should be able to interpret accounting information their customers provide. The programme is designed to equip participants with more than enough knowledge to enable them confidently interpret financial statements for better decision taking.

FOR WHOM

Entry level and other employees without formal training in accounting: managers who handle financial data but have little or no grounding in accounting.

COURSE CONTENT

1. **Introduction:** Provides a general background to accounting describing the accounting function and explaining the differences between financial and management accounting and the various classifications of assets and liabilities.
2. **Accounting Concepts:** The seven basic principles that guide accounting and conventions that govern accounting.
3. **Accounting Records and Systems:** How to analyze and journalize simple transactions, close revenue and expense accounts to the income statement and apply the accrual concept to end of year adjustments.
4. **Trial Balance:** How to draw up a simple trial balance, balance sheet and income statement, identify the different formats for the presentation of the company's financials
5. **Accounting for Sales:** Describes the elements of production, how to derive the cost of production from simple trading processes, draw up a simple manufacturing account and account for sales returns, sales volume discounts and sales cash discounts.
6. **Accounting for Receivables:** How to apply the principle of realization to credit sales, write-off and write-down the value of accounts receivables, account for general as well as specific provisions, record recoveries after the receivable has been provided for and record recoveries after the receivable has been written off.
7. **Accounting for Inventory:** Explains why the valuation of inventory is important, why the book value of inventory may not approximate the real value, show how to work simple problems using the more common methods of valuation of inventory, derive cost of goods sold, explain the implications of the various methods of valuation for the cost of goods sold as well as for the level of inventory, how to apply the concepts of inventory write-down and inventory write-off
8. **Accounting for Fixed Assets:** This will explain how to distinguish between expenditure and expense, explain and define depreciation, calculate depreciation using the straight-line method and the accelerated methods of depreciation, explain the implications of depreciation method on taxes as well as on cash flow, account for disposal of fixed assets, account for the impact on the financials of the company of various changes in the depreciation policy, explain and account for the issues on fixed asset revaluation
9. **Accounting for Shares:** This will describe and distinguish between the various forms of business organizations, explain some of the capital market terms and nomenclature, show how to close the retained earnings account to the balance sheet, explain and account for movements in retained earnings, show how to identify the tangible net worth of a company, how to analyze and record simple transactions that affect the net worth of the company
10. **Accounting for Financial Institutions:** This will describe and distinguish between the various format/presentations of Banks' basic financial statement and the terminologies used. An overview of financial reporting system (i.e. IFRS vs. GAAP) would be explained and the differences considered

WHAT YOU WILL BENEFIT

How to use the balance sheet to determine financial positions, analyze income statements, understand financial ratios to determine liquidity, leverage on profitability, cultivate productive working relationship with accounting professionals and use accounting data to make business decisions.



DURATION: 2 days

GENERAL DESCRIPTION

Organizations are beginning to focus deserved attention on the cost side of the profit equation ($P = R - C$) having concluded that even in the face of stagnant revenue growth, they can still improve profits by maintaining or increasing the gap between Revenue and Cost. And unless organizations implement a low cost-culture programme, the strategic competitive advantage (as a low-cost operator) that could be theirs will elude them.

This programme is directed at changing the way everybody in the organization thinks about cost. It forces participants to always perform the Revenue minus Cost justification at each spending point.

FOR WHOM

Executives with responsibility for strategic planning, coordinating branch operations, managing corporate resources, branch management, human resources management, Financial control, operations, lending and marketing.

PROGRAMME OUTLINE

- Understanding the nature of overheads
- Isolating the cost-drivers
- Identifying the key success factors for an effective overhead control programme
- Avoidable and unavoidable costs
- Cost control programmes
- Internalizing cost consciousness through Responsibility Accounting
- The outsourcing option
- managing shareholder value through cost containment
- Monitoring performance

WHAT YOU WILL BENEFIT

You will learn how to control business overheads and improve your margins. The programme will identify those intangibles (and tangibles) that eat deep into your profit and help you develop cost-control measures that will lead you to prudent financial control in your business or personal finances.



DURATION: 2 days

GENERAL DESCRIPTION

Many are astounded when they do the exercise **"how much is my time worth"** because, they typically do not realize how many billions of naira their organisations lose each year by their non-productive use of their time at work. And even their performance is measured by their contribution to the bottom line, many do not realize the extent to which the effective management of their time (or lack thereof) can determine the difference between their career success and failure...until they take this course.

The programme exposes the major causes of time abuse in organizations and highlights how managers can use/plan their time more efficiently by internalizing a task prioritization algorithm.

FOR WHOM

Staff at all levels.

PROGRAMME OUTLINE

- Computing how much your time is worth
- Demonstrating the impact of cost of wasted time on the bottom line
- The Impact of poor time management on the profit Equation ($P=R-C$)
- Fundamental principles of Time Management
- Pareto principle in Time Management
- Finding out how you really spend your time
- Identifying the time stealers
- Prioritizing tasks; the Urgency vs. Importance Grid
- Time management tools and techniques
- Goal setting, decision making & taking responsibility
- Delegating authority whilst retaining responsibility
- Practical Time Planning Tips

WHAT YOU WILL BENEFIT

Participants will be able to manage their time more effectively, clarify objectives, plan for results and conquer procrastination. They will be able to delegate responsibilities effectively, say no to unreasonable demands, set personal and group goals and be able to deal with time wasters.



