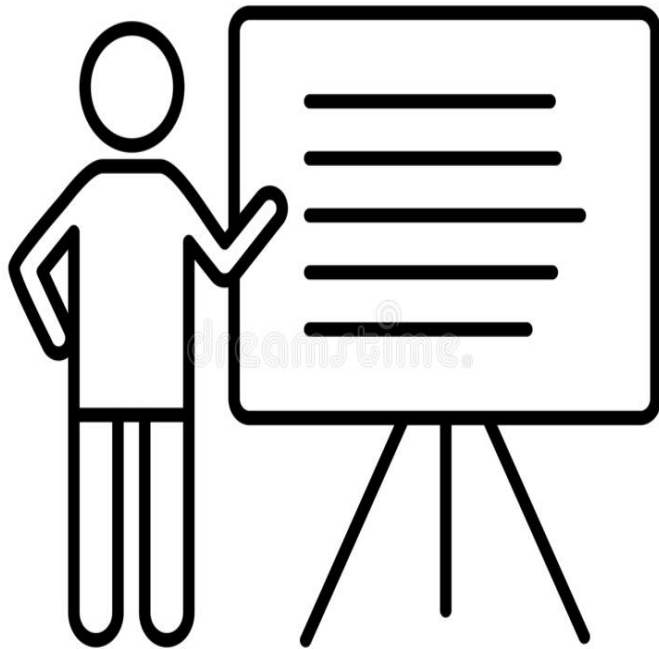


Digitalisation Toolkits for Greater Financial Inclusion Workshop

23rd – 25th June 2024



PRESENTATION OUTLINE



- Overview
- Analyze and understand the concept of entrepreneurial leadership
- Business Culture
- Basic principles AfCFTA
- How to qualify for Rules of Origins
- WTO-Technical Barriers to Trade (tbt)
- Understand the concept of business strategy formulation and implementation
- P-O-L-C Framework and Quality Management



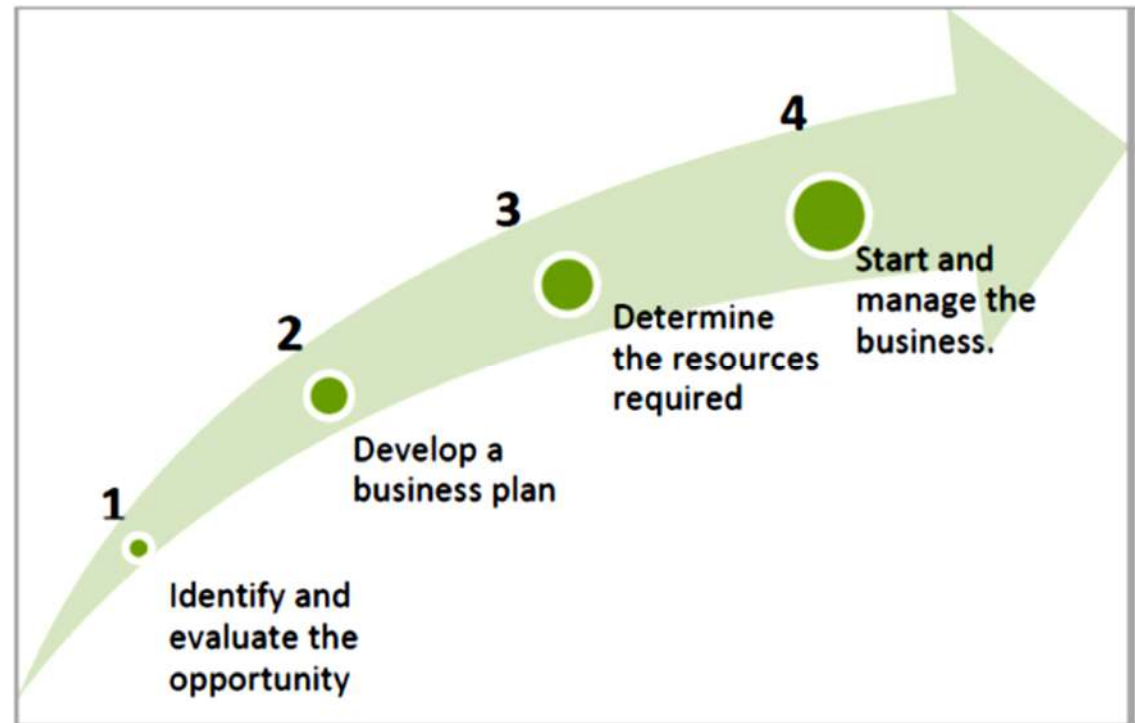
OVERVIEW



- Although it may be difficult to precisely define leadership given different perspectives to the concept, it is important to have a better understanding of what it means and learn how to become a leader or a more effective leader. To begin with, a leader is someone who has developed a group of followers.
- These followers have found something in that leader that encourages them to "get hooked and follow he or she." People tend to be attracted to leaders whose values are similar to their own.
- In fact, people tend to be attracted to leaders whose values are similar to theirs. He or she must be termed as a forceful and dynamic personality who leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures good climate in the organization; a person able to motivate subordinates and who, by persuasion, compulsion or example to others; succeeds in getting others to follow the leader's wishes.

CONCEPT OF THE ENTREPRENEURIAL PROCESS

The Entrepreneurial process includes the systematic steps required to create and implement a new business venture. This includes all the functions, activities, and actions associated with perceiving opportunities and creating organizations to pursue them.





CONCEPT OF BUSINESS LEADERSHIP



- A business is an entity whose main objective is to provide goods and/or services at a profit
- Business leadership is simply the ability to develop and utilize your positive leadership traits to guide the direction of your business instead of letting time and chance determine your course.
- Leadership can begin when you decide to be your life coach and live by a mission statement that reflects your values and life goals.



CONCEPT OF BUSINESS LEADERSHIP

- If you are looking to enhance your leadership capacity, one important strategy for guiding your growth is to create a personal leadership development plan.
- This type of plan can help you grow in your current role and further prepare you take to take up additional roles as you expand your sphere of operations.





CONCEPT OF BUSINESS LEADERSHIP



- To ensure continuous business success, entrepreneurial leadership development plan is important for sustained growth given the dynamic nature of the business environment in the country. This plan must include:
 - Core skills to be mastered
 - Experience gaps to close
 - New Strategic alliances to be built
 - Specific tasks to be delegated
 - Key action items to be completed
 - Key success indicators



