

Revised Edition

Making Change Happen

PARTNERING TO BUILD NIGERIA



The Life of
Dick Kramer with
Contributions from
80+ Nation Builders
on How to Make Change
Happen in Nigeria

EDITED BY:

Ifueko M. Omoigui Okauru, MFR

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Call - +234 809 111 4809
Email address: info@storytellerservices.com

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This book is dedicated to everyone committed to making change happen in Nigeria in commemoration of the 80th birthday of Dick Kramer on June 20, 2014.

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This book would not have been possible without the support of people too many to mention. Let me however specifically thank Dick (Richard L. Kramer) for giving us the opportunity to write this book and for his guidance and direction; Wanda, Jim, Cliff, Kirk, Tom, John and Anne for creating the time to contribute to this book and for their gift of Dick to Nigeria; my bosses, friends and colleagues who have made significant contributions to the development of Nigeria and who despite their busy schedules and the short notice they were given, shared their personal stories; Pascal G. Dozie, for not only being one of the contributors but also for writing the foreword; staff and alumni of KPMG Professional Services Nigeria, Accenture Nigeria and African Capital Alliance, for providing the financial support for this important project; Roli Pogoson, Ezekiel Uvoh, Marie- Therese Phido and Olakunle Kasumu who worked with me as a team to ensure this book became a reality.

Ifueko M. Omoigui Okauru, MFR

FOREWORD

Even though one can say that *Making Change Happen* is in many ways a book about Dick Kramer, the reality is that it is difficult to give the book an all-embracing description that can encapsulate its issues or subject matter.

While it is an autobiographical chronicle by Dick and Wanda, attested to by their immediate family members and a carefully selected group of over eighty people, who in speaking of how Dick impacted their lives, also gave autobiographical synopsis of themselves, the book explores other issues.

Dick speaks of the need to build an 'Oasis of Sanity' all around us so one can equally think of this book as a veritable guide and document that provides examples of several oases. The various experiences given, show us realms of possibilities. Seen in this light, the book becomes an inspirational compendium in that it illustrates how, even in a country where integrity and honesty seem to be on wanning, building 'an oasis of sanity' has been done by some and can be done by those who wish to.

Building an oasis of sanity is a continuous and lifetime struggle against the urge of short-circuiting the system for selfish objectives and it requires strong will, courage and determination. It also requires great patience, single-mindedness and the desire

to do what is right always and everywhere. In a country with so much socio-economic bottlenecks, this seems daunting but we now know it can be done and should be done, but how?

The numerous suggestions proposed by all the contributors to this book as to what could make Nigeria realize its greatness among other successful nations provide the answer if only a few of them can be meticulously implemented with rigor.

There is a lot to learn from this singular effort to document the inspiring lives of the Kramers (Dick & Wanda) and their 'sojourn' in Nigeria since the late seventies. This is indeed an 'always-by-my-side' book which can help with how to build a successful marriage; develop strong partnerships; raise a family of independent yet interdependent people; manage great success; hone professional competence devoid of ego; build a great nation and so on.

I wonder if those who decided on this project ever imagined that the outcome could be this great and life-impacting book. My gratitude goes to them.

My gratitude also goes to all those who contributed to this magnificent book. They have succeeded in producing a masterpiece about the life of such a magnificent personality - our one and only Dick Kramer.

Pascal G. Dozie

June, 2014

PROLOGUE

This book is first and foremost about the incredible story of Dick Kramer, an iconic business philosopher, pioneer, philanthropist and one of the leading contributors to Nigeria's economic advancement post-independence. It is a story told by Dick himself and different contributors (nation builders), who range from his business acquaintances and colleagues, to friends and family members.

This revised edition of *Making Change Happen* (originally published in 2014 in commemoration of Dick's 80th birthday on June 20, 2014), includes contributions from a few more nation builders, a different cover design and significant editing to rectify distinct errors in the first edition. Much have happened in two years since this book was first published and every personality included in it has changed one way or another. For instance, Okey Enelamah has been called into public service as Nigeria's minister of industry, trade and investments; Udoma Udo Udoma has been appointed as the minister of budget and national planning; Omobola Johnson has left government and is now playing important private sector roles including functioning as a lead partner with London based venture capital firm, TLcom; and Wanda Kramer's mum, Lena Anderson, sadly passed on in 2015. This revised edition attempts to reflect some

of these changes. However, the core of the initial edition has been carefully left unaltered, making the book retain its focus on, apart from telling Dick's story, the experiences, thoughts and ideas of various people doing things to make change happen in Nigeria.

The pages that follow contain personally narrated introductions by some of the most accomplished and committed nation building partners who have all related to Dick over the last few decades and have made significant contributions to the development of the Nigerian Economy. Each one of them not only tells Dick's story but also shares personal success stories, experiences with Dick and thoughts on how best to make change happen in Nigeria, a country that has suffered the burden of unrealized potential. From consulting to business and social entrepreneurship, these nation builders reveal just how much Nigeria is capable of contributing to global economic advancement. One of the reasons for this angle is that Dick's passion for Nigeria is easily discernable when you get to know him. His belief that Nigeria can be transformed when stakeholders take responsibility and partner to build it, quickly grows on anyone who associates with him.

Also, in telling Dick's and their own stories, the contributors help to preserve parts of Nigeria's contemporary history. From almost every contribution, you will gain insights into how a number of important organizations, ventures, businesses, social initiatives and relationships were started. You will read about how establishments were turned around and developed.

You will gain insights into why some public initiatives failed or succeeded and you will get to know more about the roles of individuals in national development.

Perhaps no other single volume has ever provided us with the accumulated thoughts and ideas of some of the most brilliant minds Nigeria has ever produced, on what the country's key priorities should be and how it can realize its economic potential.

Young people can also learn from this book. Each contributor offered an idea, a lesson or a counsel for future leaders. If I were to be twenty one again, this would be a book I would constantly read to find wisdom for career and life success.

Finally, the contributions of Dick's family members to this book, point us to a most significant lesson Dick spends much of his time advancing: that family is key. No matter how much we are willing to give of ourselves to our careers and ambitions, we must value family and we must recognize it as where the tedious work of nation building begins.

I hope you will find this book enjoyable and I hope it will inspire you to become a significant partner in nation building.

Ifueko M. Omoigui Okauru, MFR

PART I

DICK AND WANDA KRAMER'S
JOURNEY

CHAPTER 1
OUR JOURNEY

BY DICK KRAMER

It is difficult to personalize what has been a lifetime of teamwork with numerous outstanding leaders. The achievements have been many and the specific credit impossible to assign. Hence, the story is that right-minded people working together in teams on objectives beyond their self-interests can achieve great results in many areas of life including marriage.

This is why I have twisted the arm of the love of my life, Wanda, to also tell our story in the more human and interesting way that

only she can do. We have both worked hard as partners for over six decades. I may have earned most of the living but Wanda has made living worthwhile; for us.

I will write about my background, the early Andersen years before coming to Nigeria, the story about Andersen in Nigeria with the other activities I had been engaged in and the story of African Capital Alliance to date; and, finally, I will conclude on thoughts about Nigeria – past, present and future. I have included the Mission Statement of Arthur Andersen, since that great firm strongly shaped my life along with that of many outstanding Nigerians. Wanda will add the more interesting details of our wonderful partnership in marriage.

A. The Early Years

Wanda and I are products of the strong pioneer families who built vibrant communities throughout rural America. This process was the main American story of the 19th and 20th Centuries as expansion proceeded from the East to the West Coast. Each generation started the cities, schools, churches, infrastructure, and both private and public sector institutions, which are the bedrock of the American society today.

It was about 1900 when our European immigrant grandparents homesteaded (settled) in Southwest Kansas as farmers on previously uncultivated prairie land. Our parents continued their startup work. A few, including my father and mother, went on to university, and then returned home to establish schools,

professions, businesses, trades and public services.

My father became a lawyer and my mother a schoolteacher. Both played key leadership roles throughout the local and Kansas societies. They particularly helped establish and lead activities focused on the younger generations such as school, church, scouting, agriculture, sports, cultural, social and other community activities. They literally built the environment in which we children grew up and thrived. We could not have had better examples and role models to follow.

Our parents and grandparents prospered despite difficult times. They lived through two World Wars, the Great Depression and, for Southwest Kansas, years of drought and Dust Bowl. Their hard work ethic, deeply religious beliefs, mindset of saving and investing for the future, honest and good citizenship behavior and belief in community service, literally also shaped our values and habits. The discovery of a major natural gas field in the 1930's also shaped my father's law practice and the entire economy of Southwest Kansas, as it brought additional activities and prosperity to an agriculture environment.

Wanda and I were both born in 1934 and literally grew up together through common interests in schooling, church and multiple youth activities. Both of us were good students and participated typically in leadership roles in a wide range of church, sports, scouting, and other activities. Both of us worked as teenagers – I on the family farm and Wanda in village shops, as well as doing family chores.

Due to my parents' strong leadership and oversight of youth activities, it is no exaggeration to say they fell in love with Wanda almost as soon and just as deeply as I did. This led to early approval of marriage before we both left home for Kansas University (KU) – I to study law and Wanda to study education.

My interest soon shifted to accounting and business management. I graduated from KU with a degree in business administration in 1956 and passed the Certified Public Accounting (CPA) Examination. I immediately pursued an MBA at Harvard Business School (1958). Wanda's career was delayed with the arrival of Cliff (1952) and Kirk (1955) but was continued at Colorado University after I joined the new Arthur Andersen (AA) office in Denver, Colorado.

Wanda graduated in 1960 with an education degree and pursued her education career by teaching everywhere we went for over forty years. Since she taught in the same schools our sons attended, Wanda was, in fact, the family 'glue' that made sure our sons turned out well.

My choice of AA was based on strong recommendations by KU and Harvard Business School (HBS) professors. Denver was selected because it was a new office and heavily oriented towards oil and gas. Audit and consulting experience in literally all aspects of that industry (upstream, midstream and downstream) led to a consulting project in Kuwait in 1964/5, which triggered an overseas career.

AA's deep commitment to building best international practices based on the best nationals and best professional techniques and governance were the prime reasons for my choosing an international career from 1967 to retirement in 1994. We were initially based in Argentina to help set up the AA consulting practice in Latin America (1967-1974). Both Kuwait and Argentina introduced the entire family to international travels, new cultures and languages, and expatriate life. This led to deep exposure in training and development of nationals in many diverse countries.

We were based in Buenos Aires (1967-1974), Brussels (1974-1978) and moved to Lagos (1978 to date). In each location, I was able to help build these practices in Argentina, Benelux and Nigeria, then turn them over to the exceptional nationals we had helped to develop. Part of my time also was dedicated to the firm's Middle East and Indian practices. This AA experience helped develop the deep belief that working with the best people and applying the best practices over the long term will eventually create success in any nation.

Fortunately in 1994, as I neared retirement in Nigeria, many activities (narrated briefly later) combined to convince us to continue working here. Many priorities involved nation building and then culminated in establishing African Capital Alliance in 1997, as Nigeria's leading private equity firm, together with partners I had worked with closely in the past. This work has been the major interest since 1997 and I also created time and space to continue a number of other activities which merit later mention.

These Nigerian activities are best thought of as community service, or even nation building. The early stages built on previous family and AA experiences grew through close relationships with outstanding, like-minded Nigerians and expatriates (literally too many to mention).

Early work with Pascal Dozie (initially Business International) and Chief Ernest Shonekan (Enabling Environment Forum and Harvard Business School Association of Nigeria) convinced me that creating an enabling environment and investment climate for Nigeria were long-term keys to success.

These beliefs were further nurtured by the work to start the Harvard Business School Association of Nigeria (HBSAN) and to strengthen the Nigerian-American Chamber of Commerce (NACC). Both provided the base for helping establish Lagos Business School/Pan Atlantic University, Nigerian Economic Summit Group (NESG), American Business Council (ABC) and the Vision 2010 Project. These were key examples that demonstrate how good leadership with dedicated people will lead to building strong institutions and developing future leaders capable of moving Nigeria to reach its global potential as a great nation.

Since later sections of this book will comment in-depth on my Nigerian experience, it is best here to focus on a few personal beliefs, deeply held values, and a few personal views on life.

Wanda and I have been blessed by and with strong families that are anchored on deeply held religious and lifetime beliefs. We

believe family comes first and family support must be counted on. Education, lifetime learning and planning for the future, therefore, are number one family priorities.

Hard work and good work habits must be a given, with no exceptions permitted. Strong ethical values and strong family creeds are imperative to live by. Fundamental to outcomes for a family is a strong commitment to leaving our community better than we found it. Hence, personal and family values are aligned with community service and ultimately nation building.

This way is partly religious but it goes beyond any single religion to simply try to leave the world better than we found it wherever we are and in whatever we do. Our parents walked their talk and expected us to do likewise. We have since met and worked with many others who share this calling and practice it for the good of mankind.

The Andersen years entrenched these views even more deeply and far more broadly. The first two Andersen Managing Partners – Arthur Andersen and Leonard Spacek – entrenched the philosophy of not only being the best accounting and consulting firm but also helping the professions practice at the highest standards with our clients succeeding in their businesses based on best governance practices, and deep commitment to building the communities and nations in which we practiced.

As we went global, the Andersen way included hiring, training and admitting the best nationals to partnership in a single global firm. This one firm concept literally distinguished AA from all

the rest of the accounting and consulting firms as it had risen to the top of these professions by the time of my retirement. We lived by best principles and practices during my time with AA and this deeply influenced my Nigerian experience as well as earlier years.

It was undoubtedly external activities, during the AA career, which helped develop the commitment to nation building. I recall participating in community charity activities, the local accounting society, the Aspen Institute, HBS and KU alumni groups, and firm-wide audit and consulting training courses (largely before the magnificent St. Charles training facility was built!), as early US experiences. This encouraged the same approach in Latin America, Benelux and Sub-Saharan Africa.

When these preparatory experiences are coupled with the opportunity to work and travel in many countries and cultures, one feels lucky with one's life. We have been blessed by this way of life and have been fortunate to be able to pass this philosophy on to our children and to many others we have worked with in many ways. Perhaps our only major dislike is the behavior and negative results of those who are obsessed by self-interest and hence do not build their families, associates and communities for a better future life.