DURATION: 2 days

GENERAL DESCRIPTION

Effective communication can be more complex than it first appears, perhaps because of the differing interest of the sender and receiver particularly in an organizational setting. Understanding the elements of effective communications will minimize problems that can arise from misunderstandings, thus making it easier to reduce disputes, social unrest and conflicts in general.

This course will teach participants how to be excellent communicators.

FOR WHOM

SBU Heads, managers, supervisors, departmental heads, customer service units, private businesses and everybody

PROGRAMME OUTLINE

- Why good communication skills are important
- Basic Principles of Effective Communication
- The communication process
- Establishing communication channels
- The Power of Effective Listening
- Listening With The Intent to Understand vs. Intent to Respond
- Establishing a Common Ground
- Communication barriers and how to overcome them
- Strategies for effective communication



WHAT YOU WILL BENEFIT

You will be able to enhance your communication skills, present your case with ease and clarity. Be able to make powerful presentations by emphasizing the key points. You will also learn how to make your personality and sense of humor work for you.



DURATION: 2 days

GENERAL DESCRIPTION

Good business manners and etiquette are the twin elements of a dynamic business development strategy and customer relationship. A good understanding of this unwritten code provides managers and supervisors with the wherewithal for expanding the business of the organization.

This course will force participants to challenge their own behaviour and attitudes towards customers and one another. They will be able to see the relationship between excellent customer service and customer growth

FOR WHOM

A must programme for new employees, particularly those in customer services and front office executives.

PROGRAMME OUTLINE

- Introduction to business etiquette
- Customer service and policy
- Moment of truth encounters
- First time encounters
- Your boss, meetings and you
- How to handle specific functions
- The etiquette of the written word
- The customer, good manners and you
- Telephone etiquette
- Elements of civility

WHAT YOU WILL BENEFIT

You will become an effective client services manager and be able to lead company-wide "customer-focused" strategy. You will know how to add value to all customer contacts and requests, set performance standards and be able to deal with customers complaints more effectively and tactfully.



EFFECTIVE PRESENTATION SKILLS

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

Managers with a mastery of presentation skills are consistently able to convince potential customers to buy into their products or services within a short time. Getting across to the customer requires not only good communication skills but also well-grounded techniques in persuasive presentation as well as a researched knowledge of the buyer. The programme is designed to equip participants with skills required to capture the attention of potential buyers and to win their hearts in purchasing a particular product/service from among competing alternatives.

FOR WHOM

Marketing/sales executives, managers and staff with the responsibility for marketing products/services.

Course

- **Foundation Ideas & Principles**
 - Passion
 - Balance
 - Choose your response
 - Begin at the end
 - Win-win
 - Understand first
 - Rapport
 - Receptivity
 - Process Check
 - Self Development
- **Making Your Case**
- **Presentation Planner**
- **Cue cards**
- **Preparing to present**
 - Purpose
 - Clear Action
 - Know your audience
 - Assemble material
 - Good title
 - Clear theme
 - Good structure
 - Mind mapping
 - Hook phrase
 - Using humour
 - Audio visual aids
 - Use of environment
 - Rehearsal
- **Physical Aspects Of Delivery**
 - Voice - characteristics
 - Voice – volume
 - Voice – Pace & emphasis
 - Voice – Enunciation
 - Body – Posture
 - Movement
 - Eye contact
 - Body language
 - Hand gestures
 - Facial expression
 - Audience involvement
 - Audience reading
- **Delivery – Content**
 - First Impressions
 - Great Openings
 - Build Rapport
 - Delivery - Introduction
 - Delivery – Transitions
 - Delivery – Conclusions
 - Handling Questions – Planning
 - Handling Questions – Answering
- **Delivery – Personality**
 - Bad Habits
 - Receptivity
 - Flexibility in Presentations
 - Confidence Statistics
 - F. E. A. R.
 - Overcoming Fear
 - Presentation Talk
 - Think Quality not Quantity
 - Story Telling
- **Video recording of delivery by each participant with written feedback**

BENEFITS:

Participants will be able to make very effective and persuasive presentations, by using the 5Ps (probe, plan, practice, present, process) methodology to communicate with the listening audience.



DURATION: 3 days

GENERAL DESCRIPTION

A successful leader generates followership by virtue of his/her commitment to the pursuit of the goals and objectives of the group; integrity, dependability and willingness to put the general good of his/her subordinates ahead of his/her own personal objectives. These attributes make it possible for him/her to bring out the best in his/her subordinates even when he/she is not physically present.

The course is aimed at providing participants with management and other tools that will help generate a symbiotic relationship between them and their subordinates in the pursuit of organisational goals

FOR WHOM

Officers in middle management or higher, SBU and Group Heads, Senior Executives, Supervisors with responsibility for achieving results through subordinate officers etc.

PROGRAMME OUTLINE

- Understanding leadership
- The role of a leader
- Transforming from manager to leader
- Attributes of effective leadership
- Leadership styles
- Motivating the Team
- Managing time effectively
- Delegating work
- Allocating and managing resources
- Mentoring of high performance teams
- Rewarding performance

WHAT YOU WILL BENEFIT

You will be able to develop leadership style that inspires and delivers result, communicate mission, vision and value statements, improve performance through empowerment and effective delegation. Also, participants will increase ability to influence people and groups. You will also be able to successfully manage risk/resolve conflicts and effectively handle challenging situations



BUILDING HIGH PERFORMANCE TEAMS

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Because many projects and goals in an organization are achieved through teams, many have come to recognize the importance of equipping their employees with team building and team working skills. Maintaining a focused team holds the key to performance. To achieve a consistently excellent result, an organization must consciously build and develop a team working culture.