BUILDING A BUSINESS CULTURE



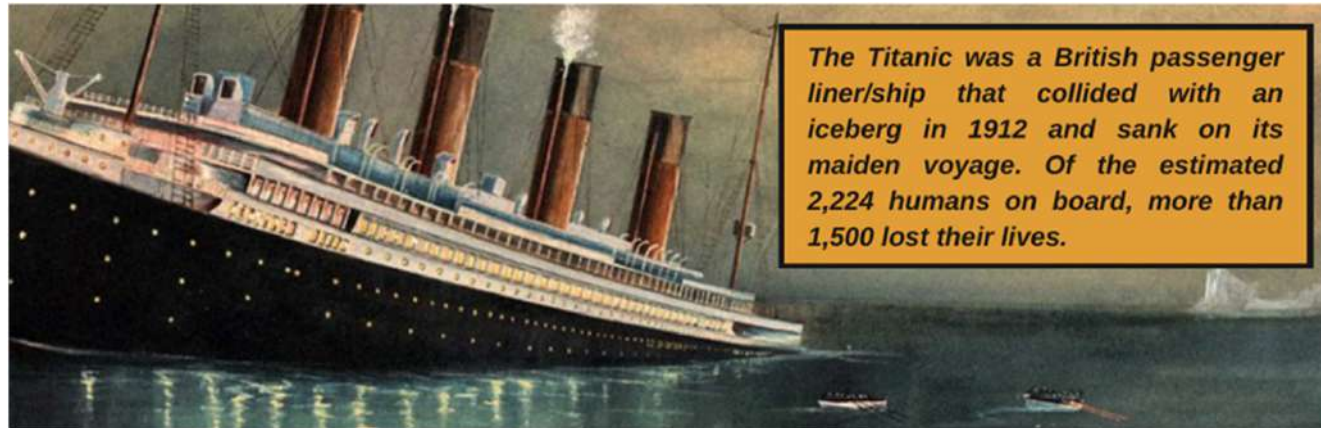
Whose Job is it ,Anyway?-Responsibilities at Workplace

This story is about four people named Everybody, Somebody, Anybody & Nobody

There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybodys' Job. Everybody thought Anybody could do it, but Nobody realised that Everybody would not do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have.

Poem by Charles Osgood

BUILDING A BUSINESS CULTURE



- Cultural change happens as a combination of top-down and bottom-up approaches. A company can develop extensive training programs and performance-driven incentives but have poor communication and thus fail to achieve results.
- To understand the importance of culture, let's reflect on the story of the Titanic

BUILDING A BUSINESS CULTURE

From the history of Titanic, here are the 4 mistakes made in the coordination of the ship's crew that we can learn:

The term Titanic syndrome is defined as a disease where businesses facing disruption create their own down fall through arrogance, and excessive attachment to the past, or an inability to recognize the new and emerging reality”.

THE 4 MISTAKES OF THE TITANIC

1. SOMEONE WITHOUT THE KNOWLEDGE IS NOT LISTENING TO THOSE THAT HAVE.



Do we listen to people? Have we created a culture where we steam ahead only looking at targets, ignoring the risks ahead even when our people try and tell us otherwise?

2. “BLINDING OVERCONFIDENCE”



The question was posed to one of the lookouts who survived the Titanic's sinking, what do you think could have prevented this accident? His answer was "If we had a pair of binoculars we definitely could have averted the iceberg, as we would have seen it in time to change course".

We need to look forward, not next week or next month but for the next two to three years, where is the market going both in terms of threats and in terms of opportunities?

3. RADIO OPERATORS



We all pride ourselves on our customer service, but sometimes we focus on the wrong thing, and in doing so we could be killing our businesses.

4. FIRST OFFICER MURDOCH



The lesson here is no matter how much we love our past success, and use those lessons, the reverse can so often be true, "past experience is all the rage until it destroys your business".

**we always look to blame the iceberg,
or in our world
it is the competitors, the government, the staff,
our suppliers etc.
It's always tempting to blame the iceberg,
but icebergs will come and go, again and again.**



BUILDING A BUSINESS CULTURE



The Iceberg Principle

The picture below shows only 10% of the iceberg above the water and 90% below the water. as with an iceberg, only its tip is visible while the bulk of it is below the water surface thus it is invisible.

But like an iceberg, the majority of what drives the behaviors within your organization is unseen and largely inaccessible, far below the surface of what anyone in your company consciously thinks about.





BUILDING A BUSINESS CULTURE

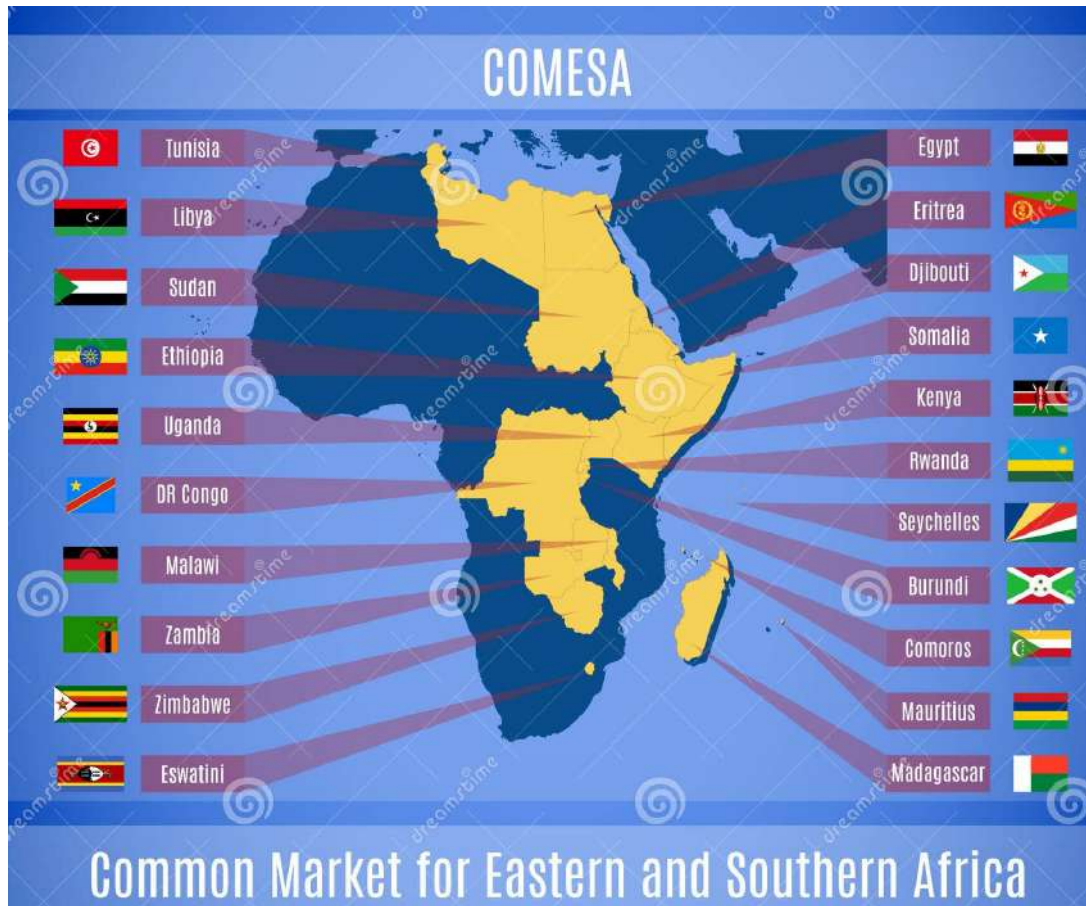


Let us Discuss this philosophy!!

The Business Leader who thinks like a farmer

- Don't shout at the crops
- Don't blame the crops for not growing fast enough
- Don't uproot crops before they have had a chance to grow
- Choose the best plants for the soil
- Irrigate and fertilise
- Remove Weeds
- Remember you will have good seasons and bad seasons -
You cannot control the weather be prepared for it.