B. The Early Andersen Years (1958-1978)

My choice of Andersen was not by chance. Many advisors throughout my early life and the results of recruiting interviews sealed the decision.

The focus on professional life came initially from my parents - who pursued legal and education careers. While Law was considered, first undergraduate accounting and then graduate business administration were the choices first at Kansas University (KU) and then at Harvard Business School (HBS). Having passed the CPA examination at my first try, auditing firms became the early choice. This was reinforced by brief internships during my university years at an international and then a smaller regional accounting firm.

My professors at KU and HBS universally pointed me in the direction of Arthur Andersen. The reasons were clear - high standards of work, recruiting the best and the brightest, excellent training programs, expansion throughout the US and globally with a one firm concept, early investment in computers and information technology, client service focused on helping clients succeed and the deep commitment to developing the communities and professions in which we worked.

While other firms were interviewed, including several much larger and with more prestigious clients, the choice was made easier by the option of being able to start in a new office (Denver), which had a strong oil and gas practice, and would permit Wanda to finish her education degree at the Colorado University.

Two years of auditing allowed me to prove my CPA certificate and be exposed to every facet of the petroleum sector - exploration and development (upstream), pipelines and refineries (midstream) and retail marketing. In fact, I was later

loaned to a small refiner as CFO for almost two years. This led to the firm looking for other opportunities for me, and one surfaced in the Neutral Zone between Kuwait and Saudi Arabia, for a client building a new refinery.

A ninety-day job expanded into nine months, so my wife and two sons were able to join me. They travelled through Hawaii, Japan, Thailand, Philippines, India and Lebanon to join me. We lived in a trailer park on the Persian Gulf and made many diverse friends as well as learning a little Arabic and about the Islamic way of life. We celebrated with a return home trip through Lebanon, Jordan, Egypt, Greece, and Italy, then up the Rhine Valley through Germany, France and Netherlands, ending in London.

Unexpectedly, on the first day back in the Denver office, the Managing Partner asked - "Now where do you want to go?" Visions of London and Paris were replaced by the practical choice between Tokyo and Buenos Aires. The choice was Argentina, largely because it involved helping start the consulting practice throughout South America. Another benefit was the family schooling overseas, all of us learning Spanish and, all but me becoming fluent in French. The travel also continued to expand our horizons and global views.

After progressing to head the Argentine/Uruguayan practices and helping develop outstanding successors (Mario Vazquez and Jorge Zino Gutierrez), the firm offered me the opportunity to head the Benelux Practices, based in Brussels. These practices were already well developed and the challenge was largely

grooming quality younger people for leadership positions.

As the process progressed, the firm, once again, looked at expanding into the Middle East. We started an office in Tehran and looked at a major partnership with a Lebanese firm, which would have covered most Arabic speaking countries. My own roles in intelligence gathering and deal structuring were very interesting but plans were shelved when the Shah fell in Iran.

The firm then looked at Sub Saharan Africa, which our Paris office had already progressed by starting Abidjan and Dakar offices, with the view that Nigeria was next. Wanda and I visited Lagos, found the challenge exciting, and agreed to help start the Nigerian office from scratch as well as oversee the Francophone countries. Given the enormous support from the UK, we readily agreed to the move while also trying to polish our French.

The challenge of building offices of scale in both Abidjan and Dakar with the loss of a key client in East Africa caused Lagos to be the only surviving Arthur Andersen office in Sub-Saharan Africa. The outstanding and ambitious Nigerians we recruited were a privilege to work with for sixteen years. We completed our days with the Firm but opened new opportunities for further work in Nigeria.

It is now best to return to the global Arthur Andersen story before telling more about Nigeria. This is because the philosophy, structure, basic practice principles and culture of the firm were all fundamental to why and how the Nigerian story evolved so successfully.

The Mission Statement at the time the Lagos office started, presented the vision and fundamental beliefs underpinning the Arthur Andersen Way. The brief Mission Statement was as follows:

“Arthur Andersen & Co., Societe Cooperative is a worldwide partnership of dedicated business professionals with the analytical skills, personal integrity and objectivity needed to serve clients and the public interest. Each national practice seeks to provide the highest quality service to each of its clients through a responsive and effective relationship led by a partner who understands and cares about the client’s business. Shared values enable us to bring the collective knowledge, expertise and resources of the worldwide organization to each client engagement and provide our people with outstanding career opportunities.”

The Mission Statement is shown in complete detail as Appendix I at the end of this book.

The professionals and partners of founding generations and my generation built the global firm on a solid foundation of basic principles and practices that would stand the test of time. We walked the talk and focused on building a firm for generations to come.

At the time of my retirement in 1994, Arthur Andersen was clearly the number one global firm in the accounting and consulting profession. It had expanded into virtually every major

market in the world, had developed strong national leadership in every office and region, had enormous growth momentum, and continued to be the firm for the best professionals to join.

Today, AA as a firm no longer exists. The story of its further evolution since 1994 is best told by others who lived through it and is done in the epilogue of this book.

Briefly, AA strayed from its basic principles and also suffered serious conflicts between the audit/tax practice and the consulting practice. These developments led to circumstances linked to the quality of audit work on key clients and loss of practice rights, which, together, spelled the end of AA as a firm. This is not a story I lived through, since it was after my retirement, but, at least for Nigeria, it had a happy ending.

First of all, the consulting practice emerged as Accenture and, in fact, consulting was over half of the AA firm revenues globally. Accenture still ranks as a top consulting firm globally and ranks as number one in Nigeria. The audit/tax practices of AA worldwide ended up combining with many other major firms. In Nigeria, it became KPMG Professional Services and is also clearly number one in Nigeria.

My successor at AA, Adedotun Sulaiman, evolved into becoming the Managing Partner of Accenture and later turned the reins to Omobola Johnson. On the KPMG side, Oluseyi T. Bickersteth, has led the practice till this day.

The AA experience has taught me that building firms (as well as building nations) is a continuous process. There are new lessons

and challenges to manage in order to produce sustainable results. What is fundamental is to stay true to basic principles in order to build. The AA experience also confirmed that the best people and the best practices are the basic fundamentals for building any sustainable organization.

C. The Nigerian Experience

i) The Nigerian Andersen Years (1978 - Date)

Offshore Andersen support made all the difference. Guy Barbier (France) had guided the startup process and the UK (principally Ian Hay Davison and Don Hanson) made sure we had all the expatriate support we needed. Manuel Soto (Spain) later played a role and may be best remembered for teaching us that - "It only takes one committed generation to build a great nation". Their leadership and support, as well as firm-wide training and quality control programs, cannot be overstated.

The UK success story provided a model for our Nigerian experience. The Andersen approach in the UK was uniquely different from other traditional auditing firms. They hired younger staff as apprentices (called articled clerks), who generally were not university graduates. Their training and coaching systems were less developed than the US model Andersen had perfected. Their approach to client service was less focused on providing constructive suggestions for clients to improve their operations, accounting systems, management reporting, internal controls and staff development.

The Andersen Way focused on hiring the best and the brightest university graduates, putting them through extensive firm-wide training programs locally and abroad, grounding staff in best auditing and accounting practices plus general business consulting skills, and deep involvement in working with client top managements to help them succeed. In addition, the Andersen focus on management consulting was a distinct plus factor

Our Nigerian sponsors were Chief Simeon Adebo and Chief 'Tunji Olowofoyeku – excellent examples of the finest Nigerian civil servants and legal practitioners. Most importantly, they exemplified those Nigerian leaders committed to nation building. This was virtually a perfect fit with the Andersen approach to building a global practice.

Andersen audit clients in Nigeria had been served by Coopers & Lybrands (C&L). Three C&L alumni – Ladi Jadesimi, Toyin Munis and Aruna Bawa, provided initial leadership for our Andersen startup. All three joined us and quickly absorbed the Andersen culture and contributed greatly to the selection and training of the best and the brightest Nigerians. Chris Holden and Allister Steele, from our Manchester office, who made sure our best auditing and professional practices were absorbed by all staff, fortified this. In subsequent years, Martin Madden, David Caukill and Steve Riddick continued this level of high quality supervision.

We attracted world-class staff. This is illustrated by just a few of our early hires. Our early professionals included Dotun

Sulaiman, Seyi Bickersteth, Ballama Manu, Sam Oniovosa, Tunde Lemo, Femi Akinsanya and Ifueko Omoigui Okauru, among others.

Our support team included such stalwarts as Roli Pogoson, Ezekiel Uvoh, Catherine Bickersteth, Solomon Igonor, and Josiah Umoetteh. This close knit group was literally our family as initially Wanda and I lived upstairs in the first office at 74B Adetokunbo Ademola Street, Victoria Island, Lagos. Wanda literally was known as ‘mama’, and she made sure the one meal a day served in the office was top notch.

Andersen Nigeria therefore started in 1978 with a handful of carefully selected personnel supplemented with expatriates from mature UK offices. Global and audit clients shifted their work in the early years but generally the practice grew as a result of successful client work, selected external activities and targeting of non-clients where we found opportunities for consulting work.

Recruiting was highly selective, based on global best practices, and focused on the best Nigerian universities and referrals from our excellent worldwide recruiting at the best universities. It was no accident that our recruiting found the best and the brightest and established a high standard for entry into the firm. This continued throughout time, including with today’s successor firms. The competitive edge this achieves cannot be underestimated.

Both formal training and on-the-job coaching were world class. All professionals went to firm-wide schools and participated with similar participants from elsewhere in the firm, hence absorbing best global practices and our one firm concept. All of our firm-wide resources and training materials were available in Nigeria and, locally, we trained formally, on-the-job and self-study with global standards as our goal.

Evaluations on the job and periodic appraisals were likewise rigorous and at global standards. Our Nigerian staff members met every challenge and were as ready (or even more so) for progression through their careers, as their counterparts anywhere else in the firm. It is no wonder that the breadth and depth of the firm grew even faster than we could develop our clients and overall practice.

Our referred clients were few but very important to our progress. They are: Texaco, ITT, Halliburton, Cameron, to mention but a few. The audit base was small, largely due to AA being initially a US firm and US involvement being less extensive in Africa than elsewhere in the world.

This made the challenge one of looking broadly at the market and stressing non-audit work – particularly tax and consulting related. In fact, this helped us focus on broader and more client service work for the Nigerian market.

A few examples illustrate this point. Tax developed a trade and investment guide, which helped us with companies new to Nigeria and/or in the early stages of their development. Our

tax practice focused broadly on the challenges of doing business and how to help clients cope. Focus on small business helped develop basic systems, planning, reporting and recruiting skills and work. With computers not widely used, our consulting work focused heavily on strategy and overall improvement of client businesses. Our auditing skills focused heavily on how to help our clients succeed in all aspects of their business and management.

Our competitors literally owned the market and were well entrenched. Yet we focused on needs they were not fully meeting and found a way to serve these needs with consulting skills that built on our basic skills and experience plus firm-wide support.

We were fortunate in helping several banks in their early stages and/or with consulting projects – First City Merchant (Monument) Bank (FCMB), Nigeria International Bank (NIB) now Citibank, International Merchant Bank (IMB) Nigeria Ltd, Guaranty Trust Bank (GTB), First Bank of Nigeria (FBN), United Bank for Africa (UBA), Diamond Bank Limited (DBL), FSB International Bank Plc. , International Bank for West Africa (IBWA), etc. We also had major projects for Public Sector firms, notably New Nigeria Development Company (NNDC) and the Nigerian National Petroleum Corporation (NNPC). NNPC, in fact, grew into multiple consulting projects over many years and created for the firm, deep knowledge/ experience in the Nigerian petroleum sector.

There is little doubt that being the last major audit firm to enter the Nigerian market (after Coopers and Lybrand, Deloitte, Ernst

and Young, KPMG and Pricewaterhouse) made the task harder. It however had the enormous advantage of making our team work harder as we had to learn to succeed by providing full services to our clients.

Our growth in AA was also facilitated by deep involvement in non-revenue producing activities which helped the nation and helped train our people. In addition, building relationships with public and private sector leaders helped our practice grow. This part of our work merits further discussion in the next section of this story.

It would not be complete, however, to end the Andersen story without noting that the successor organisations, KPMG Professionals Services and Accenture have grown to 900 and 250 strong staff respectively. There are also over 1,500 Andersen alumni. Not only was a strong foundation laid, but also the baton was passed to an even stronger leadership. All told, AA has evolved into at least 2,500 of the best professionals, both still in practice and moving on to top leadership positions in public and private sectors. Collectively, they are the nation builders and the legacy in which I take pride. I believe a brief mention of some of these professionals, most of whom are featured in this book, is in order:

~ Ladi Jadesimi	~ Femi Akinsanya	~ Victor Onyenkpa	~ Akeeb Akinola
~ Toyin Munis	~ Sam Oniovosa	~ Ganiyu Musa	~ Tony Egbuna
~ Aruna Bawa	~Yomi Sanni	~ Femi Abegunde	~ Ayodele Othihiwa
~ Dotun Sulaiman	~ Kunle Elebute	Wole Obayomi	~ Funsho Doherty
~ Seyi Bickersteth	~ Paul Kokoricha	Segun Olujobi	~ Juliet Anammah
~ Ballama Manu	~ Bisi Lamikanra	Kelvin Balogun	~ Joseph Tegbe
~ Ifueko Omoigui Okauru	~ Babatunde Lemo	~ Toluleke Adenmosun	~ Uche Orji
~ Rotimi Oyekanmi	~ Omobola Johnson	~ Okey Enelamah	~ Niyi Yusuf
~ Val Ejiogu	~ Tola Adeyemi	~ Femi Abegunde	~ Tunde Omotoba

ii) Other Nigerian Activities (1978 to Date)

One always needs to learn all one can about a new country and culture. A most helpful first exposure to Nigeria came through Business International (BI), which now is part of the Economist Intelligence Unit. BI was then based in Geneva and had provided me with extensive research on the Middle East when I was helping prepare the AA Middle East expansion strategy in 1976/1977. Once the Shah fell in Iran and our negotiations with the Lebanese accounting firm foundered, AA offered me a Sub-Saharan African role based in Lagos.