By the end of the course, participants would have learnt how to become effective team members or leaders; how to build fully functional work teams and how to identify, develop and reinforce those characteristics of the team process that enhance the sense of trust and commitment within and between work teams.

FOR WHOM

Managers/supervisors and others who must work either as team members or team leaders to achieve set tasks or objectives.

PROGRAMME OUTLINE

- Interdependence of relationship in a work environment
- Groups vs. team
- Building a focused team
- Stages of team building
- Team leadership
- Setting 'SMART' team goals
- Effective team working
- Team motivation and compensation
- Conflict resolution & management in teams
- Team Performance Indices & Measurement

WHAT YOU WILL BENEFIT

You will become an active team member and be able to turn a group of individuals into a formidable winning team, develop communication skills that encourage feedback, make powerful group decisions, handle difficult team members more effectively and be able to delegate responsibilities effectively.



DURATION: 2 days

GENERAL DESCRIPTION

In spite of all the attention paid to the need for organizations to establish corporate goals and objectives; and build sustainable competitive advantage, the proper management, motivation and utilization of human resources will continue to pose the greatest challenge. This should not be surprising given that it is people who must execute the strategies for achieving the goals.

This programme is designed to provide participants with an understanding of the critical issues in the management of human resources. It will encourage the maximization of their potentials for the growth of the company.

FOR WHOM

Personnel Directors, Senior Executives in the Human Resources Function, SBU heads and Personnel Managers, Heads of Strategic Planning.

PROGRAMME OUTLINE

- Employees as a strategic resource
- Human resource planning and control
- Staff selection and placement
- Career pathing plans
- Training and development programmes
- Training needs analysis
- Motivation and productivity
- Reward systems

WHAT YOU WILL BENEFIT

You will be able to plan and deal with your organization's human capital issues, chart career pathing and be able to identify staff with special abilities, handle training needs analysis and develop compensation and retirement policy for your organization.



DEVELOPING A CAREER PATHING PLAN FOR YOUR EMPLOYEES

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

When comprehensive career development processes are in place, companies generally record dramatic results in developing and retraining staff. Companies wishing to retain their human capital always get them updated through continuous training and career development.

The programme is aimed at equipping human capital executives with tools for designing career systems, career development related projects, resource development and production and many more. The programme will also enable the designing of a career pathing system that will help get the most out of your employees and at the same time develop them to reach their fullest potential.

FOR WHOM

Senior Executives in charge of the Human Capital Development and Administration functions in banks, insurance companies, manufacturing and service organizations.

PROGRAMME OUTLINE

- Why employees need a formal career path
- Meeting the company's HR plan using a career pathing plan
- Building internal career development expertise
- Using line management and human resources partnership in developing a career pathing plan
- Creating plans that match both personal and business goals
- Key elements of an effective career pathing plan
- Monitoring the plan

WHAT YOU WILL BENEFIT

Participants at this executive training programme will be able to handle HR issues effectively, develop and implement career pathings, identify outstanding staff members for higher responsibilities, develop HR policies as well as monitor career developments.



DURATION: 2 days

GENERAL DESCRIPTION

Consultants are useful because of the expertise and independence they bring to situations facing the company. Invariably, it is in the logical manner they present their solutions that the value they add resides and not necessarily in the discovery of new facts or problems facing the organization. Organizations must therefore be able to manage consultants to get the best for themselves and not leave the company's future performance at their mercy.

This programme highlights situations where utilizing the services of a consultant may be inevitable and is designed to equip consumers of consulting services with techniques of managing consultants for optimal returns.

FOR WHOM

Executive Directors, SBU Heads, all those in a position to appoint consultants in their organizations and those who have to work with them.

PROGRAMME OUTLINE

- When to hire consultants
- Selection criteria and process
- Defining scope of relationship
- Determining the right price for using an external consultant
- Evaluating consultants' contribution to the bottom line
- Creating long term relationships
- When to release the consultant
- Case Studies

WHAT YOU WILL BENEFIT

You will be exposed to the basic issues in the selection, retainership and management of consultants, the intrigues and the power-plays. You will be able to set the scope of the consultant's involvement, roles and responsibilities, payment terms and how much he is worth.



DURATION: 2 days

GENERAL DESCRIPTION

Revised corporate goals and objectives may compel organizations to take stock of their human resource competence in order to place the 'right people in the right places'. If not properly managed, this exercise, which invariably leads to the laying off of some staff, could provoke avoidable costly legal action from those who lose their jobs. Organizations need to know how to go about this usually painful exercise to avoid potential crippling litigation from laid off staff.

This programme is designed to address the major issues in 'rightsizing' and show how they can be managed, not only to minimize litigation but also to strengthen the company's position should such litigation occur.

FOR WHOM

Human Resource Managers, Company Secretaries and Legal Advisers in banks, Personnel Managers, Consultants in HRM, etc.

PROGRAMME OUTLINE

- Situations that call for rightsizing
- The rightsizing process
- The Outside Consultants' Role
- The employee contract and the employer responsibilities
- Beginning with the end in mind
- The Employee handbook and its limitations
- Managing litigations

WHAT YOU WILL BENEFIT

You will know how to manage situations that lead to rightsizing. You will know how to deal with issues that may lead to costly lingering legal battles and consequent publicity.