REGIONAL TRADE AND BUSINESS FACILITATION



Regional trade refers to the exchange of goods, services, and commodities between countries or entities within a specific geographic region. This type of trade typically involves a group of neighboring or geographically proximate nations that have entered into trade agreements and arrangements to promote economic cooperation and the flow of goods and services among their Member States.



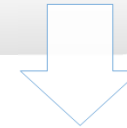
BENEFITS OF REGIONAL TRADE



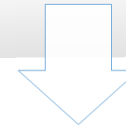
Economic Growth



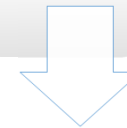
Diversification



Foreign Direct investment(FDI)



Reduced Trade barriers



Market access



THE AFRICAN CONTINENTAL FREE TRADE AGREEMENT (AFCFTA)



Principles:

The **AfCFTA** stands for the African Continental Free Trade Area. It is a trade agreement among African countries aimed at creating a single continental market for goods and services, promoting intra-African trade, and enhancing economic integration across the African continent.

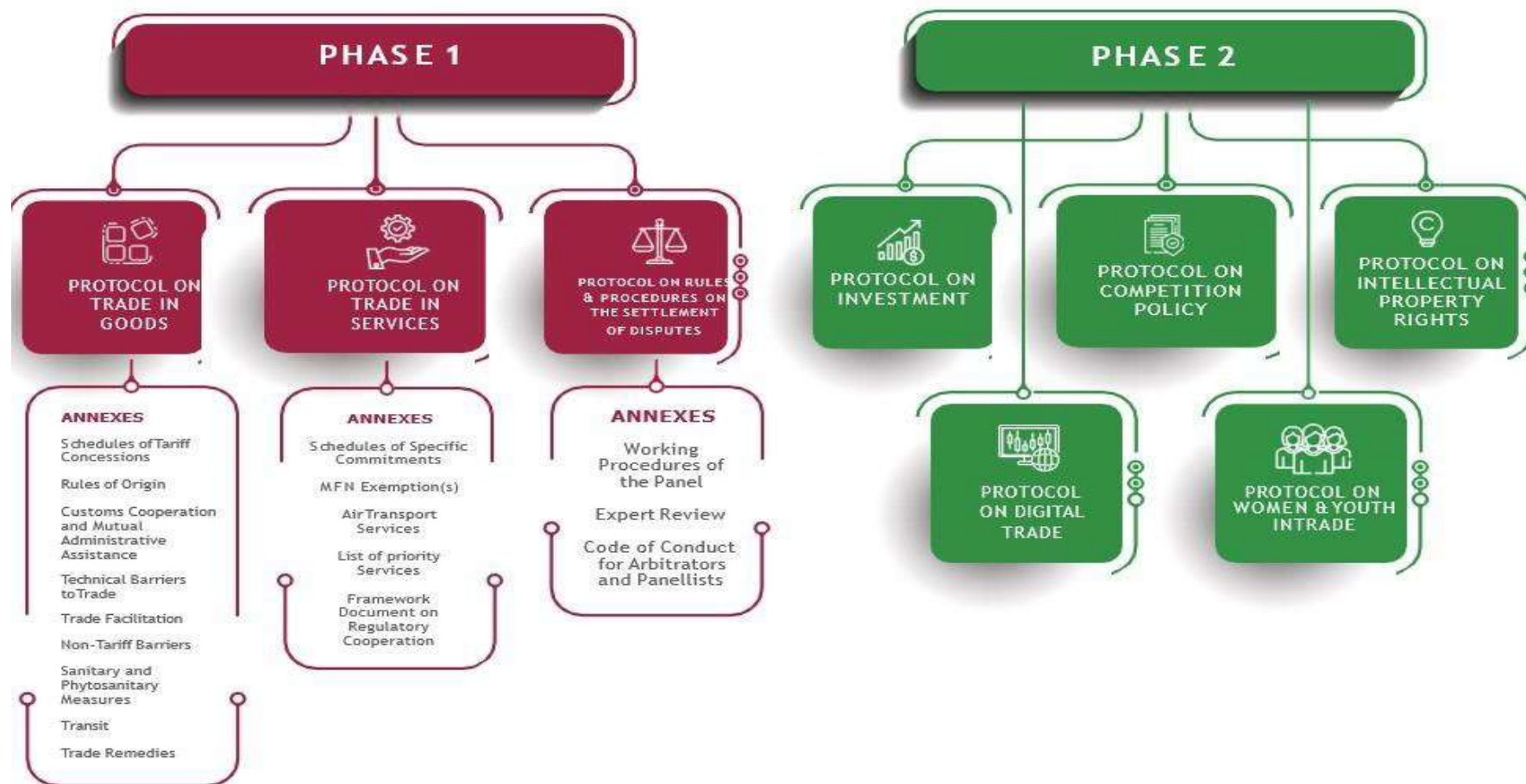
It is a flagship project of the African Union's Agenda 2063, a blueprint for attaining inclusive and sustainable development across the continent over the next 50 years.



AfCFTA
African Continental
Free Trade Area

THE AFCFTA

Agreement Establishing the AfCFTA





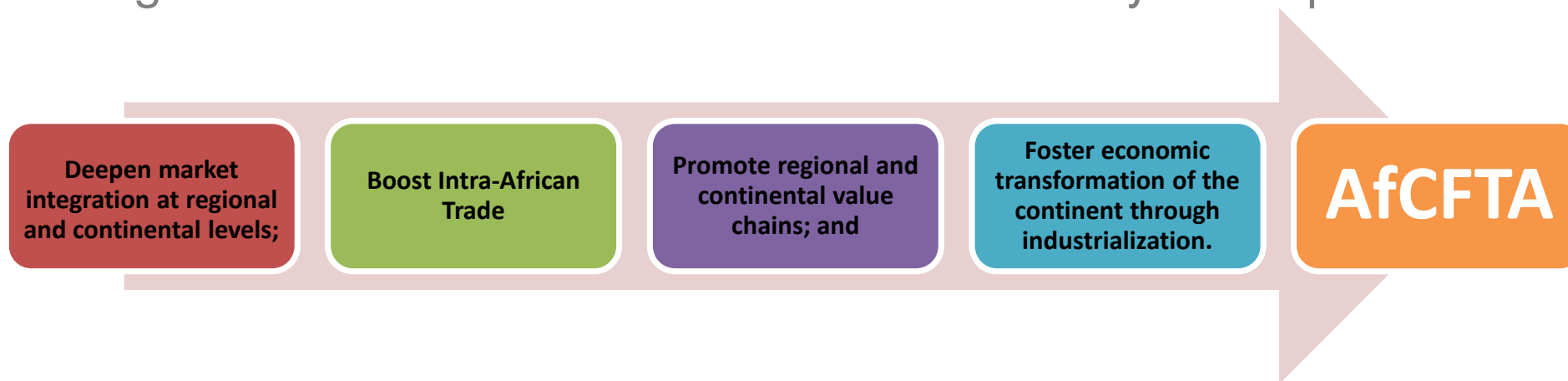
THE AFCFTA



Rules of Origin (RoO)