I logically turned to BI for research help and attended a BI Workshop in Cairo that was focused on Sub-Saharan Africa (including those fronting on the Mediterranean). This led fortuitously to meeting Angelo Forte (their Africa Coordinator) and later Pascal G. Dozie (their Nigerian guru), in addition to learning a lot from them, initially from afar.

This also led to an early workshop in Lagos that had an unexpected outcome. BI had arranged for about fifty multinationals to hold a roundtable in Lagos, with General Obasanjo leading a Federal delegation to brief them on the economy and planned transition to democratic rule. Government participation was cancelled on the day of the seminar and Pascal and I helped make the best of a bad situation. Despite the very unfavorable impression this left with investors, it helped us learn that group discussion and candid, frank dialogue had to be at the heart of conducting successful seminars involving public and private leaders.

Ever since then, Pascal and his great experience have helped me learn how to work with like-minded activities and organizations. We partnered in many of them and worked together to find and build some of Nigeria's institutional leadership. A few cases will be illustrated.

Harvard Business School Alumni Association (HBSAN)

There were several early activities, such as the Nigerian American Chamber of Commerce and then the set-up of the Harvard Business School Association of Nigeria (HBSAN), as the best

examples. There were few MBA alumni and many top executives of leading companies who had attended HBS executive courses. The latter group included Michael Omolayole, Hayford Alile, Ernest Shonekan, Joe Sanusi, Faysal El Khalil, etc. and they were all very interested in the investment climate, annual budgets, and rules of the game impacting the private sector.

Annual budget seminars and various dialogues with the military government ensued, including the establishment of the Enabling Environment Forum and close work with international institutions such as the IMF and World Bank. By the end of the 1980s, economic conditions created considerable interest by military leadership in dialogue with the private sector and interest in economic reform. HBSAN led the way in establishing a public/private dialogue and partnership, which has prospered until today.

The Summit Process and Visioning

The most constructive result of dialogue with the military was the setting up of a Transitional Council in early 1993 under the Chairmanship of Chief Ernest Shonekan. Chief Shonekan spearheaded the first Nigerian Economic Summit in February 1993, which led to extensive dialogue between top public and private sector leaders, supported by extensive technical teams of selected professionals, technical specialists and civil servants.

The first summit downplayed speeches in favor of dialogue. To illustrate, dialogue was achieved by active participation of both

public and private sector leaders in twenty four breakout groups with conclusions reported back to the plenary session and then published.

The twelve industry groups were:

- Oil & Gas – Upstream
- Oil & Gas – Downstream
- Commercial Banks
- Insurance, Merchant Banking and Finance
- Agriculture/Agro-Allied
- Food, Beverages and Tobacco
- Chemicals and Pharmaceuticals
- Manufacturing and Assembly
- Trading, Distribution and Transport
- Local Sourcing and Exports
- Small and Medium Enterprises
- Services

The twelve reform groups were:

- Monetary Systems/Management
- Fiscal Management – Spending
- Fiscal Management – Revenue
- Debt Management

- Investment Climate – Petroleum
- Investment Climate – Non Petroleum
- Capital Markets
- Public Sector Role
- Law and Order
- Human Resources and Technology
- External Image/Credibility
- Private Initiatives

The summit conclusions were next summarized in an Economic Action Agenda, which was presented in April 1993 to top federal government leadership.

This pattern of breakout groups, dialogue and interaction, and published proceedings; have continued albeit with changes once Nigeria returned to democratic rule.

Due to continuance of military rule in 1994, after the refusal of M.K.O. Abiola taking power in 1993, there was no summit held in 1994. However there was excellent reception of the summit ideas by the Abacha administration and the second summit was held in May 1995 at which time, visioning and long term development planning were introduced. Summits have been held annually since then and the Nigerian Economic Summit Group has become the principal Public/Private Partnership vehicle since then.

Vision 2010 and Subsequent Activities

The Vision 2010 project was launched during the September 1996 summit. It was fully organized, started by year-end and completed by September 1997 in time for the fourth summit held that November. The fourth summit focused on the implementation of Vision 2010. The entire proceedings of Vision 2010 were published and are available as reference material.

There were significant implementations of the summit recommendations in 1998 and 1999, which helped prepare the way for the return of Nigeria to democratic rule. Interesting though, while annual summits have continued since then, there has been somewhat less dialogue between the public and private sectors and somewhat less implementation of recommendations than we expected.

This partly illustrates that democracy is a more complex system of government with many more players and interests involved; and the public/private dialogue championed by the summit has had to educate a much broader audience and leadership group. The remaining summits to date have been effective and have adapted significantly. The process of Public- Private Partnership (PPP) has become broader by necessity on a continuous basis with all levels of government, with political parties and many other institutions.

The annual summits continued to be effective throughout the first Obasanjo administration and there continued to be considerable public/private dialogue and commitment to reform

and implementation of long-term economic development.

A presentation I made at the 10th summit, reflected on the summit process to date: how it had developed into Vision 2010 and past economic plans, the current economic challenges and the importance of charting an effective way forward, supported by sound implementation plans. My purpose was to set the stage for strong NESG support for NEEDS. Professor Charles Soludo then presented NEEDS and stressed how planning was becoming more comprehensive, more systematic and more implementation focused.

Our presentations were followed by a special address by Dr. Ngozi Okonjo-Iweala, who has also championed economic reforms during two turns leading the finance/economic ministry.

As President Obasanjo was starting his second term, the conditions for success were very positive.

Vision 20:2020

There was one highly successful visioning project (Vision 20:2020) , which merits strong commendation particularly as it dealt much more deeply with implementation. Much of the credit for its success goes to Shamsudeen Usman, Dotun Sulaiman and Mobola Johnson, each of whom had played key roles in NESG and Vision 2010.

The history of NESG and visioning projects has, for me, one major lesson. It is that: what needs to be done for Nigeria to become a

highly successful nation has been charted and is relatively well defined. It is therefore how to implement and who needs to lead the reforms and improve governance that are the key issues when considering Nigeria's overall, long-term success.

Other Nation Building Activities

My limited participation in a few similar activities has further convinced me there are well meaning Nigerians who can lead (and, in fact, already are trying to lead) what could be leapfrog development.

A few good examples are in government at all levels, but many more are in private companies and non-profit institutions. These leaders all try to improve Public Sector governance but mainly focus on activities where they can personally make a difference. It was during the early days of Lagos Business School when this approach became known as the 'Oasis of Sanity'.

The idea has been that each of us can build an oasis for our family and all the activities in which we are involved. We can then get closely involved with other like-minded individuals and first create a larger oasis, which then can be expanded by combining with other leaders to build a lake, then a sea, and finally an ocean. This is a basic formula for building a great Nigeria which I have seen work in practice. A few examples are illustrative.

The starting point should be Lagos Business School that is now evolving to Pan Atlantic University, which will become

an exceptional, complete private university over time. A full description of this process was captured by Professor Albert Alos in his book, "Not By Chance", and so does not need to be repeated here except to mention that it is an outstanding example of nation building.

One of my own examples is the American Business Council (ABC), which was formed by US companies wanting a closer affiliation to the US Chamber of Commerce. ABC is a think-tank and representative of American business interests that work closely with the much larger, long standing Nigerian American Chamber of Commerce (NACC). These are examples, which seek to strengthen relationships between Nigeria and the US much like is done with many other bilateral chambers. Put simply, Nigeria has developed many synergistic relationships with the international community since return to democratic rule. This is also true of many multilateral and international institutions, hence providing opportunities to gain global support for nation building.

Another good example, with a religious affiliation but broad focus on nation building, is Apostles in the Market Place. The members are largely involved in business and non-profit activities as well as state/local government life. They devote considerable time to activities that improve governance, education, healthcare, infrastructure and many other endeavours that fundamentally foster nation building.

The list of similar activities I have experienced (and sometimes helped a little) is long. A few examples indicate what extra

activities Nigerian leaders are championing: - Women in Business, Management and Public Service (WIMBIZ), Fate Foundation, Leadership, Effectiveness, Accountability and Professionalism (LEAP) Africa, Young Presidents' Organisation (YPO), Junior Achievement, etc. There are many such efforts which, when combined with foundations, international non-profit and non-governmental organisations, NGOs, various chambers, media and information services, etc., are being mobilized to help with Nigeria's development in various ways.

My conclusion is that many local and international players are ready to help Nigeria develop. It appears that, with the right public leadership, it is quite possible to 'get all hands on deck' to help Nigeria leapfrog the global rankings.

iii) African Capital Alliance (ACA)

It was during the Vision 2010 Project that ideas and commitment to form African Capital Alliance started. Four of us - Pascal G. Dozie, Chief Ernest Shonekan, Mallam Mohammed Hayatu-Deen and I - decided that helping private investment develop in Nigeria must be our first priority in addition to the nation building activities we had pursued. Recognizing that private equity was the best vehicle and that we knew only the basics about how to do it successfully, we reached out to Okey Enelamah and through him, we contacted Tom Barry, who had started a successful partnership with South African partners. Both of them agreed to join us. Okey returned to Nigeria in time for startup in early 1978.

While the timing was before military rule transitioned to democracy (which happened in 1999), it seemed clear it would happen and that the investment climate in Nigeria was bound to improve. We raised our first fund of \$35ml. We gained initial backing of local investors and then Development Finance Institutions (DFIs) joined after the democratic transition was completed in 1999. We were very fortunate in our initial investors and also in the investments made in the first fund, which we called CAPE (Capital Alliance Private Equity). Just as importantly, our initial team was a strong one and each element of our initial success merits comment.

Our initial local investors were heavily multinationals, leading Nigerian companies, and closely associated individuals. These included Diamond Bank, Citibank, and some pension funds of multinational corporations operating in Nigeria such as Chevron, Heineken (Nigerian Breweries), and UAC Nigeria (a former affiliate of Unilever); together with partners and close associates.

After elections, the Commonwealth Development Corporation (now CDC Group), the International Finance Corporation (IFC) and the Netherlands Development Finance Corporation (FMO), joined the investor group. Each contributed much more than funds to our successful launch particularly in making sure we started with the right governance, investment practices and experience.

We were also able to recruit outstanding talent and build teams with both industry and investment skills. We had considerable

help in gaining private equity skills and our initial fund (CAPE I) was highly successful. Under Okey's strong leadership, our initial team produced several additional partners - Afolabi Oladele, Paul Kokoricha, Sam Oniovosa and Cyril Odu. We subsequently raised two other CAPE funds and a real estate fund (CAPIC), and are in the early stages of developing a broader asset management practice. We currently have a team of about thirty professionals and twenty support personnel with over \$1bn under management.

While clearly the premier firm of our type in Nigeria, we have much to learn and many opportunities to explore, even beyond Nigeria. We may best be thought of as robust and high potential teenagers.

D. My Views on Nigeria and its Future

From an investment viewpoint, Nigeria is an undermanaged country, which demonstrates enormous upside potential when it gets its act together in any sector of the economy. Investors, who take a long-term view and back the right people when the timing and situation is also right, achieve results that are well above global average.

My views will focus primarily on economics and investments, although political and social issues are very important. A 360-degree understanding of Nigeria and involvement well beyond private investing is a continuous challenge and necessary if investors are to achieve consistent, sustainable results.

Nigeria is therefore a challenging country to work and live in as well as to build viable businesses and institutions, which thrive, long-term. It is not for the faint-hearted as there are continuous obstacles and setbacks to anticipate and overcome. Yet it is a nation with potential to become one of the top fifteen globally, as it is blessed with great resources – land, climate, minerals and people. Those in business, who have succeeded in building for the long-term, achieve exceptional results. It is worth describing why this is so, based on my over thirty five years of experience.

The Situation in 1978

Having gained its independence in 1960 and strayed into regional conflicts, which resulted in Civil War and firmly entrenched military rule, the Nigeria of 1978 was definitely en route to establishing a federal government as the center of power. Military rule established this central government with a commanding heights mindset, with little understanding of the private sector and over reliance on public ownership and control of the economy.

Indigenization in the late 1970's discouraged international investment while the growth of oil revenues contributed to all the ills characteristic of the so-called Dutch disease. Military rule also dismantled what had been a strong civil service. This combination of economic policies plus a strong naira undermined agriculture, manufacturing and any business based on local resources, in favor of importation. In addition, priority

was not given to education, healthcare and infrastructure, which therefore declined even though these needs increasingly grew due to population increases exceeding 2.5% per annum.

It was therefore not surprising that the economy became increasingly dependent on oil revenues and hence more volatile as virtually all oil revenues were utilized currently and consumption was stimulated in preference to capital investment. It was also not surprising that those in power gravitated towards excessive self-interest and oil revenues were not wisely used to build Nigeria for the long-term. The inevitable result was periodic inflation, erratic growth in GDP, relative decline in private investment, and excessive self-interest by leaders in both the public and private sectors. It became evident by the end of the 1980s that the Nigerian economy needed considerable reform and transition to democratic rule.

In many ways, 1978 was a challenging time to establish a professional firm in Nigeria. Andersen succeeded largely due to its global momentum and staying power plus, most importantly, the high quality and highly motivated Nigerians who learned best global practices, practiced them diligently and with innovations, and had sufficient faith in themselves and the future, to never quit trying. Their success demonstrates that the right people doing the right things consistently for the long term will produce excellent results. In addition, it taught us that these same success stories could be produced, with the same approach, in every economic sector once the conditions were right.

The Situation in 1994

The 1980s were years of economic setbacks, interspersed with progress in a few sectors and with a few positive reforms, many of which were required by international institutions responding to periodically high inflation, devaluation of the Naira, and excessive foreign debt. To their credit, the military became ready to reform the economy and also to return to democratic rule.

1993 witnessed a good start on both economic and political fronts. A civilian Transitional Council, headed by Chief Ernest Shonekan, defined a comprehensive economic agenda, which had been launched as a PPP through the first Nigerian Economic Summit. The political process proceeded to elections, but the chosen candidate was not permitted to take office, and there was a return to military rule before year end.

The PPP however, had taken root; primarily through the Nigerian Economic Summits from 1995 onwards. The highlights of the 1995 summit were the presentation on the Malaysian Vision 2020 by Dr. Nordein Sopiee, and the strong endorsement of the NESG leading the establishment of a strong PPP to chart Nigeria's future economic development.