DURATION: 5 days**GENERAL DESCRIPTION**

This first level credit programme lays the foundation on which superior credit and risk management skills can be further developed. Participants will learn general concepts in credit analysis, credit approval processes and procedures as well as loan documentation and administration. Interpreting financial statements and 'spreading' them will feature significantly.

FOR WHOM

Entry-level officers into credit and marketing, staff in non-lending departments who need to understand the language of lending. Staff who are new in the credit environment.

PROGRAMME OUTLINE

1. **Introduction:**
 - Credit Risk defined
 - The Credit thought process
 - The fundamental issues in credit
2. **The 7 C's of credit,**
 - purpose of credit analysis,
 - the analytical process and a typical credit package
3. **Overview of Credit:**
 - Overview of the logic of credit analysis,
 - the process of credit analysis,
 - critical success factors
4. **Lending Rationales:**
 - Asset conversion,
 - Cash Flow,
 - Asset Protection lending
5. **Business Cycles and Loan Behavior:**
 - Four stages of economic activity:
 - i. recovery,
 - ii. expansion,
 - iii. boom &
 - iv. recession
6. **Types of Risk**
 - Industry Risk
 - Company Risk
 - Management Risk
 - Operational Risk
 - Structure Risk
7. **International Trade**
 - Letters of Credit
 - Pre-shipment finance
 - Export finance
8. **Security and Collateral**
 - Types of security
 - Perfecting Security
 - Problem loans and their causes
9. **Credit Presentation:**
 - Need for good grasp of English,
 - The Credit Approval Format (CAF)
 - The Credit Approval (Memorandum (CAM)
 - Annual review formats etc

WHAT YOU WILL BENEFIT

Participants will understand the principles of basic credit analysis, approval processes, credit policy and limitations. Participants will also understand and be able to recognize trouble loans through early signs and be able to make recommendations.



DURATION: 2 days

GENERAL DESCRIPTION

Non-performing loans can constitute a major drag on earnings in any bank and can lead to insolvency, illiquidity or both. The analysis of the primary causes of the distress that can lead to the liquidation of a bank underlines the need for all officers involved in the credit process to equip themselves with skills necessary for proper evaluation and management of credit exposures.

This programme will showcase contemporary issues in lending, the credit process, loan management techniques, problem loan recognition and strategies for loan recovery.

FOR WHOM

Chief Credit Officers, Risk Managers, Senior Executives in Credit, Risk Asset Management, Loan Administration and Loan Recovery Departments.

PROGRAMME OUTLINE

- Contemporary issues in lending
- Review of the credit process
- Risk asset criteria & target market definition
- Risk classifications
- Tracking the performance of the credit portfolio
- Loan administration and management
- Problem loan recognition
- Loan recovery process

WHAT YOU WILL BENEFIT

The programme will expose you to basic issues in the administration and management of credit. You will be able to lead credit teams, analyze and recommend credit; as well as lead recovery processes.



BASIC BANKING OPERATIONS

Don Mitchell & Co. Ltd

DURATION: 5 days

GENERAL DESCRIPTION

In banking, superior operational capacity holds the key to the delivery of excellent customer services . When those in the operations division in a bank understand this, they are likely to want to take proactive measures geared towards supporting the business units in their efforts to meet revenue and other targets.

The programme is aimed at providing those just coming into banking with a solid foundation for mastering the central role of the operations group in the overall scheme of things in a bank. It will demonstrate how consistent and painstaking attention to seemingly minor operational details can create competitive advantage in customer service delivery.

FOR WHOM

New hires in a bank, employees who, although are in the business units of the bank need to understand operational issues, those in functions that impact on Customer Delivery; Staff in the Customer Support Services Units.

PROGRAMME OUTLINE

- **Business of Banking**
- **Customer Services Functions:**
 - Policies and Controls in Customer Service Departments
 - Risks and Control in Account Opening
 - Cheque Book Issuance and Custody
 - Telephone skills/Call management
 - Handling difficult (irate) customer situation
- **Cash and Tellers Operations:**
 - Coordinating Cash and Custodian activities
 - Paying and Receiving
 - Opening and Closing Procedures
 - Safes, Vaults, and Cash Controls
 - Risks inherent in Cash Operations
 - Entries in Cash Operations
- **The Settlement/Clearing Systems:**
 - CBN Clearing Rules and Regulations.
 - Clearing Processing (T-24)
 - Government Collections: Customs, VAT, Taxes and Utility Bill payments, etc;
 - Maximizing float on Collections.
- **Domestic and Treasury Operations:**
- **Functions of TROPS**
 - Documentation in Treasury Operations
 - Risk/Controls in TROPS
 - Profit calculation, follow-up of overdue deals and reconciliation
 - General Administration (Sundries, Amortization, Depreciation)
 - Relationship between front and back offices
- **Eligible Transactions**
 - Visible Transactions
 - Letters of Credits,
 - Documentary Bills for Collection
 - Open Account
 - FORM M registration for Imports
 - FORM NXP for Commercial Exports.
 - Invisible Transactions
 - Educational Expenses
 - Personal and/or Business Trips
 - Seminars and Conferences
 - Medical Expenses
 - Subscriptions
 - Examination Fees
 - Travellers Cheques Processing
 - Personal Travel Allowance (PTA)
 - Business Travel Allowance (BTA)



- **International Trade**

- Methods of Settlements
- Hazards of International Trade
- Bill Exchange
- Export L/C Processing
- Destination Inspection
- Uniform Customs and Practice for Documentary Credits, (2007 Revision ICC Publication No. 600).