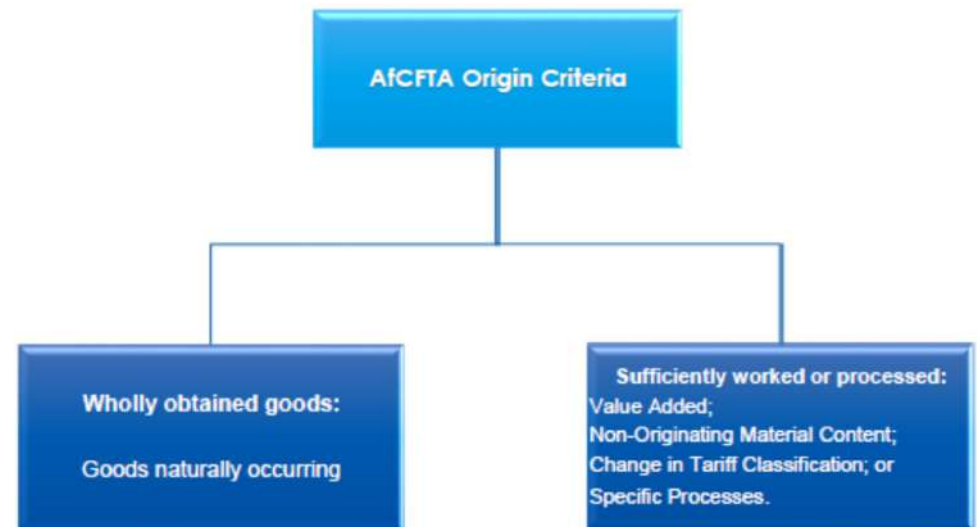
In order to appreciate the trade framework, Rules of Origin need to be understood. Rules of origin determine the eligibility of products for preferential trade agreements. They specify the criteria that must be met for a product to be considered as originating from a particular country.

Therefore, according to the AfCFTA, Rules of Origin are simply rules and regulations that determine economic nationality of the product.



Implementation of AfCFTA Rules of Origin (Origin Criteria (Art .4)

Article 4 of the AfCFTA Rules of Origin outlines the criteria that must be met for goods to qualify as originating from within the free trade area. These criteria are essential for determining the origin of goods and establishing eligibility for preferential tariff treatment within the AfCFTA.





THE AFCFTA



Implementation of AfCFTA Rules of Origin

1. Wholly Obtained Goods: Goods are considered as originating from within the AfCFTA if they are entirely produced or sourced within a member state. This means products made entirely from materials found within the AfCFTA region qualify.(Art 5)

- Example: Cotton grown, harvested, and processed into fabric in Egypt would be considered wholly obtained goods within the AfCFTA.

Implementation of AfCFTA Rules of Origin

- 1. Quiz:** A farmer from Egypt imports one week old chicks from another country. Are the eggs laid in Egypt by those chicken considered to be originating from Egypt?





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Implementation of AfCFTA Rules of Origin cont.

2.Substantial Transformation: Goods qualify as originating from within the AfCFTA if they undergo significant processing or transformation within a member state. This means the production process must significantly change the nature or properties of the goods.

- Example: Raw cocoa beans imported from Egypt undergo substantial transformation into chocolate bars in a factory in Zambia. The chocolate bars would then qualify as originating from within the AfCFTA.



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Implementation of AfCFTA Rules of Origin cont.

3. Specific Processing or Manufacturing Operations: Certain processing or manufacturing operations may confer origin on goods even if they don't meet the criteria of wholly obtained or substantial transformation. These operations add value to the goods.

- Example: Assembling electronic components from various countries into smartphones in Egypt. Even though the components are imported, the assembly process adds value, making the smartphones eligible for AfCFTA origin.



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Implementation of AfCFTA Rules of Origin cont.

4. Value Content Requirement: Some goods must meet a minimum value content requirement to qualify as originating from within the AfCFTA. This specifies the percentage of the final product's value that must come from within the free trade area.

- Example: A car manufactured in Egypt must have at least 60% of its value attributed to materials, processing, or labour from within the AfCFTA region to qualify for preferential tariffs.



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What businesses need to know to qualify ?

To qualify to implement the AfCFTA Rules of Origin, businesses need to understand and comply with the criteria set forth in the agreement. Here's what businesses need to know;

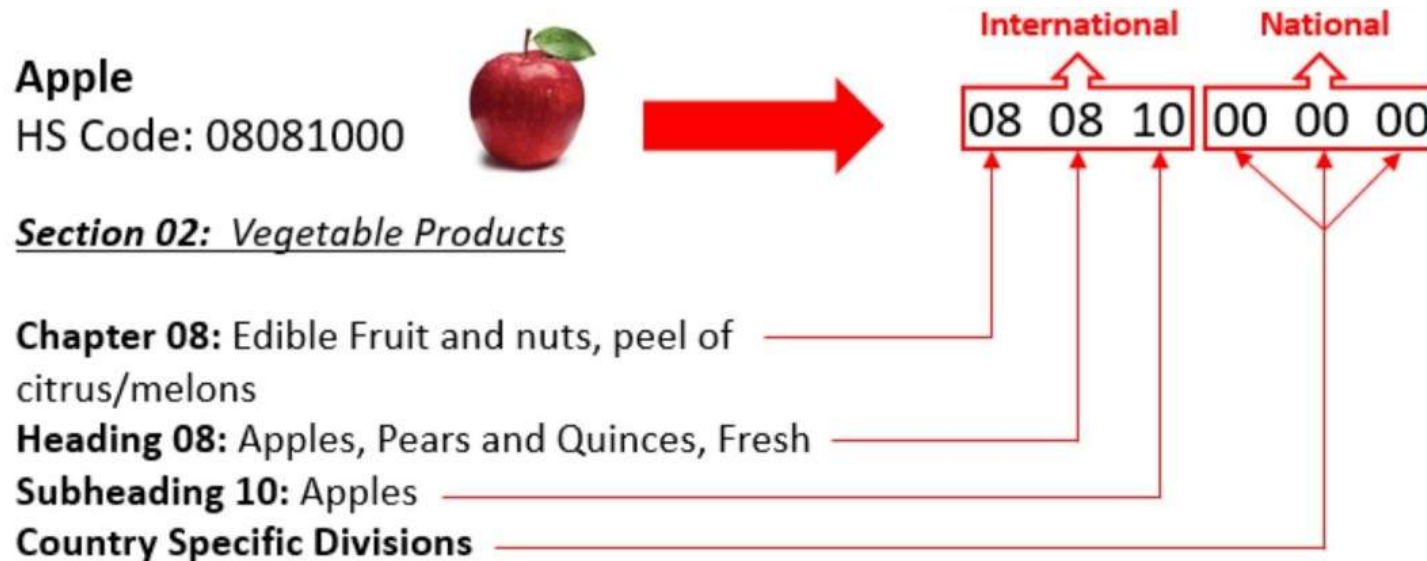




THE AfCFTA

- 1. Understanding the Rules of Origin:** Businesses must familiarize themselves with the Rules of Origin outlined in the AfCFTA agreement. This includes understanding the criteria for determining the origin of goods, such as wholly obtained, substantial transformation, specific processing operations, value content requirements, and change in tariff classification.