Strong momentum was then built at the 1996 summit. Three key presentations were: (1) Dr. Vincent Cable's presentation on "Nigeria and the World" (which ended with the 'Just Do It' commitment sparked by Thatcher's TINA - There Is No Alternative approach); (2) the presentation on Chile's success story by Hernan Buchi; and (3) the closing dinner speech by Prof.

Pankaj Ghemawat on “Industrial Strategy for Development: the New Paradigm”.

The major conclusion was General Sani Abacha’s approval of the Nigerian Visioning Project. This project was immediately organized and completed in nine months by 244 representatives supported by a 105-person secretariat and an 85-person technical team. This massive effort defined Nigeria’s way forward on all fronts – political, economic and social.

In my view, Vision 2010 charted a future, which if implemented well, would have put Nigeria firmly on the path to realizing its great potential. Hence, it is a valuable reference document although relatively few of the suggested reforms and policy changes have been implemented. Of course, the project was not focused on implementation and the subsequent return to democracy marked the end of Vision 2010 as a serious guide to Nigeria’s development, as the new leadership was determined not to use anything produced under the military rule.

Hence the democratic regime started afresh with several meaningful reforms and initiatives. Again, when privatization was tried, it worked extremely well. For example, the telecom revolution was guided by Alhaji Ahmed Joda as Chairman and Ernest Ndukwe as Executive Secretary of the Nigeria Communications Commission. It was defined and implemented with very little self-interest and political pressure.

The result was transition from 400,000+ land lines to over 120 million cell phones in slightly more than 10 years. This again

illustrates the power of the right economic policies, the proper implementation through privatization, and the response of private investment when the investment climate is put right.

A similar, but much more comprehensive visioning exercise (Vision 20:2020) was done in 2009-2011 and its emphasis was on implementation. Again, parts have been implemented successfully but this improved version has not been followed with vigor and consistency. Hence, we arrived at mid-2014, focused more on elections than transformation of Nigeria's political, economic and social landscape.

Visioning projects have, however, played a key role in my time in Nigeria. The heavy participation in Vision 2010 with three of my ACA partners convinced us that private equity would be a good use of our time and effort. Subsequently, further attempts to extend the Public/Private Partnerships and the Vision 20:2020 project have helped to convince me that the American Business Council (ABC) was a worthy initiative. The additional initiative also helped me understand that a number of similar efforts were being championed by like-minded Nigerians and that increased cooperation and synergy between them could be very productive.

Evolution Since Return to Democracy

While economic development has been uneven, Nigeria generally has grown at 5-8% per year since 1999. The rebasing of the economic indicators in April 2014 show it is clearly the largest

economy in Africa, and, even such statistics, are understated by the size of the informal sector not being fully captured. What may also be less understood is that Nigeria could experience double digit growth for many years (much like China) if it were better governed and the reforms which have been defined and laid out by past visioning and development plans are fully implemented.

This view is based on experience. Any time Nigerian business activities are privatized and/or supported by the right economic incentives and climate, exceptional economic development results. Perhaps the best example is telecoms, which has, in less than two decades, witnessed spectacular growth from about 400,000 land lines to over 120 million cell phones. Even then, major increase in capacity is soon absorbed and the digital revolution is still in its early stages. Hence, telecoms, internet, digital business, etc. are still in their early years of development.

Power is similarly being unlocked by privatization, although very recently, and facing more difficult hurdles. Privatization needs to be extended to support the power reform, particularly in mobilizing Nigeria's major natural gas resources.

While momentum favors further privatization, status quo forces resist the pace due, perhaps, to conservatism and certainly influenced by self-interest. In my view, the entire petroleum sector should be next, starting with the Nigerian National Petroleum Corporation (NNPC) (both upstream and downstream), either by partial or complete ownership transfer to the private sector. Here, again, an excellent example exists,

namely the LNG, which started as a joint venture in 1994 and is a major foreign exchange earner today based on utilizing natural gas that would otherwise be flared.

This same LNG example could be repeated in refining, pipelines, marketing and particularly in linking natural gas to power generation. To achieve this, the leadership must face the need to deregulate the downstream industry as well as pursue NNPC's privatization. In this regard, the jury is still out on the Petroleum Industry Bill (PIB), which seems to be held up by competing status quo forces, both public and private, which are reluctant to reach an informed conclusion and implement it for the good of the nation.

The Future Challenge

My conclusion about the future is a fitting point at which to end this discourse. The only thing holding Nigeria back is the willingness of its top leadership to overcome self-interest and to put national interest first. All leaders, young and old, should take this lesson to heart and work tirelessly for the good of the nation. As long as Wanda and I remain in Nigeria, we can be counted on to be among those nation builders.

The end result of a great nation is not in doubt if the right leadership and governance structure is put in place.

Nigeria is blessed with entrepreneurial people who are willing to work hard and do what it takes to succeed. When well trained,

they can compete at global standards and this is demonstrated by those who go ahead and perform with excellence. Their performances are also repeated every time the right enabling environment is put in place within Nigeria. This has convinced me that total privatization of the economy, partnerships between the public and private sectors in nation building and selection and preparation of future leaders are the keys to success.

Over eighty leaders who share this mind set have graciously added their stories and vision to this book. There are many more like them but still too few are in meaningful leadership positions. My belief is that some realistic number of such leaders (such as 10,000 to 100,000) could create the chain reaction, like an atomic bomb, to produce a great nation. May God bless them in their mission.

CHAPTER 2
MY PERSPECTIVE

BY WANDA KRAMER

Our lives have been a continual learning progression. It began early, as Dick and I were born in the same year, in the same small town (Hugoton, Kansas) and went to the same school from first through twelfth grades.

We were part of the Depression years and were old enough to be aware of World War II happenings. Times were hard, people went without luxuries, we were allowed, using government stamps, two pairs of shoes a year, limited sugar supplies, even

used toothpaste tubes had to be turned in to get more. Yet, we were happy, and were well taken care of by our parents and families. Everyone worked together and all were devoted to strong work ethics and were patriotic.

Dick and I were in the same class through eighth grade, we shared the same teachers and same basic education. We participated in sports, musical events and dramas. In high school, we took the same basic studies, and branched out into agriculture, home economics, music, presentations, secretarial work, and sports (football, basketball, track events).

We were involved in Church activities, learning when young and branching out to teaching and leading singing as we became teenagers. Other activities we participated in were Girl and Boy Scouts, Rainbow Girls, Cheerleaders, Kayettes and sports events. Dick won many medals in running, relays, shot put and broad jump.

As we progressed through high school, Dick and I became sweethearts. We were fortunate to have our parents agree to our close friendship.

As we finished high school we asked to be married and go to the same college. With the backing of both families we were married with only the family attending. Then we invited the extended families for a reception. Dick's brother, Don, was best man in his Army uniform, and the maid of honor was my sister, Christene.

We went to Kansas University for beginning basic careers. As things happened, I dropped out to have two very fine sons. Dick

was on a football scholarship and was in Reserved Office Training Corps for two years. He began accounting and pre-law courses. During the summers we went home so that Dick could work on the farm. One summer we lived in the original homestead house on the Kramer farm, homesteaded by his grandfather. We often slept outside during the hot nights watching the stars and hearing the windmill turn.

Upon graduation, Dick was accepted to the graduate program at Harvard Business School. We moved to the Boston area and truly were small town 'kids' engulfed into totally different cultures and even different language accents. We were part of a mixture of young and somewhat older students of different parts of the USA and some different nationalities. We became aware of different cultures and religions not only foreign countries, but also within the United States.

Boston and the East Coast provided not only an education but also historical places to see, trees turning in the fall, Boston Pops music events and shopping in open air fish markets and the world renowned Filene's Basement. We learned to use subways, go sledding, and Cliff became a kindergartner with a Boston accent.

As the two years ended, Dick interviewed and accepted a job with Arthur Andersen & Co. in Denver. We all were pleased as we were going back to the 'West.' Any place past Worcester, MA was 'West' to the people on the 'East' coast areas. We decided to move to Boulder so that I could go to Colorado University to finish my degree in education. Cliff was in first grade and had

to have speech therapy to correct his Boston accent. Kirk went to the local nursery school when I was attending classes. We lived in Quonset housing that was built for Veterans of World War II who went back to college on the G.I. Student bill. Dick commuted to Denver by bus. He often worked late and I had to meet him at the 11pm bus arrival, to only get him back to the bus by 6.30 the next morning.

When I graduated with a teaching degree in 1960 we moved to the Denver area. We found a reasonably priced home close to the Cherry Creek School where I was teaching. The day I graduated was the first day of teaching orientation. It was memorable as my parents, Christene and her daughter came to the ceremony, as well as Dick, Cliff and Kirk. Teaching and attending school began for me and our sons the next day.

Dick's work was computer programming and accounting with mainly oil and gas companies. As a result, he became seconded to Vickers Oil Co. in Denver and Wichita, KS. He travelled back and forth for several years. At the end of that job, he began an assignment with Getty Oil Company and agreed to go to Kuwait and Mina Saud, Saudi Arabia to program a new refinery. After three months, Jean Paul Getty agreed to have Cliff, Kirk and myself join him.

A totally different learning experience was given to us. We travelled west from Denver to Hawaii, Tokyo, Thailand, Philippines and India (where we met Tej and Indu, our friends from Harvard Business School). We stopped in Beirut waiting for our flight and flew to Kuwait arriving at night to see Dick

and be awed by the light from the gas being flared. We soon settled into our mobile home in the desert but on the Arabian Gulf Coast (Persian Gulf).

We were in a Getty camp with Americans, Lebanese, Egyptians, Sudanese and Saudi Arabians. The area was a zone set aside for nomad goat and sheep herders. Many languages were being spoken with Arabic as the main means of communication, we learned some phrases and enjoyed their food along with fresh fish and huge shrimps right off the coast. Also, we were there during the 'winter' and first hand experienced the 'Wind' out of harmattan (sand storms-Schamals). It was our first experience with Ramadan.

Cliff was a seventh grader so he home schooled himself with his books from Junior High. Kirk attended the little local camp school where the students used the Calvert Correspondence System courses. Kirk used some of their materials and some we brought from Cherry Creek Schools.

After another five months Dick finished his part of the job. Oddly enough they put the refinery on stream, which was the contract requirement and immediately shut it down as being impractical and a huge financial loss to them. Knowing we were soon to leave, we put together a travel itinerary that lasted 40 days.

Our schedule started with a trip to Egypt. We saw the sights of Cairo and travelled down the Nile to Luxor to see King Tut's tomb and Karnak. Next, we spent a few days in Beirut, Lebanon to see friends and the Baalbek area of ancient Roman Pillars. We

then spent Good Friday in Jerusalem experiencing the procession of pilgrims that had come from around the world. We saw the birth place of Jesus in Bethlehem.

Leaving the Middle East we flew to Athens on Easter. The Christian Greeks are Orthodox and celebrate Easter at another date. So we did not see their holiday ceremonies. We did see the Parthenon and walked the ancient famous rocky Agora market area. We then flew to Rome, where we ate very well and saw all the main tourist sites, particularly the Vatican as well as the Roman Coliseum.

From Rome we went to Milan, saw the Opera and other sites then rented a car. With Dick driving and Cliff navigating we drove through parts of Switzerland, Austria, and along the Rhine into Germany. We visited castles on the Rhine and saw the Bonn Cathedral that had been saved from bombing in World War II. After Germany, we visited France and Belgium, and then ended in Holland just as the tulips were in full bloom. The dikes and windmills demonstrated the land being below sea level.

Finishing the journey, we flew to London to see the Crown jewels, the Tower of London, London Bridge and Buckingham Palace.

Upon arriving back in Denver, Dick was asked where he wanted to go next. We suggested Paris or London, and were given the choice of Tokyo or Buenos Aires (BA). Dick was invited by Clyde Dickey, the partner in charge in BA and was swayed by Clyde's enthusiasm and the obvious need for a consulting division. This

change was a family decision, so we all began Spanish lessons with a Spanish teacher from Cherry Creek School. Dick spent the rest of 1966 in Syracuse, NY working with Carrier Co. on a consulting job. In the spring of 1967, Dick and I went to Thunderbird in Phoenix Arizona for six weeks Spanish classes.

The sons finished the school year and the household shipment went to BA We arrived in time for the start of the school year. Cliff was a sophomore in High School, Kirk was a seventh grader and I was a first grade teacher; all of us attended Lincoln School, Cliff and Kirk were involved in sports and Boy Scout activities.

Dick had the biggest transition as he had to find competent young men for his department and work with different companies where Spanish and even Italian were spoken. Dick became partner in charge in 1970 when Clyde Dickey and family returned to Chicago.

The sons did well in their schooling and enjoyed normal school activities and living in La Lucila four blocks from school. I changed to fifth and sixth grade levels. Cliff graduated at 17, second in his class. He was accepted at Yale. Kirk finished two years later and was accepted at Williams. He chose a school close to Smith as that was where Kate, his sweetheart from Lincoln School, was studying.

So the sons were off to the USA, Dick and I stayed on for two years even though there was kidnapping and disappearance of many young people by a terrorist element called the Tupamaros. Dick then turned the office over to Mario Vasquez. We sold

our household goods and moved to Brussels, Belgium after an extended trip through several South American countries (Bolivia, Peru, Venezuela and Mexico).

Dick began in Brussels in charge of Benelux in 1974. We found an apartment in downtown Brussels on Avenue Louise right by a tram stop that took us to the center of the city in five minutes. We called this time 'our second honeymoon' as the sons were in University. I was hired as a fifth and sixth grade teacher at St John's School in Waterloo, Belgium. I could see from my classroom window the hill and statue of Wellington, which marked the defeat of Napoleon at Waterloo.

We had some beginning French lessons but our jobs involved teaching and working in English. I learned how to buy food, and get the car fixed using French, Dick learned to order at the restaurants in French! We travelled many places in Belgium, France, Holland, Switzerland and Germany.

Dick travelled often to the Netherlands and some to Luxembourg. In 1977 he turned the office over to Roger Asselman and became a consultant for establishing A.A. & Co offices in other parts of the world. As I was teaching, I didn't travel with him. He did an in-depth study on the Middle East. When the Shah of Iran fell, the study was shelved. At that time, he was approached to begin a new office in Nigeria.