- **Electronic Funds Transfer**

- Money/Funds Transfer Instruments and Products
- Use of Negotiable Instruments
- Funds Transfer Channels and Procedure
- Electronic Funds Transfers
- Corresponding Banking Relationships
- SWIFT, CHIPS, CHAPS, FED WIRE Operations
- Risks and Controls in F/T

- **Money Laundering and KYC**

- What is Money Laundering (ML)
- Causes of ML in the Banking industry
- What is the connection to the larger Society
- The scale of the ML problem
- How money is laundered
- The multilateral initiatives
- The Nigerian initiatives in fighting ML
- Risks and controls in money laundering
- Role of supervisory bodies
- Responsibilities of banks
- Operations and controls perspective
- The impact on the economy

- **Computer Operations and Controls**

- Supervisory Controls
- Dual Controls
- Basic Concepts in Risk Management
- Basic Computer Controls in Banking Operations
- Contingencies and Data back-ups.

- **Fraud and Control Awareness**

- Fraud Awareness and Detection
- Fraud Prevention and Controls
- Various Types of Fraud and Associated Risks
- Benefits of Fraud Prevention and Controls
- Front and Back End Controls (Preventive & Detective)
- Call-over of Vouchers, Proofs and Account Reconciliations
- Things to watch out for – “Red flags”
- Exceptions Reports and Corrections
- Managing and Controlling Operational risks (Risks based audit)
- Maintaining Quality Service and Strong Departmental Controls

- **Income and Expense Processing:**

- Record Keeping
- Expense Approvals
- Cash Advance Management; Petty Cash
- Prepaid Expense Liquidation
- Salary Advance
- General Expenses; Salaries, Building

- **Case Studies**

- **Audio/Visuals**

- **Performance tracking**

WHAT YOU WILL BENEFIT

You will have in-depth understanding of your functionalities as a banker. This beginners' programme will take participants through the first level banking operations and equip them with the knowledge that prepares them for a rewarding career in banking.



ADVANCED CREDIT ANALYSIS

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

This advanced level course is for Senior Credit Analysts who are likely to be the ones who recommend large exposures to their banks/organizations. Participants will acquire advanced skills needed in analyzing complex transactions particularly in asset protection lending and risks associated with Warehouse/Trade Finance transactions.

FOR WHOM

Chief Credit Officers, Group Heads in Credit and Corporate Finance, Senior Lending Officers in Trade Finance, Leasing and complex lending structures.

PROGRAMME OUTLINE

- Review of key issues in financial analysis
- Complex transactions and their structuring
- Asset protection lending
- Cash flow lending
- Warehouse lending and risks
- Risk Exposures in Margin Trading
- Controlling the risks in cash flow lending
- Leasing, cash flow and tax planning
- Recognizing warning signals

WHAT YOU WILL BENEFIT

You will clearly understand your role as a Credit Analyst and Lender. You will also be taken through global trends, new regulatory requirements and why your judgement as an analyst is the basis for the bank's decision to grant or reject a loan application.



RED FLAGS IN LENDING

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Non-performing loans do not deteriorate overnight. Experienced Credit Officers can spot warning signals early and move quickly to optimize the position of the lender vis-à-vis the borrower. This is particularly important when security is shared with other lenders or the lender is in a junior position relative to other creditors. Being able to spot the red flags in good time can make the difference between a huge write-off and an early collection of the loan.

The programme will also discuss the management and recovery of problem loans.

FOR WHOM

Senior Officers with experience in Credit, Marketing, Treasury, Investment, Corporate Finance, Export and other Units involved in creating risk assets.

PROGRAMME OUTLINE

- Overview of the credit process
- Beginning with the end in mind
- Spotting the red flags
- Collateral and security issues
- Information management and control
- Managing the recovery process
- Fine-tuning the credit process
- Anticipating potential litigation

WHAT YOU WILL BENEFIT

Enhanced knowledge of loan documentations, verification and analysis, determine performing and non-performing loans, spot early warning signs and be able to interpret them and take early action to safeguard your institution against bad loans and non-performing credits.



DURATION: 3 days

GENERAL DESCRIPTION

Most organizations now know that success in business depends to a large extent on how successful their marketing strategy is. In an environment where choices can be many and substitutes readily available, a winning marketing strategy cannot emerge by chance but by conscious effort.

This programme provides Executives with the tools and techniques for putting together Marketing Strategies that will lead ultimately to superior results.

FOR WHOM

Marketing Managers, Directors, Senior Executives in Marketing, Product Development, Advertisement/Sales Department, SBU Heads with responsibility for increasing the market share of the company's products/services.

PROGRAMME OUTLINE

- Why you need a strategy
- The choices available to the customer
- Buyer behaviour and your product
- Determining your target market, pricing, positioning and promotions
- Elements of a winning marketing strategy
- Market share or high profit margin
- Strategies for market penetration
- Performance measurement
- Measuring performance

WHAT YOU WILL BENEFIT

This programme prepares you on how to dominate and conquer your environment through effective market penetration. You will learn how to develop strategies for persuasive selling and be able to identify and define buyer behavioural patterns that can lead to superior sales performance.