2. Product Classification: Businesses need to correctly classify their products according to the Harmonized System (HS) codes to determine their eligibility under the AfCFTA Rules of Origin. This involves identifying the appropriate tariff headings and subheadings for their products.



3.Documentation and Record-Keeping: Compliance with the Rules of Origin requires proper documentation and record-keeping. Businesses must maintain accurate records of the origin of materials used in production, manufacturing processes, and value-added activities. This documentation may include invoices, bills of lading, manufacturing records, and certificates of origin.

Certificate of Origin

A document with information on where a product was manufactured, assembled, and its destination.



The diagram shows a sample Certificate of Origin form with the following sections and labels:

- Exporter's details:** Points to the 'EXPORTER' section at the top left.
- Producer's details:** Points to the 'PRODUCER' section in the middle left.
- Description of good(s):** Points to the 'DESCRIPTION OF GOODS' section at the bottom left.
- Importer's details:** Points to the 'IMPORTER' section at the top right.
- Tariff classification numbers:** Points to the 'TARIFF CLASSIFICATION' section in the middle right.

The form itself includes fields for:

- Blanket Period (DD/MM/YYYY)
- FROM (EXPORTER)
- TO (IMPORTER)
- DESCRIPTION OF GOODS
- TARIFF CLASSIFICATION
- PRODUCER (NAME, ADDRESS, COUNTRY OF ORIGIN)
- NET WEIGHT
- NET COST
- Country of Origin

At the bottom, there is a section for 'AUTHORIZED SIGNATURE' with fields for Name, Title, and Date, and a section for 'COMMENTS'.

4. Supply Chain Management:

Businesses should assess their supply chains to ensure compliance with the Rules of Origin. This involves sourcing materials and components from within the AfCFTA region whenever possible to meet origin requirements. Collaboration with suppliers to obtain necessary documentation and ensure traceability of inputs is essential.



5. Value Addition and Processing:

Businesses should focus on value addition and processing activities that contribute to meeting the origin criteria under the AfCFTA. This may involve investing in manufacturing capabilities, technology upgrades, and skills development to enhance local processing and value addition.





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6. Compliance Verification: Businesses should be prepared for compliance verification procedures conducted by customs authorities to ensure adherence to the Rules of Origin. This may include audits, inspections, and verification of documentation to confirm the origin of goods.



THE AFCFTA

7. Continuous Monitoring and Adaptation: Businesses should stay informed about any updates or changes to the AfCFTA Rules of Origin and adjust their operations accordingly. This may involve ongoing monitoring of trade regulations, participation in training programs, and engagement with trade associations and government agencies.

THE AFCFTA

Proof of Origin for Qualifying Goods

Proof of origin is essential for demonstrating that goods qualify under the AfCFTA Rules of Origin and are eligible for preferential treatment within the free trade area:





THE AFCFTA

Proof of Origin for Qualifying Goods



Document	Description
Certificate of Origin (COO)	A Certificate of Origin is a document issued by a competent authority, such as a customs authority or chamber of commerce, certifying the origin of goods. It provides official confirmation that the goods meet the origin criteria specified in the AfCFTA agreement. The COO typically includes details such as the exporter's name and address, description of the goods, HS code, country of origin, and signature of the issuing authority.
Supplier's Declaration of Origin (SDO):	In some cases, businesses may provide a Supplier's Declaration of Origin as proof of origin for qualifying goods. This is a statement issued by the manufacturer, producer, or supplier of the goods declaring that they meet the origin criteria specified in the AfCFTA Rules of Origin. The SDO may be used for goods that are not subject to formal certification requirements or where self-certification is permitted.



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Proof of Origin for Qualifying Goods



Document	Description
Origin Declaration on Commercial Invoice:	For certain low-value shipments or transactions, an origin declaration included on the commercial invoice may serve as proof of origin. This is a statement by the exporter indicating the origin of the goods and certifying their eligibility for preferential treatment under the AfCFTA. The origin declaration should contain the necessary details required to demonstrate compliance with the Rules of Origin.
Manufacturing Records and Documentation:	Businesses may also maintain internal manufacturing records and documentation as proof of origin for qualifying goods. This includes records of production processes, sourcing of materials, value-added activities, and other relevant information that demonstrates compliance with the origin criteria specified in the AfCFTA agreement. These records may be subject to verification by customs authorities to confirm the origin of goods.
Electronic Verification Systems	In some cases, electronic verification systems may be used to authenticate the origin of goods and facilitate trade within the AfCFTA. These systems may include online platforms or databases maintained by customs authorities or trade facilitation agencies, where exporters can submit and verify the authenticity of origin-related documents.



THE AFRICAN CONTINENTAL FREE TRADE (AFCFTA)



Benefits of AfCFTA Rules of Origin



Job creation for women and youths as Domestic and target an Africa-FDIswide market;



Opportunity for MSMEs to enter Regional Value Chains;



Preferential Market Access (No Quotas; waived duties; competitive prices);



Reduced cost of doing business through self-certification by MSMEs (< USD5,000) and Approved Exporters.



WTO-TECHNICAL BARRIERS TO TRADE (TBT)