When we were teenagers, missionaries sponsored by our Church would come and tell us more were needed to come to Africa. We wonder even today if moving to Nigeria was a

late response to the call. Only we were going as economics and teaching missionaries. So we made an initial trip to Lagos to meet Texaco executives, they were the biggest immediate client. Ladi Jadesimi, seconded from Coopers and Lybrands, was our host for the stay.

The climate was different, language patterns were sometimes hard to understand, the pace of accomplishment was 'I'm coming' as the person went the other way on a task. The decision was made to start the office. A large house was leased to become the office and our residence. Dick began the advance work to interview staff and possible partners. He lived at the Eko Hotel until the home was ready and local office furniture was bought.

I was not able to go in September of 1978 as I was teaching. In February 1979, the school found a replacement. We re-sorted office and residential furniture into two shipments, due to rules of importation on 'Foreign Furniture' replacing locally made products. So the shipments went several months apart, one in Dick's name, the other one in mine. The basic office was up and running when I arrived on February 13, 1979 just in time to be Dick's Valentine.

After two weeks of settling in, I went to the American School to meet the principal. I was asked, "What took you so long? We have been waiting for you". Dick had taken my papers earlier to introduce me. I did some substitute work and after Easter finished the year as a first grade teacher due to the teacher transferring with her husband back to England.

The next school year I began teaching sixth grade children (11 - 12 year olds) which I did for the next six years. The school moved from the leased Mobil Company quarters in Ikoyi to a newly built school on Victoria Island. Our classes consisted of mixed nationalities from up to thirty countries. All were taught the American Curriculum. Years later, other programs, Spanish and French languages, as well as computer programming for all grades, were added. Also in the last four years, the school expanded to a full high school program with the International Baccalaureate Program added.

A pause at this point about our life in Lagos is necessary to illustrate our close ties with our sons, their successes and happenings and what was going on with the Kramer and Anderson families.

Cliff graduated from Yale in 1974 and after working for A.A. & Co for two years, he was accepted to Harvard Business School for the two years graduate program. After graduation, he went back to A.A. & Co in New York City.

Kirk married Kate Milligan December of 1976 in Geneva, Switzerland where her parents lived, as her father had also worked there for Du Pont. Both Kirk and Kate continued at their universities and graduated in 1977. Upon graduation they moved to New York City. Kirk worked at Morgan Guaranty Bank and Kate worked in a cancer research lab.

The family helped Kirk and Kate welcome John Alexander Kramer on September 9, 1978. It was the date of his great-grandmother

Olive Kramer's, birthday. John is the first grandchild for both the Kramer and Anderson families. Kirk continued with Morgan for two years, which included some work in Australia with Kate and John accompanying. He then returned to the two-year graduate course at Harvard Business School in 1979. It has been a source of family pride that Dick, Cliff and Kirk are all graduates of the MBA course at Harvard Business School.

A further arrival to Kirk and Kate was Thomas Westcott on December 31, 1980. He barely squeaked by as a taxable write off for 1980. He was the second great grandchild for both the Kramer and Anderson families. A third welcome addition was Anne Terry born on June 13, 1989. She is our greatly loved whirlwind 'angel'. She was an exceptional student adding Chinese (Mandarin) and Spanish to her studies in Hong Kong, Chicago, and Columbia University.

My parents, Owen and Lena Anderson celebrated their 50th wedding anniversary in December 1981. The entire family gathered in Hugoton for a grand celebration. The family had grown from five children to ten with their spouses and to ten grandchildren, then twenty great grandchildren. Sadly, my father died in 1986 so he didn't get to know any great grandchildren. As I write this, the Lena & Owen Anderson's family consists of five children, ten grandchildren, twenty one great grandchildren, and fifteen great-great-grandchildren. Mother survives at the age of 101 years.

In 1985, Dick's parents celebrated their 50th wedding anniversary. Again the entire family gathered. Not only did the

families (Don's, Dick's, Jim's and Ken's) come, but also many relatives and friends from the community and state arrived to attend the celebration. Sadly, Dick's mother died in November of 1990 and his father died in April of 1991. They both lived to 83 and 89 years of age. They were real pioneers as the families came in covered wagons to Homestead farm properties, helped build Stevens County and Hugoton, Kansas. They worked in the Church, schools and built a law practice that continues to today.

Time marches on, Dick and I have had a number of celebrations as well, we celebrated our 50th wedding anniversary in 2002 with a trip to Japan. We spent a few days in Tokyo then met Kirk, Kate, Anne, Cliff, Pat and Kate's mother, Fran Milligan in Kyoto. We went to a small mountain area to see the cherry blossoms in bloom. We were all together on March 30, 2002, the exact date of our wedding fifty years earlier. It was a memorable evening with loved ones, good food, champagne and gifts.

From Kyoto, Kirk and all returned to Hong Kong where Kirk, Kate and Anne lived and Cliff, Pat, Dick and I went to Shanghai and Beijing. Of course, we saw the Great Wall. Cliff and Pat went on to Xian to see the Terra Cotta Soldier memorial and then returned to Hong Kong where we were.

That trip was just the 'tip of the iceberg' as we returned to Lagos to finish planning a 50th wedding celebration in Lagos. On May 14, 2002 we invited Nigerians whom we had 'partnered' with and expatriate friends to a dinner celebration. It was a wonderful evening with display tables from the companies and groups we had worked with. Over 350 people honored us by accepting.

We wanted our families to be included in this 50th year so we had an anniversary dinner on August 2, in Hugoton. We shared the evening with Dick's brother, Jim and his wife, as it was their 40th wedding anniversary. We also shared the event with my mother, Lena Anderson as it was her 90th birthday. Over fifty three of the Lena Anderson's family attended the annual George and May Anderson family reunion that weekend.

The last week of December 1999 and first week of 2000 saw us making another family trip. From Kansas, Dick and I flew to Maui, Hawaii and then on to the South Island of New Zealand. We met Kirk, Kate, Tom, John and Anne, Cliff and Pat. We travelled by train to the West Coast and drove south then back east enjoying glaciers, grassland, herds of deer being raised for venison and thousands of sheep. Dick and I then went to Sydney, Australia before returning to London and Lagos. We enjoyed touring the famous opera house, and seeing many animals indigenous to Australia in the zoo.

Several family and national events occurred during the early 2000 years. Dick received the title of 'Officer of the Federal Republic of Nigeria (OFR) in 2001. Cliff and Pat were married December 9, 2001. Tragically, September 9, 2001 was to demolish the Twin Towers in New York City and part of the Pentagon in Washington D.C. This horrible disaster changed many lives, the entire USA and many countries around the world.

The early years 2000-2004 saw growth in African Capital Alliance in the Small to Medium Business Enterprise Fund and real estate investments. My work at the American International School,

Lagos continued but was slowly changing as counsellors were hired for the Junior and newly expanded Senior High School.

Enrollment was eased as special learning of English was taught. Testing for entry was waived and only the once a year intelligence and readiness tests were given which was my main job focus. After the January testing in 2005 was over, my resignation became firm.

We had several special events in 2003. The family again gathered for a raft trip down the Colorado River. There were ten of us along with twenty others who met at Harper's Ferry (a short air trip from Las Vegas). After introductions, we packed our belongings in water proof bags and boarded two large, blue rafts.

The next six days we ran the rapids, marveled at the scenery of the Grand Canyon, ate wonderful meals, slept in the open under the stars and moon light, took down and set up our camp each day and took short hikes to waterfalls. If you have never done rafting with professionals, it is quite an experience. Dick and I decided it was a 'once in a lifetime experience' though we had a wonderful time. Of course, Kirk's family immediately started hoping for a raft trip in Oregon in the future.

A second experience Dick and I had was participating in the first Beirut Marathon. No, we didn't run. We walked ten kilometers through new parts of Beirut and through remains of buildings damaged and destroyed by the Civil War. Faysal and May El Khalil included us in their planning. May was the instigator of

the marathon and the El Khalil families were driving forces.

There were over six thousand participants, many of them participating in the handicapped division. This was a tremendous experience for us as we grew to realize the effort, determination and personal commitment that go into a marathon. It made us see first-hand the personal commitment special people make to reach individual goals. The marathon has continued every year since then despite many military conflicts.

We decided in 2004 that Amarillo was to be our choice of a permanent home based on nearness to family, farm properties in Kansas, health facilities and nearness to all connections to Lagos. We found a beautiful brick home in a gated community and bought it in early January. It is a very large house, but had only the ground floor finished. We found a contractor and completed the second floor with a good sized sitting room, full kitchen and bath and two complete bedrooms. So we knew what furniture to choose and buy when we went to High Point in North Carolina, which is one of the world's largest furniture outlets.

The contractors started work in late March and had almost finished when the first furniture arrived on July 1st. I stayed in Amarillo the whole time with the building noises, choosing carpets and appliances. My brother, Ed, who lives in Amarillo, was the consultant on all phases.

Dick and I learned to be without each other as constant companions. We talked and e-mailed each other daily. Of course, Dick continued to work full-time and continued his status as a

resident in Nigeria. I had to become a 'Texan' to get a driver's license as my Kansas one showed my mother's address and was no longer valid as proof of address.

The house (built in 1999) is in a gated community of fifty houses. The area has fountains in three small lakes, geese and ducks and has trees and walking areas. Our front yard was my biggest challenge as I had not done garden work since we left Denver in 1967. Tending bushes, trees and flowers was a foreign element to me. As a result, I think one area I have grown in since 2005 is working with and appreciating the beauty of nature that I have helped create and tend.

After 2005, our lives settled into a pattern of Dick working in Nigeria and coming to the US on business, usually Washington DC, on farm business in Kansas and to see me and the family. I usually travelled to Lagos during January, February, and early March.

Cliff and Pat continued to live in Albuquerque. Cliff agreed to take on the job as financial consultant for the Kramer Farms in Southwest Kansas. He and Kirk have become partners with us in Kramer Seed Farms. They were already percentage owners in Kramer Properties and Kramer Enterprises.

Kirk's family completed the move from Chicago to the Boston area when Anne graduated from High School and Kate completed her Post-Doc testing and training and went to work for Genzyme Corp in Cambridge, MA. She has now moved on to teaching at Brandeis. Kirk now works for Bridgespan, a

non-profit organization that consults with and helps non-profit organizations.

Anne became a freshman at Columbia University in New York City. Tom and John both worked in the Boston area. Tom entered Medical School in 2008 after working a number of years with private companies in the health and medical areas. Anne completed university and has worked with several firms mainly in the health care research areas.

Kirk and Kate had a two-month sabbatical in March and April 2009. After a week in Hawaii with their family, they spent an extended month touring Western USA. At the end of it they went to La Veta, Colorado where the Kramer Family cabin is located between the East and West Spanish Peaks.

They loved the area and were interested in available properties. After much decision-making, they bought a property overlooking mountain ranges from all sides. It took several years of saving and planning on what type of home to build. It was finally finished in 2013. It is truly an outstanding home, built for year-round living. There are magnificent views from every window. They love winter sports, so they enjoy the area in winter as well as hiking in the summer.

The years have passed quickly since buying our home in Amarillo. Our life settled in to Dick working in Lagos with trips to the USA and with me going to Lagos several months a year. 2012 was a special year as we celebrated our 60th wedding anniversary with a trip to La Veta in March. Kirk, Kate, Cliff

and Pat joined us for two days there and then two days at the Broadmoor Hotel in Colorado Springs.

Also, in 2012, mother, Lena Anderson , celebrated her 100th birthday anniversary; many of the family joined her at the new Pioneer Manor, a wonderful care facility. She has fifty one direct descendants (five children, ten grandchildren, twenty one great-grandchildren, fifteen great-great grandchildren).

Dick and I have lived in Nigeria for over thirty-five years and have seen gradual changes in the country with democracy becoming a part of the culture and many economic changes being made to help build a better nation.

The private sector has grown, African Capital Alliance being a strong investor. Dick continues to be active and positive in many areas of work, supporting worthwhile groups, and mentoring people of all ages who are working hard and giving their every effort to better themselves, and those around them. I continue to support him 100% and am happy he is still challenged and has many good years ahead of him and 'us'.

1 Wanda Kramer's mother, Lena Anderson, died in 2015.

PART II

NATION BUILDERS

CHAPTER 3

A – E

ADAMS OSHIOMHOLE

GOVERNOR OF EDO STATE,
FEDERAL REPUBLIC OF NIGERIA

I have played many roles in my work life and served in the most subordinated positions including the lowest rank in a blue-collar plant where everyone was my boss. That was in 1969, before my tertiary education when I took up an appointment with the Arewa Textiles Company, Kaduna. The appointment didn't come easy though, as I had to successfully persuade the personnel manager of that company that I was fit to work despite my rather short height and small frame.

It was at that company that I began a trade union career in 1971. I was inspired to play an active role in the union because I was not satisfied with the quality of the union's leadership. My co-

workers in the textile factory elected me as the union secretary after a shop-floor revolution, which I helped to organize. My tenure led to a more militant response to the challenges of defending the workers of Arewa Textile Company. That experience led me to become a full time trade organizer in 1975. As an organizer, I introduced the trade union in several industries in Northern Nigeria. I was responsible for servicing thousands of workers throughout Northern Nigeria. I somehow became a bit of a menace to both foreign and Nigerian employers, whom I courageously challenged when they exploited and cheated their workers.

I rose from that level to becoming the general secretary of one of the largest unions in the private sector, covering the entire textile and cotton synthetic industry to becoming the president of the Nigeria Labor Congress (NLC). As NLC President, I worked hard to build the labour movement into an independent, militant and socially responsive fighting organization. The NLC became the number one defender of the rights and welfare of the working people.

Today I am the governor of a state. Each of these roles, combined with interactions I have had while playing them, have taught me lessons that guide me today and will continue to do so. One of those notable lessons is never to be so self-opinionated as to become incapable of listening to other people. I have learnt that one is better off developing the patience to listen, otherwise you end up generating heat and very little light. Perhaps the stand out source of that lesson is Dick Kramer.

