

# CHIEF EXECUTIVE PROGRAMME

For Senior Business Executives



**LAGOS  
BUSINESS  
SCHOOL**

PAN-ATLANTIC UNIVERSITY



**AACSB**  
ACCREDITED



**ASSOCIATION  
OF AMBA**  
ACCREDITED



**GLOBAL  
NETWORK  
FOR  
ADVANCED  
MANAGEMENT**



## Overview

In an erratic, complex and rapidly evolving environment, any organisation that hopes to survive, let alone thrive must have a Chief Executive Officer (CEO) that is future-focused and agile. A CEO that can make things happen in a world characterized by disruptive innovation where success is more about changing the game, not just

playing the game. This would entail transforming customer experiences and building sustainable competitive advantage to deliver such experiences. Just as the business context has evolved, so must the approach to leadership development. The way CEOs are developed must mirror this evolution. It must enable people leadership

practices that influences CEOs to be imaginative, open to learning and unlearning. A significant proportion of learning on this programme will come out of peer stimulated learning and the sharing of experience and stress-testing each other's ideas.



# Who Should Attend This Programme



*The Lagos Business School Chief Executive Programme (CEP) is designed for senior business executives who are ready to accelerate their career to the highest level of leadership. The programme is designed for CEOs as well as for senior business leaders who are identified as critical to the company's succession plan. It is for senior business executives seeking to further enhance their authentic leadership skills.*

## Learning Objectives and Benefits

- Enable participants to anticipate risks outside formal functional boundaries and turn them into opportunities by coalescing around a common purpose.
- Participants will learn to go beyond problem solving skills to using design-thinking to build ecosystems that harness available diverse cross functional insights and perspectives of their C-Suite, creating value faster and sustainably.
- Participants will learn to handle numerous inherent paradox situations that defy either/or solutions and compromises, to build on existing value streams and at the same time find new ones thereby ensuring resilience and agility.
- Enable participants to collapse silos and get people amplifying their impact as they ignite each other's success.
- Participants will learn how to create high-performance work environments to be effective in riding change that comes in waves and address adversity thereby building sustainable legacy.



## Structure and Curriculum

The Chief Executive Programme runs for 15 days over 4 months with two weeks of intensive face to face workshops at the school.

# MODULE

# 1

## Authentic Leadership for Organisational Effectiveness and Competitive Advantage

Successful organisations achieve sustainable competitive advantage through people by creating authentic leaders who can support people to be the best that they can be, even as the expectations of the new and upcoming generation of future leaders evolve. This module will address:

### **a. Authentic Leadership for Organisational Effectiveness:**

This theme will be run as the major component of the first module of the programme.

The module will be delivered in hybrid sessions even though participants will be encouraged to be physically in school.

- Leadership Competencies for Organisational Effectiveness
- Driving Competitive Advantage through People Leadership
- Creating a Culture and a Climate for High Performance
- Building and Leading Effective Teams in a Multigenerational Setting
- Organisational Learning and Resilience

### **b. People As a Source of Competitive Advantage:**

Successful organisations achieve sustainable competitive advantage through people by creating an environment that support people to be the best that they can be, even as the expectations of the new and upcoming generation of future leaders evolve. This theme will address:

- Leadership and Talent Development
- The High-Performance Workplace – Culture and Climate Dynamics
- Leveraging Diversity and Inclusiveness.

*Please note that participants who have previously attended the Authentic Leadership programme during their careers will be exempted and be given coaching vouchers to have focused coaching to improve the Authentic Leadership Scores.*



# MODULE

# 2

## Legal, Social and Political Dimensions of Business

In today's complex business environment characterized by pervasive economic uncertainty, organisations are constantly seeking to develop agility to see and seize opportunities for value creation in such environments. Many of these opportunities will be in non-traditional areas.

### a. Doing Business and Running Organisations in Nigeria:

A good understanding of the business environment under which a firm operates is a necessary condition for evolving and implementing effective strategic initiatives in any enterprise. A generally acknowledged challenge in Nigeria is the lack of reliable sources of information for decision makers. This inadequacy provides a compelling reason for organisations to evolve efficient and effective strategies to source and use data to generate information for high quality decision making.

This session will lay the foundation that enhance a manager's ability to understand stakeholder dynamics in Nigeria and use associative analysis to make intelligent strategic decisions.

- The Legal, Social and Political Context of Business
- The Stakeholder Calculus and Dynamics
  - Influencing and Leveraging Public Policy
  - License to Operate Issues and Corporate Social Responsibility
  - Governance Issues and Ethics

### b. Strategic Foresight and Design Thinking - Building Resilience and Agility

Sessions are intended to enable participants to read and scan the environment, anticipate, and deal with risks

and opportunities as well as ensuring overall strategic alignment to purpose and give competitive edge to the business.