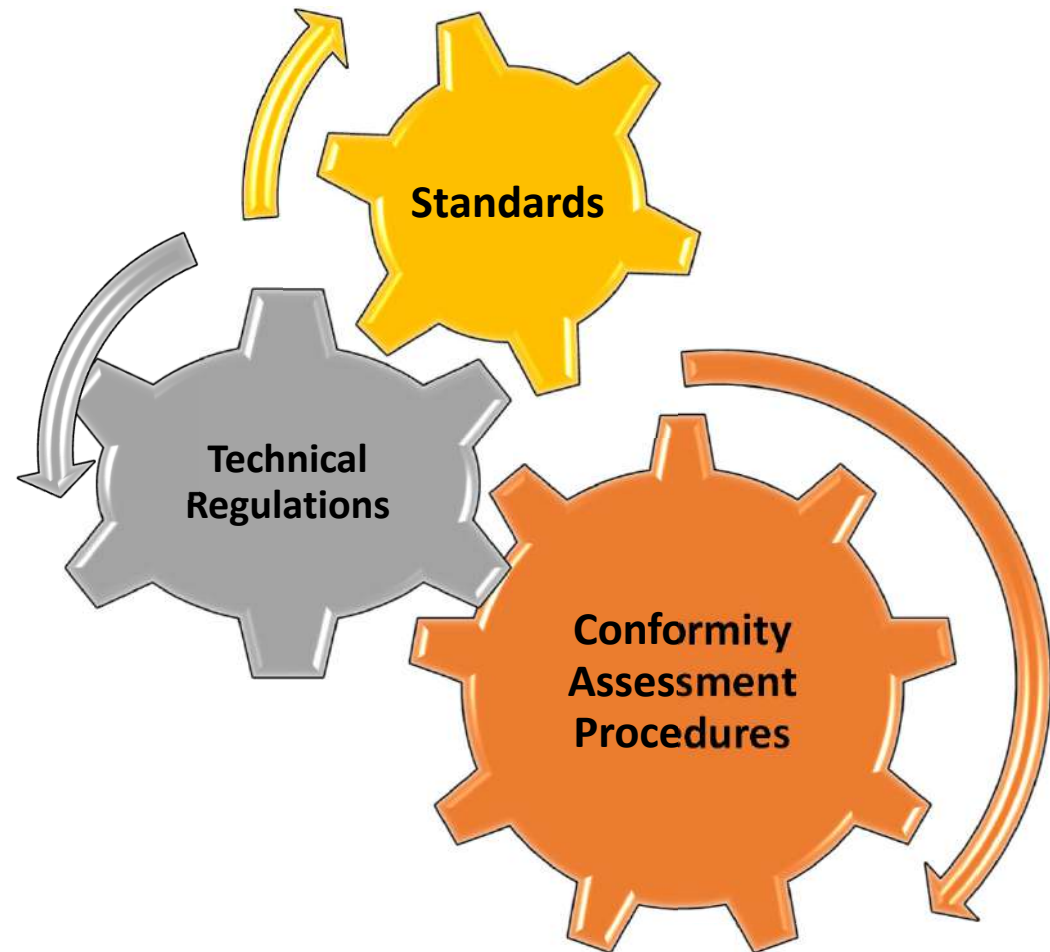
Principle

The WTO-Technical Barriers to Trade (TBT) Agreement was formulated and agreed to by all WTO members in 1994. Its objective is to address the technical non-tariff barriers, that can be created through the use of technical regulations, standards and conformity assessment procedures and which can be used arbitrarily by some countries in a discriminatory manner.

WTO-TECHNICAL BARRIERS TO TRADE (TBT)

Principle:

Governments and regulators in all countries need to protect their citizens against failures in the market system in order to protect human health and safety.





WTO-TECHNICAL BARRIERS TO TRADE (TBT)



Standards	Technical Regulations	Conformity Assessment Procedures
Document approved by a recognized body that provides guidelines or characteristics for products or related processes and production methods, with which compliance is not mandatory	Document which lays down product characteristics or their related processes and production methods, including the applicable Administrative provisions, with which compliance is mandatory.	Any procedure used, directly or indirectly, to determine that relevant requirements in technical regulations or standards are fulfilled. They include procedures for sampling, testing and inspection; evaluation, verification and assurance of conformity; and registration, accreditation and approval.



UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION

Formulation and Strategy Implementation are the two most important phases of strategic management process. Strategy Formulation means crafting a combination of strategies and picking out the best one to achieve the organizational goals and business objectives and thereby reaching the vision of the organization. It involves several steps which are performed in chronological order.

Following are the main steps in implementing a strategy:

- Disbursement of adequate resources to strategy-essential activities.
- Creating strategy-encouraging policies.
- Employing best policies and programs for continuous improvement.
- Linking reward structure to accomplishment of results.
- Making use of strategic leadership.

UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION

Basis for Comparison	Strategy Formulation	Strategy Implementation
Meaning	Refers to the preparation of a well thought strategy, that helps in the achievement of organizational goals	Means to bring the formulated strategy into action.
Process type	Logical or conceptual	Operational
Mode	Effectiveness	Efficiency
Action	Top Management	Operational Management
Orientation	Planning	Execution
Requirement	Analytical skills	Functional or operational skills

UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION

Strategic management is a continuous process that appraises the business and industries in which the organization is involved; appraises its competitors; and fixes goals to meet all the present and future competitor's and then reassesses each strategy.





UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION



The Balanced Score Card a strategy performance management tool – a well-structured report, that can be used by business managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions. The phrase 'balanced scorecard' primarily refers to a performance management report used by a management team, and typically this team is focused on managing the implementation of a strategy or operational activities. An example of a balanced score card is shown below.

UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION





UNDERSTANDING BUSINESS STRATEGIC FORMULATION & IMPLEMENTATION



Perspective	Objectives	Goals	Indicators	Initiatives
Financial	To increase sales and optimize on costs	15% Increase in net sales and 10% decrease in operating costs	Financial Statements Sales Reports	Negotiate with suppliers of raw materials
Customer	To be a reference for a variety of products	Increase in launching new products every quarter by 10%	Number of new products launched per quarter	Constitute an Innovation and development Unit
Internal Process	Comply to ISO 9001 requirements and good manufacturing practices (cGMP)	To acquire ISO 9001:2015 Management System Certification and Product certification	Gap Analysis Report Audit Reports CAPA Plans Certificates	Constitute Quality Assurance Steering committee
Learning & Growth	To have highly knowledgeable and competent work force in product development	Acquire Skills and technologies in product development and research	Number of trainings by type Updated Competence Matrix	Sign MoU with NSB and for partnerships in QA trainings and collaborations.

The principles of management act as guidelines which managers can use to tackle business challenges. These principles have been categorized into four major functions; Planning, Organizing, Leading and Controlling. Popularly known as the **P-O-L-C framework**.

Management Concepts & Framework (P-O-L-C)

The 4 functions of management





P-O-L-C FRAMEWORK (THE CONTROLLING FUNCTION)



Control can also be referred to as methods and mechanisms used to ensure that behaviors and performance conform to an organization's objectives, plans and standards.

- ❑ There are two **major prerequisites** that must be in place before any manager can come up with systems of control;
 - **Plans**-in order for a manager to determine whether their organizational unit is accomplishing what is desired and expected, they have to know what is expected
 - **Organization structure** - control of activities operates through people. Hence, important that responsibilities are clearly defined
- ❑ There are two types of organizational controls:
 - **Preventive controls** – are intended to reduce errors and thereby minimize the need for corrective action. Rules and procedures are examples of preventive controls.
 - **Corrective controls** – are intended to change unwanted behaviours and make performance conform to established standards or rules.



QUALITY MANAGEMENT AS AN ENABLER IN ACHIEVING BUSINESS GOALS



- One of the most important issues that organizations have focused on in the recent past has been quality.
- Quality has become widely regarded as a key ingredient for success in a competitive environment.
- When everything else is equal in competition, Quality provides that additional winning edge.
- Most organizations recognize this fact and are willing to dedicate their efforts and resources to achieve quality.



QUALITY MANAGEMENT AS AN ENABLER IN ACHIEVING BUSINESS GOALS



Quality Management System (QMS)

A formalized system that documents processes, procedures, and responsibilities for achieving quality policies and objectives. A QMS helps to coordinate and direct an organization's activities to meet customer and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

Implementation of QMS is based on International Standards such as ISO 9001:2015 and adoption and integration of business processes provides for continual improvement and consistent provision of products and services that meet customer requirements.