My first interaction with Dick was at the Vision 2010 Committee and the Nigerian Economic Summit Group (NESG). At both fora, I went away with a great deal of respect for the man. I was the head of the Nigerian Labour Congress (NLC) and even though I knew that I was in the midst of very senior employers, CEOs of major companies, multinationals, banks and so on. My own mandate was to represent the interest of all workers. I was under no illusion that the essence of the Nigerian Economic Summit Group was to try and influence public policy in favour of business; the official argument was to influence policies that would lead to sustainable growth and development easily. The group succeeded in getting certain laws in place: laws against corruption and laws for privatization, BPE etc. The level of implementation was a different story. This had to do with the failure of political leadership across the country. But in terms of policy initiatives, I think there is a lot you can trace to Dick Kramer.

Though we (labour leaders) were in the minority, I was determined that our voices would not be drowned. As a result, no matter what language I used to drive my arguments; I was determined to provoke more debates about why people reason the way they do. I left every session better informed about their reasoning, thinking and the ideas behind their actions. Even when I had difficulties agreeing with some of them, I was always better informed.

I found out at these occasions that Dick thinks differently. He is an industrial diplomat who wanted to hear my views even

when others didn't want to. He was able to understand what informed my own reasoning and that of the organized labour. It takes a level of boldness and self-confidence to encourage the opposition to speak out. Dick did that admirably well.

Dick's role exemplifies that of an effective leader who achieves incredible results by leading from behind. It is a rare leadership quality for a person to achieve many laurels and yet stay in the sidelines and let others take the plaudits. Dick is such a man. I saw him as a silent coach who neither covets newspaper headlines nor competes for space or publicity with anybody; yet he has been thoroughly effective and influential and has contributed immensely to the economic development of Nigeria. One can say without equivocation that he has helped to change the way Nigerian governments look at business and the way businesses look at government.

My take away from my interactions with Dick informs what I tell some of my colleagues; that there is value in trying to understand why the other side believes in what they are doing and why they may not agree with your position. Opposing points of views must be accommodated. We are in the Nigerian boat together and it has to sail for the benefit of all passengers. Even though some occupy more comfortable positions than others, we all desire that the boat sails because if it sinks, the pain of death will be for both the rich and the poor. This is what I think Dick Kramer tried to communicate.

Interacting with Dick and other top people in the Nigerian Economic Summit Group helped in deepening my own skills

to debate and contest. These engagements helped me strike a critical balance between idealism and realism. They deepened my understanding of the environment and policy options. They also enriched my own understanding of the complexities that we face as a nation. For those of us who are committed to a more egalitarian society, equality, fairness and justice, interactions with Dick made us realize at a point that the debate should focus not just on distribution of wealth, which is the primary area that labour leaders concentrate on, but on wealth creation itself. It is the size of the wealth that really determines who gets what. When wealth is much, no matter how unfairly shared, it would still get to the least people to justify the efforts put into work.

Dick helped to moderate my own world outlook. As one who has read trade union literature while trying to understand the best way to organize, mobilize and engage capital, state and social issues that have to do with who gets what; I have now balanced that with getting involved in debates on enlarging the wealth for everyone to get a share. As a leader who listens, I want to believe that I also influenced Dick (though I'm not sure how much) to understand that business must necessarily take on board the social purpose of government.

Nothing would honor the work that Kramer has done for Nigeria for decades than for the government of Nigeria to concentrate on three priority areas: jobs, power and tackling corruption. I have argued from my days as a trade unionist and I am even more convinced now I am governor of a state that given our population, we must pursue policies that can lead to job-led

growth as against the jobless growth that we now have.

Secondly, we must deal with the critical issue of power. Ironically, from the first economic summit with Dick over twenty years ago, everybody has recognized that if we don't fix power, we can't unleash the potentials of this economy. Sadly, the more we talk about power, the less power government generates.

Finally, corruption must be checkmated. If not, the concept of dignity of labour would be dealt a very negative blow. When people see corrupt ones flaunting ill-gotten wealth without work, they think that there is no reason to work.

The good news is that we have moved beyond ideologies now. Nobody is dissipating energy on whether government is the best business manager or not. People now agree that government itself is the problem. That is exactly what Dick has been saying all along. He has been making the point that government has enough on its plate and should not bother with running businesses and that state bureaucracy leads to corruption and inefficiency.

My greatest take away from the interactions with Dick is what will constitute my advice to young Nigerians. Do not be so self-opinionated as to become incapable of listening to other people! Dick Kramer's leadership style has made me realize the importance of listening to the other side.

*** Adams Oshiomhole is a Commander of the Office of the Niger (CON)**

ADEYEMO ELEBUTE

PROFESSOR OF MEDICINE;
CO-FOUNDER, HYGEIA GROUP

I was born in Lagos, Nigeria in 1932 and had the good fortune of attending C.M.S. Grammar School, where I was a senior prefect. From that time, it was my aim to do as well as I could in life. I left C.M.S. Grammar School and went abroad to Trinity College Dublin, Ireland where I eventually obtained a Master of Arts and the Doctor of Medicine degrees in 1967.

At the college, I had the privilege of winning prizes, including the Daniel John Cunningham Medal for Anatomy, the Acquilla Symith Prize for Pathology, Bacteriology and Materia Medica and the Fitzpatrick Scholarship for the best performance throughout all professional examinations in the Medical School.

After I graduated, I went on to train as a surgeon and practiced surgery at a fairly decent level. I worked in hospitals in the United Kingdom including the Birmingham Accident Hospital, the Midland Centre for Neurosurgery, Royal Postgraduate Medical School, Hammersmith, and the Royal National Orthopaedic Hospital, Stanmore.

In Nigeria, I worked at the University College Hospital, Ibadan till 1962 when I was invited to join the foundation staff of the Lagos University Teaching Hospital. In Lagos, I became professor of surgery in 1969 and was later provost of the College of Medicine and chief medical director of the Lagos University Teaching Hospital. I have had opportunities to serve on many learned and professional international organizations and acted as a visiting professor in some universities around the world including the University of Arrhus, Denmark, Ahmadu Bello University, Zaria, and Manchester University, United Kingdom. In business, I have had the privilege of being the Chairman of Glaxo Group of Companies in Nigeria. I remained the Chairman throughout the evolution of the company until I voluntarily retired from GlaxoSmithKline (Pharma) Nigeria Limited at the end of the year 2001 and from Evans Medical Plc in 2004.

In 1985, together with my wife of over fifty five years, Professor Oyinade Elebute, I co-founded Hygeia Nigeria Limited, which owns and runs the Lagoon Hospitals/Clinics in Lagos and has also birthed Hygeia HMO Limited, a health maintenance organization providing healthcare cover for company employees and individuals in all areas of Nigeria; as well as the enrollees

of the National Health Insurance Scheme of Nigeria. Recently, Hygeia Nigeria established what I consider to be my real joy – the Hygeia Community Health Plan, which provides health insurance for low-income groups, in collaboration with Health Insurance Fund and PharmAccess of Netherlands.

My first encounter with Dick Kramer was at a National Universities Commission (NUC) meeting in 1980. At the time, I was a member of the commission when it was trying to set up a uniform accounting and financial report system for Nigerian universities. The contract was given out and a number of firms applied but Dick's firm won the bid. Unfortunately, it looked like some people were interested in getting kickback from the contract and therefore Dick was dragged into a mess of corruption allegations. This was shortly after he arrived in Nigeria.

The matter became complicated and at a point in time, I suggested to the Chairman of the NUC that we should invite Dick to answer certain pertinent questions. So Dick was put in a room and I was asked to question him. He was calm as he responded to various questions until I asked him, "Did you pay a bribe to get this contract?" On hearing that question, he flared up and said that he had never done anything like that in his life. At the end of the investigation exercise we found out that Dick and his firm had done nothing wrong.

We resolved the matter and later realized that Dick was a fantastic professional who was very keen on helping Nigeria set up that valuable tool for running the universities. We saw in him a solid character who had been thrown into the middle of our

pool of corruption. Dick's example always reminds one of the need for young Nigerians to realize the importance of placing priority on character. Character is the foundation for lasting success. I am concerned about how we seem to have lost basic values in the country. Truthfulness and honesty, for instance, are no longer valued.

The next time I met Dick was when I was invited to join The Nigerian Economic Summit Group (NESG) in 1995. I attended every meeting and met with him a lot during that period. What brought us closer was that I had left the university system in 1981 for the private healthcare sector and I was determined to build a private health organization that would effectively deliver quality healthcare, which is my second passion. I have followed this persistently throughout my life.

I realized that one thing that was missing in Nigeria was health insurance. Nigeria, up to that point, had no health insurance program but the government was trying to set up a National Health Insurance Scheme. A law had been drafted but the law was not going to be viable or effective. The NESG then took an interest in trying to make it better and I was approached to get involved in the process. I later found out that Dick was behind the nudging and so I agreed to set up a study group to review the draft decree.

We worked on it and that led to the production of an amended decree, which was submitted to the then Head of State, General Sani Abacha. He was keen but died before he could do anything about it. Luckily, his successor took it up, worked hard on it and

within the period that he was there, the law was passed. In the middle of all that, my wife and I had set up Hygeia.

At that time, the business concept for Hygeia was new and strange to many people and we didn't know how it was all going to turn out. Again, I had a conversation about it with Dick who had already set up African Capital Alliance. Dick and Okey Enelamah came in and conducted a series of retreats and brain storming sessions with my team, which helped to clarify our vision and direction. Based on those sessions, we produced a document in 1998 that was called, 'The Business Concept for Hygeia', which till today, is still the guiding document for that company.

In the meantime, Dick and his group were working on setting up the Lagos Business School (LBS) and I was invited to be a part of that process. Through the LBS, I was able to get high-level training for my staff. Our health care group was staffed with well-trained managers who had a passion for quality as well as the belief in integrity and an anti-corruption mindset. These are qualities I would like to see develop into our working culture in Nigeria. I would also like to see us prioritize: education, health-care and social services, which should include poverty eradication, employment, and housing. The real problem with these latter three is the budget for them. I am convinced that the budget system should be altered in a way that more of the nation's resources are diverted to the social needs of the country. To put it differently, you could say that we need to budget more for 'civilization'. We cannot get civilization without paying for

it and without civilization, we will continue to have a lot of the problems troubling Nigeria.

*** Adeyemo Elebute is a Commander of the Office of the Niger (CON)**

AFOLABI OLADELE

PARTNER, AFRICAN CAPITAL ALLIANCE

Upon completion of my National Youth Service Corps program in June 1975, after I had graduated from the University of Ife with a Bachelor of Science degree in Chemical Engineering, I joined the Ministry of Mines and Power as petroleum engineer-in-training and was immediately assigned to the Petroleum Products Department under Chief J.J. Akpiewi who designed a two-year training program that started with a posting to the old Port Harcourt refinery where I was trained as a plant engineer.

The training continued under Total Nigeria and Total International, in a program that eventually took me to the French Petroleum Institute in Ruel Malmaison, France.

While there, I completed successfully, a graduate program in petroleum economics and subsequently worked briefly at the Raffinerie de Provence in La Mede France before heading to Total Headquarters in Paris to understudy planning, supply and distribution of petroleum products in large markets.

Upon my return to Nigeria in 1977, I continued work as a petroleum engineer and over the many years that followed, I was privileged to play significant roles that had direct impact on Nigeria's petroleum sector. Those roles included:

- (1) The development of the first demand forecasting model that achieved +/-0.5% accuracy in predicting domestic products demand. The application of the predictive formula stopped the underestimation of petroleum products importation into the country, which helped to reduce the periodic petroleum products shortage in the country.
- (2) The introduction of crude oil yield based valuation of Nigerian crude oils. This provided a verifiable basis for pricing Nigerian crude oil. On account of this application to Ashland's PSC production, I recovered \$80m from Ashland Petroleum in 1979. This was the seed money for the construction of the then new Port Harcourt refinery.
- (3) I was seconded as Nigeria's member of the multi-disciplinary OPEC countries' team of experts that developed an interactive model for OPEC at the University of Southern California. The model was used

to determine average crude oil price that would prevent coal substituting crude oil in 1980/81.

- (4) Together with the accounting firm of S.S. Afemikhe & Co, I developed the new Petroleum Equalization Fund structure for payment of truckers post the completion of the Petroleum Products Pipelines and Depots System in 1982. The uniqueness of the system was its self-balancing nature that eliminated government subsidizing products movement.
- (5) As planning manager, National Petroleum Investment Management Service (NAPIMS) in 1988-90, I developed the revised MOU (Memorandum of Understanding) with the IOCs in the country. The revised MOU introduced elements that reversed the declining hydrocarbon exploration and oil reserves in the country.
- (6) As general manager and group general manager NAPIMS in 1990-96, I was the lead negotiator of the new Joint Operating Agreements with the oil producing companies. I supervised the largest expansion in the nation's oil production capacity in recent history. During the same period, I led the team that negotiated the agreements that resulted in the deep offshore discoveries that are now the mainstay of the nation's production capacity.

In 1986, under the tenure of late Aret Adams, NNPC had engaged Arthur Andersen (AA) to work on the commercialization of its operations. The assignment was to develop a roadmap for the

corporation to pursue profitable and efficient management of the nation's hydrocarbon resources independent of government funding. The work was of high priority to all and indeed AA put behind it all the resources it could muster for reasons I later came to understand were beyond getting just another profitable consulting assignment. Positioning NNPC right would set a model for the transformation of a government-run institution to a world-class type, run on market dynamics while providing sustainable income to government without drawing from public purse; and also governance principles that prevailed in any international setting.

I can still visualize 'this bald American', Dick Kramer, in that inaugural address to the NNPC Management Cadre that inspired amongst us younger managers, the unimaginable possibilities for Nigeria if we got the transformation right.

At that time, I was fortunate to be selected in the Petroleum Products Supply and Distribution work stream. My encounter with Dick Kramer, Ifueko Omoigui Okauru and Lowell Janzen was life changing for me. I should expatiate on this a little. In the structure that evolved for bridging supply and distribution operations on the one hand and refineries' operations on the other, for seamless and efficient interface; the prevailing political interests misread that the two heads of marketing and refineries would have to take instructions from a coordinating office that a lower level manager (myself) would operate.