- Founders Mindset: The Power of Purpose
  - Strategy Formulation and Execution
  - Leveraging Digital Analytics for Competitive Advantage
    - Finding Opportunities through Risk Analytics
    - Cybersecurity
    - Digital Revolution and Disruptions
  - Customer Value Creation – Building Customer-Centric Mindset
  - The Global Market for Resources – Raising Funds
  - The Peer Mock Board Project Development\*\*
- ### c. The New World of Work, Working and the Worker
- In a technologically savvy, geographically dispersed, and ever-changing world, any high performing organisation needs to be agile and change-ready to effectively compete. The sessions will address:
- Building a Culture that Drives Innovation
  - Leading Change
  - Developing a Global Mindset and Finding Emerging Market Opportunities
  - The Workforce of the Future

# MODULE

# 3

## The Performance of Organisations

Organisational performance essentially boils down to successful value creation for stockholders and as such is a multidimensional construct with levers that are often moving in conflicting directions.

It is not helped by the fact that organisations are operating in unique sets of circumstances that are often evolving and so performance tends to be uniquely situational. Quite often CEOs are forced to make trade-offs and compromises. These days such decisions are proving to be suboptimal.

Organisational performance essentially boils down to successful value creation for stockholders and as such is a multidimensional construct with levers that are often moving in conflicting directions. It is not helped by the fact that Organisations are operating in unique sets of circumstances that are often evolving and so performance tends to be uniquely situational. Quite often CEOs are forced to make trade-offs and compromises. These days such decisions are proving to be suboptimal.

This module enables participants to understand how traditional performance metrics are challenged and see appreciate the conflicting pressures of the multidimensional aspects of performance from the point of view of a stakeholder-based, Sustainable Balanced Scorecard (SBSC) and how to make and/or decisions.

- Driving Valuable Business Growth by Unlocking Value across the Value Chain
  - ➡ Understanding Financial Performance – Cash, EBITDA, Operating Profit, Cost Management, Net-Working Capital
  - ➡ Business Processes
  - ➡ Customer Service Excellence
  - ➡ Operational Excellence
- Stakeholder Management and Negotiation
- Dealing with Paradox
- Corporate Brand Communications and Reputation Management
- Social Media Communication
- You and Your C-Suite Team Sessions and Project Reviews\*\*

# The Approach

While the Academic Director will oversee the overall design and delivery, the intention is to assign modules to specific faculty members who will be responsible for ensuring internal consistency, integrity, and flow within the respective modules they are responsible for. The Academic Director will ensure inter modular congruence and overall fluency of the programme. It is intended that the programme is as flexible as possible. It can be completed either in 6 months or in 12 months with a requirement to be in the school only two times and for one week each

time. Sessions will be a combination of synchronous and asynchronous online except for the weeks when participants need to be present in school for face-to-face sessions or hybrid sessions. These will be based on the recommendations of the respective faculties responsible for the different modules.

Two individuals may register at the same time and A completes the programme in 6 months. B can however take longer and have an opportunity to attend synchronous sessions missed in the first six months with the next cohort.

## The Peer Mock Board Project Development and You and Your C-Suite Sessions

Participants will identify a Business Issue and working with a Board of Peers (Acting like a Board of Directors) will develop this into a project. The participant will report into the Board and get the strategy developed and stress-tested by the Board. The execution of this will then be the subject of the You and Your C-Suite Session in Module 5.

Module 1: September 18-22, 2023

Module 2: October 16-20, 2023

Module 3: November 13-17, 2023



**Programme fee:**

**NGN 12,464,625**



**Application deadline:**

**2 weeks before start date for admission committee to review.**

**Scan to apply**



Or visit the link below:

<https://bit.ly/chiefexecutiveprogramme>

## Alumni status access (LBS Breakfast Club):

With NGN 195,000 they become a lifetime member of the LBSAA

*For more information, contact +234 708 609 5794, +234 808 672 6686, or send an email to [exceedsales@lbs.edu.ng](mailto:exceedsales@lbs.edu.ng)*





## Meet The Faculty



### Dr. Akin Oparison

Dr. Oparison is a senior fellow at Lagos Business School with over 25 years' management and leadership experience in blue-chip multinational companies. Oparison obtained his master's degree and Doctorate in Business Policy and Organisational Development from the University of Wales, Cardiff.

He was a management consultant with PricewaterhouseCoopers, where he worked on a wide range of assignments including organisational development and change management interventions, executive resourcing, performance and talent management in private-sector organisations ranging from FMCG companies, financial service organisations, banks, pharmaceutical companies, as well as public-sector client organisations.

For over seven years, Oparison was HR Vice President for Shell's Downstream Business in Africa, a member of the Executive Management Team for Shell Oil Products Africa, and the Shell Downstream Global HR Leadership team based in Johannesburg, South Africa.

He also held senior executive HR positions in Sterling Winthrop and British American Tobacco, which have seen him working in Nigeria, Ghana, Cameroon, Kenya, Russia and South Africa.



### Isaac Orolugbagbe

Isaac Orolugbagbe is a Senior Fellow at the Strategy, Entrepreneurship and SPEB Department of Lagos Business School and an Adjunct Faculty, Strategy & Corporate Governance at Strathmore Business School, Nairobi, Kenya.