QUALITY MANAGEMENT AS AN ENABLER IN ACHIEVING BUSINESS GOALS





QUALITY MANAGEMENT AS AN ENABLER IN ACHIEVING BUSINESS GOALS



Benefits of a QMS Model

Quality management systems serve many purposes, including:

- Improving processes/Operational efficiency
- Facilitating and identifying training opportunities
- Engaging staff
- Compliance to regulatory requirements
- Product & Service improvement
- Risk management
- Supplier requirements
- Customer focus



QUALITY MANAGEMENT AS AN ENABLER IN ACHIEVING BUSINESS GOALS

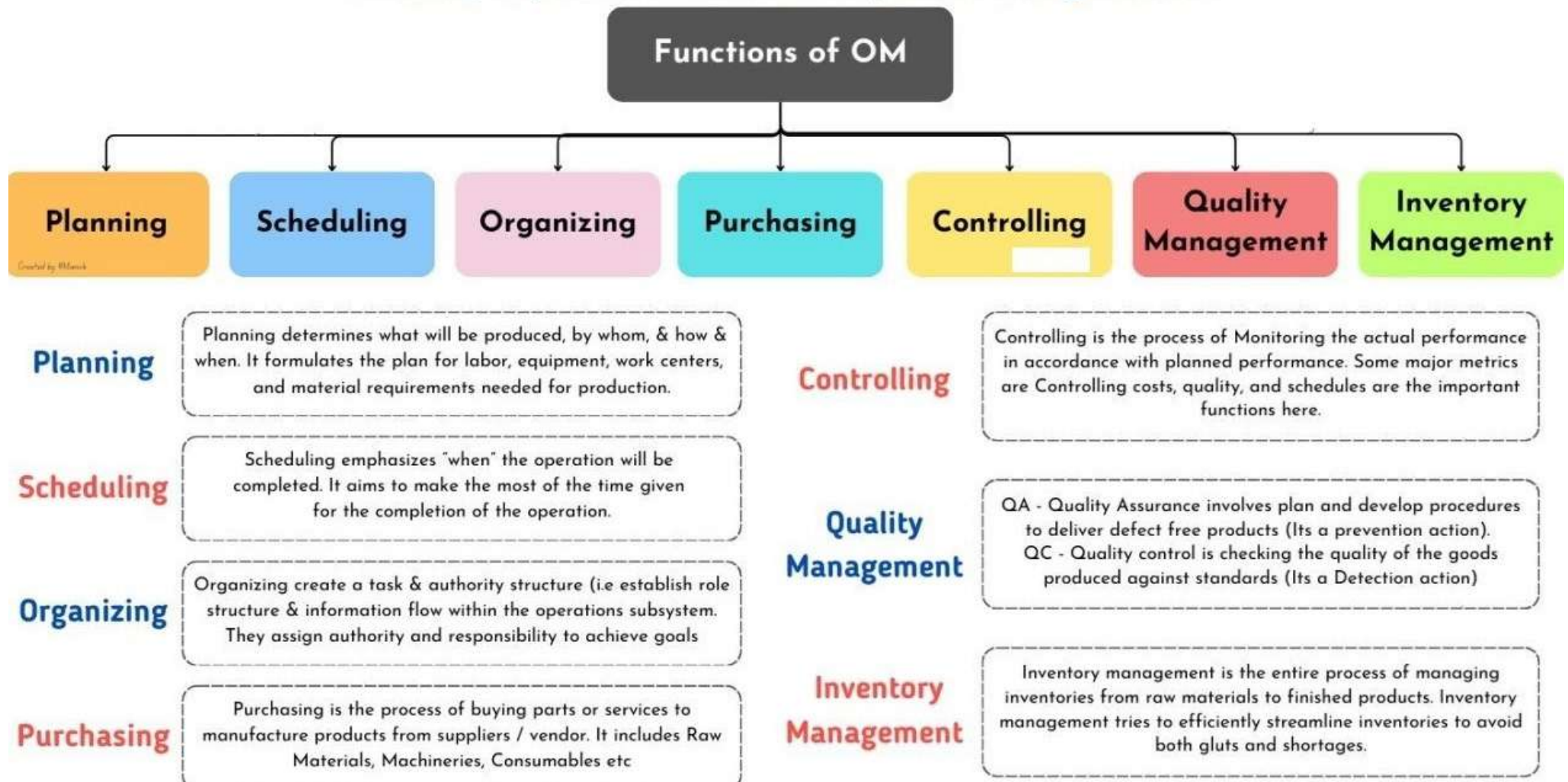


Understanding Quality

- An organization focused on quality promotes a culture that results in the Behaviour, attitudes, activities and processes that deliver value through fulfilling the needs and expectations of customers and other relevant interested parties.
- Definition of Quality ;
 - Meeting stated requirements of the Customer
 - Fitness for purpose
 - Characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

Operations Management(OM)Process Overview

Operations management (OM) is the administration of business practices to create the highest level of efficiency possible within an organization. It is concerned with converting materials and labor into goods and services as efficiently as possible to maximize the profit of an organization.



4 Theories of Modern Operations Management

Business Process Re-Design

BPR focused on analyzing & designing workflow & business processes within a company. The goal of BPR is to help companies dramatically restructure the organization by designing the business process from ground up.

Six Sigma

Six Sigma is an problem solving & process improvement approach that focuses on quality. The word "six" references the control limits, which are placed at six standard deviations from the normal distribution mean.

Lean Manufacturing

Its a systematic elimination of waste within the manufacturing process. This theory sees resource use for any reason other than value creation for customers as wasteful and seeks to eliminate wasteful resource expenditures as much as possible.

Reconfigurable manufacturing system

RMS designed to incorporate accelerated change in structure, hardware, software components. It allows systems to adjust rapidly to the capacity to which they can continue production & how efficiently they function in response to market or intrinsic system changes.

Key Skills of OM

- Technical expertise
- Organizational ability
- Motivational prowess
- Analytical aptitude
- Decision-making proficiency
- Ability to maintain quality standards
- Problem Solving
- Process Improvement

Major KPI's of OM

Efficiency metrics

- Production yield
- OEE
- Cycle time & Throughput

Financial Metrics

- Gross profit, Net profit
- Revenue, Administrative costs
- Net profit margin

OTD metrics

- On-time delivery performance
- Order fill rate
- Perfect order index (POI)