My selection was based on my training and demonstrated competence. Unfortunately, that was the beginning of the end of

the commercialization program. The structure was dismantled but I owe it to Dick and his team who persevered in ensuring that my career was not destroyed by the aftershocks of the rejection of the structure.

That was one defining experience I had with Dick. But there were others. I recall sitting in front of him in his Gerrard Road office in an afternoon session at his invitation. In the ensuing discussion, the seeds of patience, excellence in output and having a long-term view of life were sown in a driven young man. I remember two key statements he made that I have not only lived by but also taught from the pulpit. To quote:

“Have you ever thought about why God gave you two ears and one mouth? You need to listen more than you speak”.

“Do you think God was short of power when He created one thing in one day and saw that it was very good? Don’t hurry to do everything at a time. You end up doing work of unacceptable quality. Take one thing at a time and do it very well”.

These have helped me in maintaining the right perspective in every area of my life. Dick followed my career through the time I was moved to head downstream operations and when Vision 2010 was initiated. I was a willing and active participant in all the deliberations largely due to his encouragement. His belief that private and public sector partnerships are crucial to moving the country’s economy forward; and his belief that Nigeria has all that it takes to be a great country if we work tirelessly to

overcome every springing stream of short term obstacles, have rubbed off on me.

At my departure from public service, Dick reached out to me and with his good counsel. I accepted to work for African Capital Alliance (ACA), the private equity firm founded by the partners that were the heart and soul of Vision 2010.

For Dick and all of us who over time joined the firm, ACA represented a vehicle for continuing the unfinished business of nation building and demonstrating that wealth creation was possible with the simultaneous pursuit of good governance and integrity.

AHMADU MOHAMMADU JODA

DISTINGUISHED FORMER PERMANENT SECRETARY
PRINCIPAL FOUNDER, BENUE VALLEY FARMS

On the seventh day of my birth, I was given the name Ahmadu, but over time I became generally known as Ahmed. Nigeria had very few urban cities during the period I was born which was in the 1930s. Only cities like Lagos, Ibadan and Kano had educational institutions beyond secondary level even in the south of the country. In the North, there was only one secondary school. In the two states of the present Adamawa and Taraba, there was only one school, which provided senior primary and the equivalent of today's junior secondary school level of education. The entire northern region of Nigeria had only seven elementary schools enrolling not up to two hundred pupils.

In 1939, I entered Yola Elementary School for four years of education and in 1942 by a lucky circumstance, I was admitted into the Yola Middle School with the aim of getting what today is junior secondary school education. In 1945, I was one of three who passed the entrance examination to the only secondary school in Northern Nigeria and in 1949 secured admission in the School of Agriculture in Moor Plantation Ibadan, South West of Nigeria, for a three year course and became an agricultural research assistant at the Yola station. I did not last long in this job and soon found myself in the profession of journalism for which I received training in the United Kingdom from 1954 to 1956. I then worked among the pioneer young Nigerians in radio journalism. Reflecting on those years, it is quite obvious that those pioneers shaped the broadcasting industry of the country and must have influenced the political and social attitudes of the country rapidly transiting from colonial to full independence with all that it entailed.

In October 1960, just as the country was coming to the reality of independence, I entered the Civil Service proper as a Senior Administrative Officer in a supernumerary position being groomed to take over from the departing British Colonial Officials. A year later, I became the chief information officer of the Government of Northern Nigeria. Twelve months later I was the permanent secretary of the Ministry of Information. That period was a challenging one for Northern Nigeria. Trained and experienced manpower was scarce. In my particular field, the challenge was to enlighten a largely illiterate population, with poor communications in a vast terrain comprising more than

two thirds of the landmass of Nigeria. We had no television and no radio. The roads were what the Americans call dirt roads. They were narrow and dusty. The only newspaper was the Vernacular Gaskiya Tafi Kobo. With the creation of twelve states in May 1967 and the disappearance of Northern Nigeria, my own job also disappeared. I was reassigned to the same position at the federal level in the Federal Ministry of Information in July, 1967 as the country was going into the Civil War which was to last for thirty months. This was a challenge.

In February, 1971 I suddenly found myself in the position of permanent secretary of the Federal Ministry of Education. While in this position, it gradually dawned on me that the educational gap between Southern and Northern Nigeria was enormous and it needed to be narrowed as quickly as possible otherwise it could endanger or even threaten the unity of the country. My line of action was to propose special programs of action. Several teams of educationists immediately went to work. They recommended a crash program of teacher training not only for the North but the entire country. Next, we introduced a federal intervention that would support accelerated expansion of secondary education throughout the North and created three Advanced Teachers Colleges at Pankshin, Okene and Yola and also three new Colleges of Arts and Science at Sokoto, Mubi and Ogoja.

In August, 1975, I was sent to the Federal Ministry of Industries where I again served the country until the end of 1977 when I decided it was time to leave the Civil Service. On the 31st

of December of that year, I asked to be allowed to retire and eventually left on the 30th of April, 1978. Since leaving the civil service, I have served government in several capacities. I have been involved as chairman and board member of several private companies and I have joined worthy causes including of course, working on the creation of the Nigerian Economic Summit Group (NESG). This brings me to Dick Kramer. Perhaps the best way for me to describe Dick is to place him within the historical context of the founding of the NESG. The story of how this influential organization started helps to illustrate the character of Dick, his sense of vision and his commitment to Nigeria. It also helps to show how, as he often proposes, partnerships can be forged for nation building. Let me share the story.

I first met Dick during the period of the turmoil that followed the nullification of the election of MKO Abiola, when the future of the country was very uncertain. It was at the residence of the British High Commissioner to Nigeria at a Garden Party to celebrate the Queen's birthday of that year. It happened that Chief Ernest Shonekan, the World Bank Resident Representative, Brian Anderson (the former Managing Director of Shell), Pascal Dozie, Kalu Idika Kalu and some other notable people were at that party. We got involved in deep and passionate discussions about the future of Nigeria. When we became aware that it was time for us to end our discussion, we decided to meet again and continue what we had started. It was agreed that one of us should host a dinner in that regard and Chief Shonekan offered to do so. A month later, we met at his house and had the dinner and our discussions. Well after midnight, we agreed that we had

a lot more to talk about so someone else offered to host another dinner a month later. We soon realized that the task we had set for ourselves was not one to be completed at few dinners. We gave ourselves a name: The Monthly Dinner Group – MDG and continued to have our dinners based on a formalized approach we had adopted.

Dick, all the while, had been providing full secretarial services. We took the minutes and the background papers he circulated at every meeting for granted. We had, without any formalities also recognized Chief Shonekan as the leader of the group and Dick Kramer as the facilitator and chief executive officer of our operations. It was quite noticeable that he worked along with some bright young men and women from his office. His home and office were the engine rooms for what became the Nigerian Economic Summit Group.

Though, we operated informally, we had become quite an efficient and well-managed organization. Ideas began to flow; blue prints were being developed until we hit the idea of ‘visioning’ which ultimately became Vision 2010. I think some credit for this name must go to Brian Anderson who had served in Malaysia, the country where the visioning idea was hatched and where he had first-hand knowledge of the Malaysian Vision 2020 which was rapidly lifting the country to a first class economy status. Conferences, workshops and seminars were organized with world experts participating and sharing experiences. I believe that much of the funding for these efforts were borne by Shell with some contributions by the companies that were part of the

Monthly Dinner Group. But the main driver of the entire project was Dick.

At some point in this evolution, Chief Shonekan became the head of the Interim National Government and moved to Abuja, the seat of government with Babangida still the president. I believe that it was this turn of events that placed Shonekan in a position where he could persuade President Babangida to accept the idea of visioning for Nigeria and personally attend and take some part at the first annual summit. With the departure of Babangida and the subsequent emergence of General Abacha and, no doubt the persistence of Shonekan, Abacha fully endorsed the visioning idea and he it was who insisted that it should not be Vision 2030 but Vision 2020.

This story presents one of the numerous activities of Dick with which I have been closely connected and which brought him and I together for close to five years and thereafter. It is a story every young Nigerian should know and glean lessons from. It is the story of Dick and a reminder of how vision, commitment and unity of purpose can help to build Nigeria. I continue to watch with amazement and wonder at the fervor and consistency and dedication which attends all of Dick's actions. There is much for us to learn from them as we endeavor to make Nigeria great.

*** Ahmadu Mohammadu Joda was first awarded the Officer of the Federal Republic of Nigeria (OFR) and subsequently became Commander of the Office of the Niger (CON)**

AKIN LAGUDA

CO-FOUNDER, CONTINENTAL RE-INSURANCE PLC

My surname identifies me as a descendant of the Brazilians that settled in Popo Aguda, Lagos, after the slave trade. My grandparents were community leaders with a strong belief in education, discipline and neighborliness. My father was educated at Wesleyan Boys High School (Now Methodist Boys High School (MBHS)) and Kings College, Lagos; and my mother went to Wesleyan Girls High School (now Methodist Girls High School), Lagos. They were both keen on the education and progress of their children. I studied at Methodist Boys High School from 1952 to 1956 and due to their support, I was chosen as one of nineteen students to pioneer a five-year Cambridge Secondary School Examination program. Also, from 1957 to 1958

at St. Gregory's College Lagos (SGC), I pioneered the Cambridge Higher School Certificate course, being the only student with a full certificate at principal level.

I gained admission into the Nigerian College of Technology, Zaria (now Ahmadu Bello University, Zaria) in 1959, and studied Mechanical Engineering. I then went on a two-year program at the British Railways, and by 1970, I became a member of the Chartered Institute of Mechanical Engineers, UK. I continued my professional career as an assistant manager at the Nigerian Railway Corporation (NRC) and, eager to make good use of opportunities, I set up the first Railway Wagon Production Workshop in Nigeria, reducing substantially the importation of finished railway wagons. Following this, I moved to the Locomotive Department of the NRC and during the Civil War, I played a key role in training young recruits from the Technical Colleges in the North to reduce the shortage in labor. This meant we could keep up our exports of cotton and ground nuts and earn needed foreign exchange. But we were also faced with shortage of spare parts. My solution was to improvise tools and carry out the production and repair of components locally. There was personal satisfaction in all these as we got things working against all the odds.

I had the opportunity of contributing to positive change again at the Lagos City Transport Corporation in 1972 and in 1975, I left with a blueprint for the organisation's future growth which rationalized public transport in Lagos.

Between 1975 and 1979, I functioned as commissioner in the

Special Duties, Works and Planning and Finance Ministries under the Lagos State Military Government. Shortly after leaving the civil service, I co-founded an engineering consultancy firm focused on design and project management. One of our key achievements was the design of the police medical facilities at Abuja.

In 1985, I saw an opportunity to start a private re-insurance company in Nigeria and so I collaborated with others including chartered insurers to incorporate Continental Reinsurance Plc of which I was the chairman from October 2000 to September 2013. In February 2007, Continental Reinsurance was the only fully owned private Nigerian reinsurance company that was recertified by the Insurance Commission. Continental Reinsurance Plc is now Pan African with subsidiaries in Kenya, Botswana, Abidjan, Douala and Tunisia.

There were lessons for me in all these. An important one is to recognize mistakes when they occur and tackle them head-on. I have also learnt the importance of ethics; strategic and succession planning (medium to long-term); financial instruments, communicating effectively and establishing corporate governance practices for organisations.

A significant part of this attempted summary of my working life is when I met Dick Kramer in February 1983 after I had been elected chairman of Ikoyi Club, Lagos. At that time, the finances and books of the club were in a bad shape. I needed a new treasurer and in the course of my search, I spoke to Dick. He helped in no small way to set things straight.

I finished my term in 1985, and Dick stayed on to become a trustee. In 2006, Dick invited me to lunch for a chat. There he tried to convince me to serve as a trustee of the club. I remember telling him that I would only accept, if he was staying on. His positive response encouraged me and we have since worked together to improve the club.

I should also note Dick's contribution to the performance of the Franco-Nigerian Chamber of Commerce and Industry (FNCCI) in the late 1990s. He presented lively papers to the chamber including reviews of the Federal Government's annual budget. He also helped to prepare our Paper of Action for the Obasanjo civilian government. Dick was very supportive during my chairmanship of the FNCCI.

Dick is a fascinating man and there is much to be gleaned from the life he has lived well. Despite tremendous success in his professional life, he places the highest value on family. This is an idea I share. There is no achievement I can compare to that of my getting married in July 1966 and raising a family of five children and four grandchildren, with my wife. The concept of the family and raising children is one that is vital for any nation. Perhaps having children and watching them grow helps you, more than all other obvious reasons, to see why education is vital for a country's development. Maybe this is why Dick goes on and on about the merits of learning and education. This is something we must place priority on in Nigeria.

Every child should have access to free primary and secondary education. Add healthcare and the environment as priorities

and we will raise a strong workforce capable of turning our economy into an enviable one. As such, Nigeria's next key steps must include improvement in the area of security, accountability to tackle corruption and investment in infrastructure (especially power). These would create the kind of climate that would allow for education to thrive and inevitably, the empowerment of Nigeria's massive population of young people who will determine the country's future. We owe them that. As Dick's life has demonstrated, if we uphold transparency and commit to making sacrifices for just causes, we could pay that debt.

*** Akin Laguda is a Commander of the Office of the Niger (CON)**

ALABA OKUPE

PARTNER, OKUPE & CO

My roles in life have been connected to my profession as a practicing lawyer. I have always been passionate about upholding the Rule of Law in all my endeavors because I believe it enables fair and functioning societies by constraining behavior, including the behavior of leaders. A society where there is the Rule of Law is one in which every citizen is subject to the law, including the lawmakers themselves.

Sadly though, the enthronement of the Rule of Law has not yet been achieved in Nigeria and this is a major reason why the country struggles to actualize its immense potentials. For Nigeria to become great, the Rule of Law must become a culture; not only

at government level but also at organizational levels. The basic concept of the idea of the Rule of Law is to subject everyone, including those who call the shots, to spell out guidelines, rules and due processes. This will ensure that organizations and institutions function efficiently and productively.