EFFECTIVE NEGOTIATION SKILLS

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Given that negotiation is an intrinsic part of everyday life, it is surprising that not enough attention is paid to developing the skills for successful negotiation by corporate organizations and individuals. For a negotiation to be considered successful, the different parties in the process must feel they won something. The ability to create a win-win situation is the key to successful negotiation. Negotiation skills are key when borrowers want to pay less than they owe in full discharge of their debt or when vendors fail to perform in accordance with their representations

This course focuses on how to reach agreements that satisfy the interests of the parties in the negotiation.

FOR WHOM

A must programme for all Employees, particularly those in loan workout and/or recovery as well as those who negotiate with third parties on behalf of their organization.

PROGRAMME OUTLINE

- Why negotiation skills are important
- "You Can Negotiate Anything"
- Key issues in a negotiation
- Negotiating styles
- Soft and hard position bargaining
- Determining your **BATNA** and your **WATNA**
- Size of need vs. Cost of the solution
- Selling vs. Negotiating
- Expanding **ZOPA** (Zone of Potential Agreement)
- Strategy vs. Tactics
- Win-win solutions

WHAT YOU WILL BENEFIT

Participants will learn and master how to become skillful negotiators, when to tread soft or hard and how to become masters of the win-win paradigm.



SELLING & MARKETING SKILLS

Don Mitchell & Co. Ltd

DURATION: 3 days

GENERAL DESCRIPTION

Organizations rely on sales officers to sell their products and services knowing that no matter what they invent or produce, if not sold, the products remain costs and expenses to them. This is consistent with the high search for experienced sales officers that know how to convince customers to buy products, sell benefits to customers and open and close a deal.

This course will focus participants' minds on the techniques and skills required to persuade prospects to buy their product and services while building a long-term partnership with them.

FOR WHOM

Entry level staff and others deployed to market facing positions.

COURSE CONTENT

- Review of previous selling experience
- Why some like/hate going selling
- Why Selling & marketing are not the same
- The real definition of selling
- The 3 critical skills for sellers
- The 6 cylinders of professional selling:
- Prospecting intelligently
- 7 questions to test your readiness to meet with a prospect
- Looking the part; how will the prospect see you?
- Interpreting and Reading Body language
- Rules of Professional Selling
- Principles of professional selling,
- Attitude Check:
 - ability vs. desire,
 - setting your goals,
 - planning your goals,
 - building your confidence,
 - handling difficult times,
- Nurturing the relationship
- Turning buyer into a partner
- Selling Role play (videotaped and analysed)

WHAT YOU WILL BENEFIT

Participants learn why selling skills are the key drivers of revenue in the $P=R-C$ equation. They will learn the four stages involved in winning a prospect/customer, know the right attitude to adopt in selling the organisation's products and services.



DURATION: 3 days

GENERAL DESCRIPTION

The structure of the balance sheet has great impact on profitability. Striking a balance between risk and returns on one hand and liquidity/profitability on the other hand can be tasking, if not tedious. Those who have the responsibility for creating and managing the assets/liabilities of the company need to be versed in the skills and techniques for discharging this onerous task.

FOR WHOM

SBU heads for Investment Banking, Treasury, Risk Management, Credit, Accounting, Corporate Planning and Corporate Finance, Members of Assets and Liability Management Committee, Officers in charge of Financial Control and Reporting.

PROGRAMME OUTLINE

- Balance sheet analysis
- Yield analysis and asset pricing
- Maturity gap and gap analysis
- Risk/return trade-off in assets/liability management
- Liquidity vs. Profitability
- Credit risk, operational risk
- Managing the gap

WHAT YOU WILL BENEFIT

This programme will prepare you as a trained manager of the assets/liabilities portfolio. You will be able to read and interpret balance sheets, gap analysis and understand credit/operational risk and the profitability curve.



CONTROLLING FRAUDS IN THE BANKING ENVIRONMENT

Don Mitchell & Co. Ltd

DURATION: 2 days

GENERAL DESCRIPTION

Although the excessive deployment of technology in the banking environment is increasingly creating value for the customers, it has spawned a level of fraud so high that it could threaten the survival of many banks. Considering the speed with which transactions are processed across the globe, it is not surprising that the incidence of fraud has continued to increase.

The proactive strategy to prevent/minimize fraud begins by first understanding why many frauds have been successful and forcing managers to address internal control concerns early.

FOR WHOM

Chief Inspectors, SBU Heads, Managers of Internal Control Departments, Staff in Charge of Processing and IT Functions, others.

PROGRAMME OUTLINE

- The challenges of the IT environment
- Fraud as IT's competitive disadvantage
- The different types of frauds
- Current trends
- The profile of a fraudster
- Why many frauds are successful
- Effective methods of fraud prevention & detection
- Internal controls and security
- Management of aftermath of frauds

WHAT YOU WILL BENEFIT

You will understand the strategic issues on fraud and control. You will learn how to tighten the loopholes to eliminate or minimize incidences of fraud. You will also learn how to track culprits when it occurs and be able to manage its aftermath.



DURATION: 2 days

GENERAL DESCRIPTION

How do managers feel when their subordinates send work back without evidence of proper analysis and problem identification? And yet, all it takes is for the subordinates to understand the process of root cause analysis so that they can present various scenarios and probable solutions to their bosses.

This course teaches entry level and other staff 'how to think' and present recommendations based on analytical reasoning

FOR WHOM

Entry level and other staff who must make recommendations to their bosses.