His areas of interest include business strategy, innovation and corporate governance. As CEO of Accelstra Limited (a Strategy and Innovation Consulting Company) he advises companies such as Merck KGaA, Inland Containers Nigeria Limited, SIFAX Group, Greensprings Schools and Courier Plus Services Limited on how to ensure profitable and sustainable growth using innovative principles and techniques and promotion of healthy



culture to enable successful execution of business strategies.

For more than 30 years, Isaac has worked successfully at senior levels in diverse industries. These include Audit and Finance, Consulting, Aviation, Air Express Logistics, Freight and Maritime, Oil and Gas with a keen interest in Entrepreneurship. His indelible footprints can be seen in his roles as Treasury Controller DHL Nigeria, Senior Accountant Shell Petroleum Development Company, Managing Director, Red Star Express Plc., licensee of FedEx Corporation in West Africa (a position he held for 10 years), and CEO Skyway Aviation Handling Company (SAHCO Plc).

Currently Isaac is Chairman of Boctrust Microfinance Bank Limited, Chairman Fastizers Foods and Confectionery Limited, and Board Director for Beta Computers Limited, Park City Homes Limited and IDC Farms Limited. In the past, he served as Director for Thomas Wyatts Plc. and Vice-Chairman of Red Star Express Plc.

Isaac holds a bachelor's degree from the University of Ife (now OAU) and a Master of Business Leadership from the University of South Africa. He is a chartered accountant and a Fellow of the Institute of Chartered Accountants (FCA). He is also a Fellow of the Institute of Directors and Fellow of the Society for Corporate Governance Nigeria.



## Chidi Okoro

Chidi Okoro teaches Strategy at Lagos Business School. He is currently the Founder/Executive Consultant of Drugs and Medicaments Nigeria Limited, a retail chain/own brands dealer in the pharmaceutical sector. He is a consultant in Strategy and Business Development to organisations in FMCG, Pharmaceutical, Retail and Africa operations, and a recipient of numerous awards including Pearl Quoted CEO of the year 2013 and GSK Turn Around Manager Award.

His areas of interest include Sales and Business Development including Route to Market Models Development and Execution in both Services and Products organisations; Marketing Operations Management including New Products Development; Retail Sector Operations; Strategy Development and Execution.

Mr Okoro is a General Manager-level Executive with over thirty years of experience across industry sectors. He has worked across the Pharmaceutical, Personal Care,

Food, Telecommunications industries. He has exposure across all states of Nigeria and has also set up on-going business operations in all four regions of Africa. He was Managing Director and member of Board of Directors of GlaxoSmithKline Consumer Nigeria Plc, CEO Africa for Lucozade Ribena Suntory, CEO UAC Foods/Tiger Brands SA JV and was also a member of Board of Ogun State Security Trust fund for three years.

Mr Okoro was trained as a Pharmacist at the University of Nigeria, Nsukka and has a Masters Degree in Business Administration from the University of Lagos. He obtained a Senior Management Programme certificate from Lagos Business School and also an Executive Master's Degree in Positive Leadership and Strategy from IE Business School, Madrid, Spain.



# About Lagos Business School

Lagos Business School is changing the face of business locally and globally, by developing business professionals with high standards of business ethics, professionalism, and deep knowledge of general management practices. LBS has been ranked every year, since 2007 by the Financial Times of London, among the top global providers of open enrolment executive education and in custom executive education since 2015. In its 2022 Executive Education ranking, Lagos Business ranked #1 in Africa and #41 worldwide. Established in 1991, LBS continues to provide high-quality business education amongst the world's best.

## The Lagos Business School Experience

*Developing responsible leaders for Africa and the world*

Education at LBS is comprehensive, drawing on the experiences of a multinational faculty and participants. Learning is participant-centred and uses the case study method. Activities hold on school's purpose-built facilities which serve more than 3,000 participants yearly from indigenous and multinational companies. LBS has a robust alumni association with more than 8,000 members.





## Our Accreditations



In 2016, LBS became the first institution in West Africa to be accredited by the Association to Advance Collegiate Schools of Business (AACSB).



LBS is the first tertiary institution in Nigeria to receive the ISO 9001:2015 certification which is a validation of the effectiveness of the Quality Management System used to deliver a superior participant learning experience.



LBS is accredited by the Association of MBAs (AMBA). This puts LBS amongst the exclusive group of only 2% of business schools in 70 countries to achieve this accreditation.

## Contact Us

Lagos Business School  
Lekki-Epe Expressway Ajah,  
Lagos, Nigeria  
+234 802 501 4623  
+234 708 609 5794  
exceedsales@lbs.edu.ng

Toba Olugosi  
+234 708 007 0553  
tolugosi@lbs.edu.ng

Janet Adeegbe  
+234 902 666 6643  
jadeegbe@lbs.edu.ng

Afolabi Oyewunmi  
+234 805 327 7706  
aoyewunmi@lbs.edu.ng

Oluwakemi Mfon-Bassey  
+234 808 672 6686  
omfon-bassey@lbs.edu.ng



**LAGOS  
BUSINESS  
SCHOOL**

---

**PAN-ATLANTIC UNIVERSITY**