Inventory Mgt. metrics

- Inventory turnover ratio
- Stock out rate
- Days of inventory on hand

Quality metrics

- Defect rate
- First pass yield (FPY)
- Customer reject rate

Important Objectives



Increase OTD to customer



High Product Quality



Demand - Production Matching



Real Time Information



Reduce Inventory Cost



Improving Business Profits



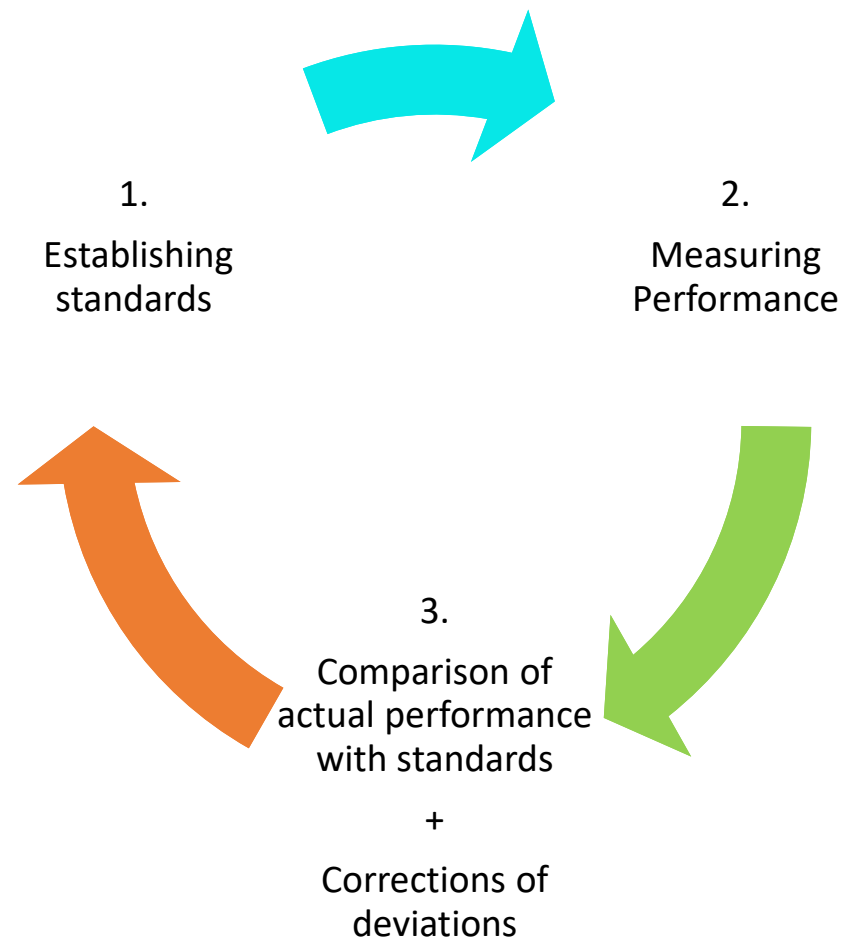
SOURCES OF CONTROL



Four primary sources of control in most organizations:

- **Stakeholder control** –pressure from outside sources, such as customers, governmental agencies, stockholder, or banks, on organizations to change their behaviours.
- **Organisational control** –a company's formal strategies and mechanisms for pursuing its objectives. Examples include rules, standards, budgets and audits.
- **Group control** –norms and values that group members share and maintain through rewards and punishments.
- **Individual self-control** - control mechanisms operating consciously or unconsciously within each person.

STEPS IN CONTROL PROCESS





CONCLUSION

- Business Management is a vital and an indispensable element in every organization for it to run smoothly and profitably
- Therefore , it is critical for every organization to understand its structure and puts in place necessary Business Management Processes for its success



LEADING WITH INNOVATION AND CHANGE



In today's constantly changing world, change and innovation play an extremely important role within any organization. New technologies like faster software and hardware and improved manufacturing systems are increasing production and changing the way we do business across the globe.

There are multiple elements when dealing with innovation and change within an organization.

The first element is how an organization can change successfully which consists of the steps that are needed and the process that makes change happen.



LEADING WITH INNOVATION AND CHANGE



The next element is technological change, which is how organizations adapt and implement new technology. From new technology, organizations come up with our next element, new products and services. As these organizations become larger and larger there is the need for strategy and structure change as well as cultural changes. These two elements often go hand in hand and can be some of the most difficult to change.



LEADING WITH INNOVATION AND CHANGE



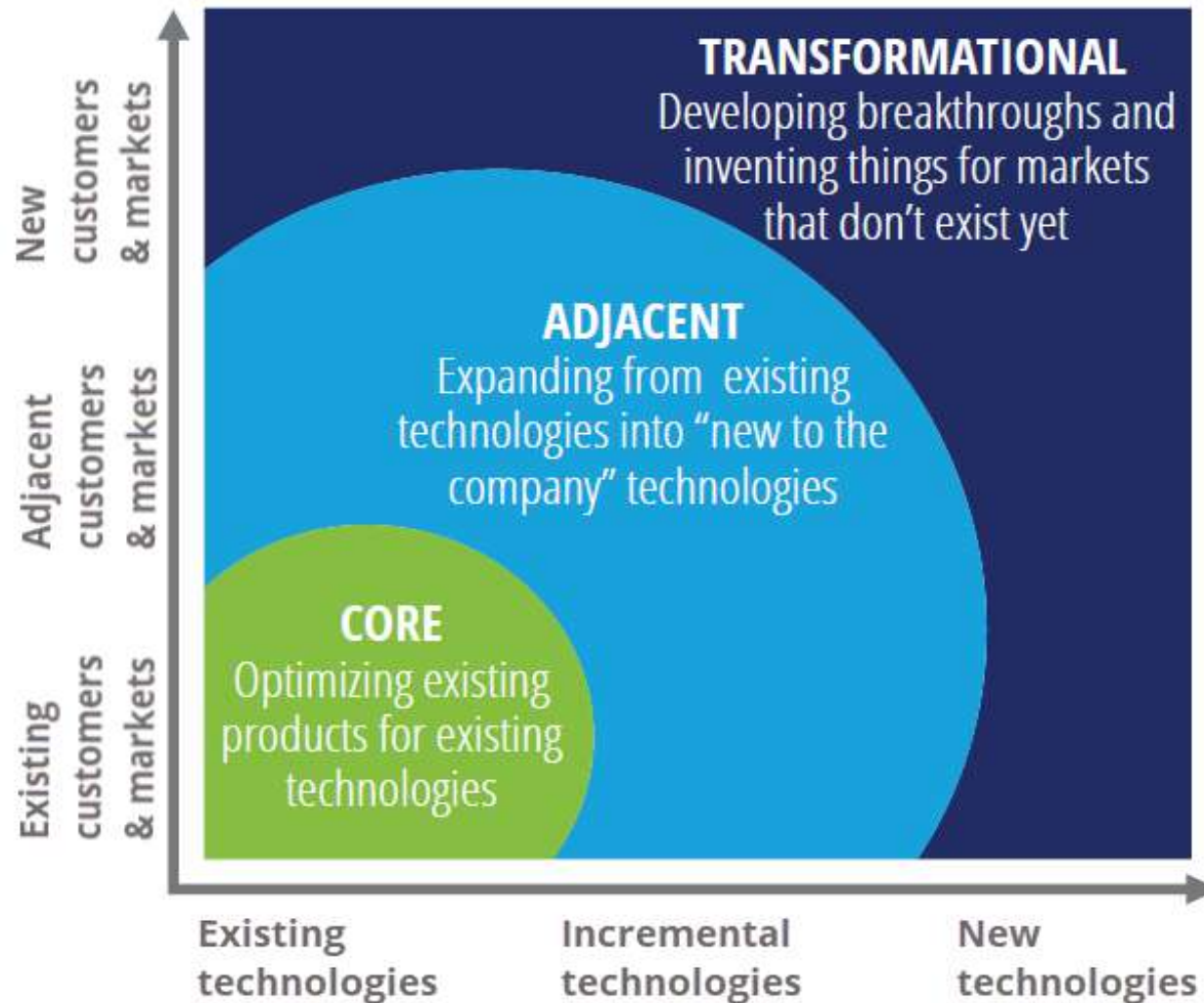
What caused the downfall of Nokia?

The company could not stay afloat when Apple entered the industry with iPhone, which revolutionized the smartphone industry for good. The failure of Nokia was primarily a result of **poor marketing strategies, rapidly changing consumer preferences, and technological advancement**

NOKIA
Connecting People



LEADING WITH INNOVATION AND CHANGE





CONCLUSION



There is no single "best way" to lead, and there is substantial repetitive advice offered by vast armies of leadership consultants. In the end, however, each leader must develop his or her style, based upon values, experiences, and mission to formulate leadership skills that build on the foundation of his or her existing strengths.



Thank You.