COURSE OUTLINE

- **Understanding RCA Terms**
 - Cause – Effect
 - Producer of effect
 - Contributor to effect
- **Types of cause**
 - Actual Cause
 - Has Evidence
 - Possible Cause
 - Insufficient Evidence
 - Root Cause
 - Impacts a group or class of causes
 - Contributing cause
 - Redundant?
 - Other "....." causes
 - Redundant?
- **Problem**
 - Anything that has a negative Impact on Goals (Signals a need for action)
- **Solution**
 - Resolution of a problem
 - Part/whole
 - Short/Long term
- **Analysis**
 - Breakdown into parts
 - Problem
- **Causes**
 - Process
 - Series of steps
- **Root Cause Analysis**
 - An evidence based Process
 - Identify Factors
 - We can use
 - Provide Solutions
 - Prevent Reoccurrence of Problem
- **Perspectives**
 - Position
 - Look at a problem
- **Risk**
 - Probability
 - Consequence
- **Time Line**
 - Chronological
 - Sequence of events
- **Role Play Mini-RCA**
 - Groups



- Develop Incidents
- Exchange
- Conduct RCA
- Present
- Review

- Principles
- Principles 1

A cause is any contributor to an effect (not just the active agent)

- Cause Effect is a non-linear system
- There are many causes of any effect
- **Principles 2**
- **Problem based on perspective**
 - The entity
 - The goals of the entity
- **Principles 3**
 - Problems & Solutions have Levels
 - Higher level solutions solve problem groups
 - Examine the higher level problem first
- **Principles 4**
 - Cost/Benefit
 - Solution Cost < Benefit
- **Principles 5**
 - RCA Attitude
 - Non-Blame Mentality
 - Infinite Solution Mentality

- Form Follows Function
 - Map follows territory
 - Problem Dictates complexity
 - Problem Dictates Tools
 - Problem Dictates Approach

- **Principles 7**
 - Problem Solving must be based on evidence
 - Be Objective
- **Principles 8**
 - Circle of influence and Control
- Tools – Mind Mapping
- Tools – 5 Whys
- Tools – XMIND (Causal Mapping)
- **Processes**
 - Event Triggers Start
 - Assemble Team
 - Define the Problem
 - Collect the data
 - Conduct Analysis
 - Present Report
 - Take Action
 - Monitor
- **Define The Problem**
- **Gather Data**
 - Interview Technique
- **Generating Solutions**
 - Tools - Brainstorming
 - Ranking Solutions
- **Report writing**
- Tools - Fishbone
- Case Study – Hot Coffee
- Case Study – Flight 253
- Case Study – Financial Meltdown
- **Recap/Reinforcement**

- Principles 6

UNDERSTANDING THE WORLD OF FINANCE

DURATION: 3 days

Don Mitchell & Co. Ltd



GENERAL DESCRIPTION

This course introduces participants to the world of finance and teaches them tools to make them feel at home with, not only methodologies of financial analysis but also the various tools and instruments deployed for making financial decisions.

FOR WHOM

All entry level staff and staff moving into areas where analytical skills will be critical for delivering on KPI's

COURSE CONTENT

- Introduction and definition
- Understanding the functions and roles of the Financial Controller and Treasurer
- Objectives of financial planning
- Financial planning models
- Sources of business financing
- Linking the financial plan with the business plan

Introduction to the Financial Markets

- Functions of Financial Markets
- Types and instruments of Financial Markets
 - Money Market
 - Capital Market
- Aligning Financial Strategy to the Financial Markets

Basic Valuation Techniques

- Time Value of Money principles
 - Computing simple and compound interest
 - Compounding, Discounting, Annuities
- Internal Rate of Return

Evaluating Cost Of Capital

- Cost of Ordinary Share Capital (Equity)
 - Dividend Valuation Model
 - Dividend Growth Model
 - Reinvestment of Earning Model
- Cost of Preference Shares
- Cost of Debenture
- Weighted Average Cost of Capital

Working Capital Management

- Introduction
- Capital Investment Cycle
- Trading Cycle
- Other Concepts
- Determining the length of the Trading Cycle
- Assessing The Working Capital Financing Needs Of A Business
- Factors Responsible For Changes In Working Capital
- Computations Of Working Capital

Working Capital Management Considerations

- Working Capital And Overcapitalization
- Working Capital And Overtrading
- Effective Working Capital Management Considerations

Liquidity Management

- Introduction
- Understanding Cash flows
- Importance Of Cash flows
- Assessing Adequacy Of Cash flows
 - The Four-Way Test
- Forecasting Cash flows

Cash Management Techniques

- Elements of Cash Management
- Cash Collection and Disbursement Systems
- Determining the Optimal Cash Level

LEGAL ISSUES IN BANKING & SECURITIZATION

DURATION: 2 days

Don Mitchell & Co. Ltd



GENERAL DESCRIPTION

An awareness of the potential legal consequences of an employee's actions in the course of performing his duties is likely to minimize litigative situations that could seriously embarrass a bank. Bankers need to understand the legal perspectives regarding their areas of operation and how they can avoid potential minefields.

The programme reviews the legal framework for banking business and legal ramifications of transactions in the core operational banking areas

FOR WHOM

Entry level personnel in the Credit and Marketing, Corporate Banking, Corporate Finance, Export Desk and Consumer Banking Units.

COURSE CONTENT

- Legal reasoning and logic,
 - Law of contract
 - Law of Torts (Civil liability)
 - Requirements of a valid contract,
 - Banker and customer relationship
 - Banking practice and criminal responsibility
 - Negotiable instruments,
 - Regulation of Banking in Nigeria,
 - Banks & Other Financial Institutions Decrees (BOFIA & Failed Banks Act),
 - Understanding Business organizations,
 - Customer types and Account opening documentation,
 - Security requirements by banks,
 - Loans and Securities documentation,
 - Specific Security types
 - Mortgages, Stocks and Shares, Negative Pledge, Life Insurance, Pledge, Bill of Sale, ATCs etc.
 - Checklist for security documentation,
- Review of content of Legal Agreements:
 - Loan,
 - Overdraft,
 - Mortgage Debenture,
 - Letter of set-off,
 - Guarantee and Indemnity,
 - Memorandum of deposit,
 - Equitable mortgage
 - Case study on how to determine appropriateness of securities,

UNDERSTANDING THE REGULATORY ENVIRONMENT

Don Mitchell & Co. Ltd



DURATION: 2 days

GENERAL DESCRIPTION

All banking transactions take place within a regulatory framework that every operator must understand. Not only is it important to know the role of the Central Bank as a regulator, it is paramount to appreciate the relationship other entities have with the regulator and how the various organisations work together to shape the operating landscape of the banks.

FOR WHOM

New hires and other staff who need to understand the key players in the regulatory environment

COURSE CONTENT

INTRODUCTION

- Meaning of Regulation and Supervision

REASONS AND GOALS OF BANKING SUPERVISION

- Role of Bank as Financial Intermediaries
- The Main Goals

OBJECTIVES OF SUPERVISION

- Areas covered during supervision and computation of Capital Adequacy Ratio (CAR)

APPROACHES TO BANKING REGULATION AND SUPERVISION

- Information Disclosure (Market Discipline)
- Self Regulation
- Banking Supervision
- Deposit Insurance (Explicit Guarantee)

BANKING REGULATORY AND SUPERVISORY STRUCTURES

- The Core Principles for Effective Banking Supervision by the Basle Committee on Banking Supervision (BCBS).

ROLE OF BANKING SUPERVISORS

- Entry Point
- Capital Requirement
- Process of Ongoing Supervision
- Information Disclosure
- Imposition of Sanctions

CONDITIONS FOR BANKING SUPERVISORS TO BE EFFECTIVE

- Sound and Sustainable Macro- economic Policy
- Effective Market Discipline
- Procedure for the Efficient Resolution of Problems in Banks
- Mechanism for Providing an Appropriate Level of Systemic Protection or Financial Safety Net
- A Well –Developed Public Infrastructure

REGULATORY AND SUPERVISORY INSTITUTIONS IN THE NIGERIAN FINANCIAL SYSTEM

INTRODUCTION

- Establishment of Financial Services Regulation Coordinating Committee (FSRCC) and its Aims and Objectives

FUNCTIONS OF THE CBN

- Traditional Functions
- Developmental Functions

Functions Of Federal Ministry Of Finance

Functions Of Securities And Exchange Commission (Sec)

Functions Of National Insurance Commission (Naicom)

Functions Of Nigeria Deposit Insurance Corporation (Ndic)

Functions Of National Pension Commission (Pencom)

Functions Of The Nigerian Stock Exchange (Nse)

Functions Of Economic And Financial Crimes Commission (Efcc)

Functions Of National Drug Law Enforcement Agency (Ndlea)

Conclusion

Commonly Breached Banking Laws, Rules And Regulations In Nigeria

INTRODUCTION

- Principal statutes guiding the operations of banks in Nigeria

SIGNIFICANT BANKING RISKS

- Credit, Liquidity, Operational, Reputational, Market, and Legal Risks

PROVISIONS OF BANKS AND OTHER FINANCIAL INSTITUTIONS

ACT (BOFIA) FREQUENTLY VIOLATED

CIRCULARS REGULARLY VIOLATED

CONCLUSION



DURATION: 2 days

GENERAL DESCRIPTION

Invariably, companies wishing to refocus their operations, business or product line, methods of operation, etc. run into unanticipated problems because of failure to pre-analyze the implications of such an action. Embarking on a repositioning without first considering all the issues involved may prove very costly to the company.

The programme is aimed at providing participants with skills that will aid their understanding of the repositioning process and assist them handle change dynamics.

FOR WHOM

Executive Management and other Senior Executives involved in policy/strategy formulation and implementation in the company and who may have a role to play in corporate repositioning and the management of change in an organization.

PROGRAMME OUTLINE

- Indicators for a repositioning
- The key success factors in a repositioning
- Developing the repositioning plan
- Managing the effects of the restructuring process on corporate renewal
- Sources of resistance to change
- Dealing with resistance to change
- Building commitment to change
- Evaluating performance

WHAT YOU WILL BENEFIT

An executive management programme that dwells on the basis for repositioning and strategic issues, the aftermath and the targeted result. Participants will learn basic issues in managing repositioning and post-repositioning issues, cost, staff resistance and sustaining the tempo.





Don Mitchell & Co. Ltd

12A Cottage Drive, Lekki Phase 1, Victoria Island, Lagos, Nigeria
Telephone 234-1-270 8870, 08050737723 Fax 01-2708870
Website: www.donmitch.com; **Email:** info@donmitch.com