Let me give an illustration: On Thursday 24th February, 1994, I was elected chairman of Ikoyi Club 1938. The club was at that time enmeshed in deep financial crisis that was, by and large, caused by failure, at some point in time, to follow due process, obey guidelines and ensure all stakeholders, including leaders, are accountable - the very principles undergirding the Rule of Law. The bad situation prompted the members of the club to authorize its trustees to set up an investigation panel, which will report back to them. Dick Kramer was then one of the trustees, and has remained one till today.

My first contact with Dick was on Friday 25th February, 1994 - one day after I was elected chairman of the club. I met him and Chief Sankey in the club's general committee room at a meeting to plan the modalities for setting up the trustees' investigation panel with its diverse terms of reference. Dick, as the then managing partner of Arthur Andersen, placed all the key professional and secretarial staff of Arthur Andersen at the disposal of the club at no cost. This was an enormous show of selfless support.

If Arthur Andersen were to charge the club fees for professional services rendered, the club would probably not have been able to afford it, in view of its very precarious financial status at the

time. Dick, at various times after 1994, did not hesitate to put his professional expertise and those of his staff, at the club's disposal. As recent as 2011-2012, he seconded one of his financial experts to assist the club in separating its capital account from its operating account, at no cost to the club.

With Dick's contributions during that crisis period, we were able to establish a certain level of financial discipline, clear guidelines and due process that turned the club's fortunes around. I was glad to see the idea of the Rule of Law entrenched in the club. While the club still has a long way to go before achieving the laudable objective of attaining world-class standard, it has made a lot of progress.

By observing that club reform experience and others, it is easy to appreciate the fact that Dick has succeeded in pioneering and managing a number of organizations in Nigeria, due to his knack for setting up structures and systems; and following due process that increases the odds for organizational success.

In 2003, seven years after I left office as the chairman of Ikoyi Club 1938, I became a trustee member of the club. I have since had the pleasure of interacting and working with Dick on many projects. He is very inspiring, efficient, professionally skillful and knowledgeable. Above all, he is an epitome of selfless service. These are qualities that are worthy of emulation, both at the club and national levels.

Without doubt, Nigerians have a lot to learn from a man like Dick, considering our interest in having a new country. But having a

new country requires building one ourselves. In building that new country we dream of, enthronement of the Rule of Law in all its ramifications; transparency in all facets of officialdom; and selflessness, should become our priorities.

In view of these, we should make the following our next steps:

- Conducting credible/transparent elections at all levels;
- Enthroning the principles and practices of democracy in all its ramifications.;
- Conducting massive public enlightenment campaigns as to the true meaning and intendments of democracy and the Rule of Law. I suggest a series of retreats should be organized for legislators, civil servants and law enforcement agents;
- Promoting transparency in all facets of officialdom with a view to fighting corruption at all levels. Very strict legislation should be enacted to discourage corrupt practices. Anybody, whether Nigerian or foreigner, government official or private individual, to whom ill-gotten wealth is traced should forfeit same with a penalty, to discourage people from acting as 'fronts';
- Imbibing moral values depicting selflessness as a virtue in contrast to greed and self-exaltation;
- Articulating and implementing a 5 to 50 year National/State Development Plan. I don't mean economic summits that come up with 'Housing for all' and '2020-20' slogans

that everybody knows from the very days they were propounded could never be attained.

The 3rd National Development Plan (the last) was inaugurated on 1st April, 1975. It was not implemented. The best thing to do is to revisit the 1st; 2nd; & 3rd National Development Plans respectively, update them and let us have a revised edition in the form of a 4th National Development Plan. Let us stop groping aimlessly. There is no doubt that preparing a national/state development plan is not an easy task. We must give the exercise all the skill, guts, ingenuity, zeal and assiduity it demands.

It was the republican lawyer and 30th president of the United States, Calvin Coolidge Jnr. who said, "*...if all the folks in the United States would do the few simple things they know they ought to do, most of our big problems would take care of themselves.*"

This is most applicable to Nigeria, particularly considering the suggestions shared above. Dick Kramer, one of America's greatest ambassadors to Africa, has lived Coolidge's idea. I hope that young future leaders of Nigeria will do the same.

ALBERT ALOS

EMERITUS PROFESSOR;
CO-FOUNDER, LAGOS BUSINESS SCHOOL

I came to Nigeria in October 1967 - three months after the beginning of the Civil War - as a lecturer in the Department of Applied Physics of the University of Ife (today Obafemi Awolowo University). When I reported to my head of department, late Professor D.F. Ojo, he asked me, "Do you know we are in the midst of a civil war?" To my positive reply, he added "And you still came to Nigeria? You must have much faith in this country. I think we will work together very well". That remark of Professor Ojo was prophetic because I have kept my faith in Nigeria throughout the last forty seven years and I have worked very well with all my friends and colleagues. Something that helped me to keep that faith was the constant discovery of

talented people across all sectors of society and the thought that if this talent could be well formed and appropriately developed, the future of Nigeria would be very bright.

I strengthened my faith in Nigeria when I met Dick Kramer at the time Lagos Business School (LBS) was starting. His love for the country and his positive outlook - which often contrasted the pessimistic view of many - was always encouraging and made hopes rise. He turned problems into challenges and difficulties into positive action.

I will focus on a bit of the LBS story because it encapsulates some of my experiences, Dick's exceptional character and the incredible possibilities inherent in Nigeria. Being in the field of education, I had ample opportunities for making contributions to developing talent. In 1968, I was fortunate to become part of the Educational Cooperation Society (ECS), a not-for-profit foundation promoted by some members of Opus Dei and some of their friends who were working in the field of education in Ibadan. Our dream was to promote educational and social projects that would make a contribution to the development of our society. Although we did not have an idea of the kind of projects that ECS would promote at that time, we were quite clear about the principles that would guide them. ECS would be the legal owner of initiatives that would help to promote professionalism, upright character and a sense of social responsibility. These projects would be open to all, irrespective of race, religion and social background and a management team would be appointed for each project, which would be made responsible for the effective implementation of

its objectives. From a lowly start, we embarked on a number of education related projects starting from Ibadan, South West of Nigeria.

Years later, one of the projects ECS birthed was the The Helmbridge Study Centre project which came to life in 1973. Helmbridge was conceived as a youth centre that would run activities to help boys in secondary school develop good study habits and improve their academic performance. The environment created was to groom students in human and moral qualities. It turned out to be a hugely successful project.

Early in 1974, ECS set some quite ambitious targets including building a structure that would require substantial funding. But ECS was still a relatively unknown entity and it needed people behind the project with impeccable credibility to gain the trust of donors. This led to the formation of a board of patrons. Encouraged by the commitment of members of the board, we commenced the fundraising. On May 17, 1976, we moved into the new premises of Helmbridge Study Centre and that gave us a strong sense of accomplishment.

The Helmbridge Management Series that we organized for professionals aroused our appetite for management education. It became evident that such a high level of interest in these seminars pointed at a need for management education at a higher level. After some research, we concluded that there was clearly a dearth of adequate and relevant training for personnel in the private sector. The seed for LBS was sown. Years later, ECS agreed to the take-off of the Lagos Business School. In addition to

providing space, ECS also procured some donations – a start-off grant of US\$ 10,000 and a promise of the same sum for the next year. LBS began to pursue its focus on management education by running seminars on specific management functions.

It was obvious that to succeed in the field of management education, LBS needed a board made up of reputable captains of industry who would help us understand the business landscape and advise on the relevance of the programs we offered. The first port of call in assembling the advisory board for LBS was the ECS Board of Patrons. Most of its members were pleased and satisfied with their involvement in the ECS's previous projects and were willing to continue in their roles. Chief Olu Akinkugbe, Chief Ernest Shonekan and Mr. Akintola Williams readily agreed to be part of the LBS Advisory Board. Membership of the board was enlarged by inviting other reputable business executives referred to us. We were fortunate to have people like Gen T. Y. Danjuma, Mr. Faysal El-Khalil, Christopher Kolade, Phillip Watts, Felix Ohiwerei and Dick Kramer join the board. Dick was at that time the managing partner of Arthur Andersen. When he was visited in his office and told about the idea of starting a business school in Lagos, Dick, who was an alumnus of Harvard Business School and therefore had HBS as a model, analyzed the idea with his characteristic pragmatic approach. He commented that the idea was very good, but asked, "Do you have a building ready?" The reply was that we only had the sitting room of a house. Dick continued questioning: "You may need \$1m to build the school. Do you have the money to build?" Again the response was in the negative. We only had a grant of \$10,000 to

get started. “And do you have the faculty to run the programs?” After all the negative responses, Dick said: “Why don’t you put together the building and the staff and afterwards you let me know if I can join you?” The visitors turned the tables round by saying that they wanted him to join the board precisely to help to make those things happen. And in fact, they asked him not only to be on the board but also to be a member of the faculty. Eventually Dick accepted both proposals and became one of the people most committed to the business school idea.

The first Chief Executive Program started on June 2, 1992. Three professors from IESE Business School, Spain had agreed to be part of the faculty. Dick Kramer had already accepted to be one of the facilitators in the area of strategy and he took up the assignment with great enthusiasm. As an alumnus of Harvard Business School, he went to his alma mater to get the complete folder of cases for the strategy course and some videos on these cases. He worked on them and prepared teaching notes that brought the main issues home. No one missed his classes. He was most certainly the best. He had prepared his cases very well, knew how to make the content relevant to the local environment and was a very good facilitator.

Dick was critical in helping us raise the funds required for putting up the building that would meet the necessary requirements and standards of a business school setting as we grew rapidly. It is impossible to forget his brilliant presentations during the many fund raising dinners the members of the advisory board organized to raise money for LBS.

Today the LBS Alumni Association has over 5,000 members and LBS is celebrated beyond Nigeria. It is the second-best business school in Africa and among the top fifty business schools in the world in executive education and open enrolment programs, according to the Financial Times ranking. For eight years, we have consistently maintained this position. I retired from the university in January 2010, after seventeen years at the head of the institution, as the first director general, dean of LBS and university vice-chancellor. I am currently an emeritus professor and continue to be associated with LBS. I feel extremely fortunate for having shared the LBS dream with members of the advisory board and I am extremely appreciative of their commitment and support to this initiative. I am especially grateful to Dick Kramer for his positive outlook, for his time and dedication to the incipient LBS and for being such a great dreamer.

AMINA OYAGBOLA

HUMAN RESOURCES EXECUTIVE OF MTN NIGERIA
COMMUNICATIONS LIMITED

All women juggle many roles and responsibilities throughout their lives. I am no exception. My roles, as at the last count, included being a wife, parent, company executive, student, reformer, coach and mentor. The pace of my life is often exhausting and sometimes exhilarating. Being the wife of a lawyer, an ever-inquisitive intellectual, and parent of three graduate children would be responsibility enough but it does not stop there.

I have to be a student because my quest to excel requires that I keep learning and updating my knowledge; a reformer because in any assignment I am given, my goal is to bring about

positive change; a coach to my staff, to ensure that they learn the technical, social and behavioral tools required for them to excel; and a mentor to many young professional women, to help them achieve success commensurate with their potential.

My first job was with a top litigation firm where I learned the importance of mastering briefs; good interpersonal skills; deep analysis and clear articulation of issues; understanding of contexts; flexibility and adaptability in thought and resourcefulness in action. From the intellectual demands of legal practice, I moved into the practical world of banking in a new commercial bank with customers to please and tough profit targets to meet. Initially appointed as legal adviser, I was soon thrown into core banking operations as head of the bank's corporate branch. This led to my being headhunted to become legal adviser of a top retail bank undergoing privatization. I was able to rely on my prior professional experiences to help reposition the bank.

After several years, I was awarded a Chevening Scholarship Award to study for an MBA at Lancaster University Management School in the United Kingdom for twelve months. I returned to take up a new role as the bank's head of human resources. I was then headhunted by Shell Petroleum Development Company Limited to fill a strategic human resource role.

Shell was a fast-paced, male-dominated environment with its own internal modes of expression, replete with acronyms and engineering terms. I immersed myself in this specialized culture without losing my sense of identity and strove to establish a

reputation for reliability, efficiency and delivering results.

I was happy at Shell and I learned a tremendous amount of things about international best practices in many areas of management. However, at some point in time, company policy meant it was likely that I would be relocated from Lagos to Port Harcourt, which was not convenient for me and my family.

Fortunately, I had been offered a job as corporate services executive in MTN, Nigeria. The job consisted of external stakeholder management, including legal services, and corporate communications and so it was simultaneously a familiar and new professional territory for me. At the same time, I was made the pioneer director of MTN Foundation. This afforded me the wonderful opportunity to set the agenda for corporate social responsibility in the country as a result of our sizeable budget and structured, yet, innovative partnering approach.

The success of the foundation earned the commendation of several international bodies including the United Nations Global Compact. It also spurred me on, after my experience as an Aspen Leadership Fellow, to establish a women's mentorship network organization known as Women in Successful Careers (WISCAR). WISCAR is now in its sixth year and has continued to grow and impact society in the enhancement of female careers.

My last career shift resulted in my being appointed to be head of human resource functions at MTN, a role through which I have been able to, with the help of my team, transform the function and positively impact the growth of the organization.

Looking back, I can see certain trends in my various career roles. I seem to have been most successful in developing and building teams; and delivering lasting results, in line with management objectives. Some of the highlights include: the multiple award winning MTN Foundation; the restructuring of the United Bank for Africa (UBA) Plc staff formation; the review of the UBA Plc legal case Management Portfolio resulting in huge savings and reduction of contingent provisioning; and the achievement, by MTN, of the Investor in People accreditation (IIP). The IIP certification is the only internationally recognized people management standard. MTN is the first and only company in Nigeria to achieve that standard so far.

My professional interaction with Dick Kramer started when he nominated me for appointment to the advisory board of Business Day. This nomination was characteristic of Dick's quiet but influential encouragement of a multitude of Nigerians in the business world. The knowledge and insights I have gained from being on this board have far exceeded any contribution I may have made. Dick has always believed in raising leaders that could change Nigeria.

I believe that to grow, develop and progress, Nigeria needs the type of leaders Dick works hard to raise. In addition to this, Nigerians need to cultivate and accept key principles of developed nationhood such as the Rule of Law, public accountability and universal economic empowerment. The country also needs to develop and sustain good and universal education to the highest standards possible and to make basic

health care available to all. In view of these, the next key steps for Nigeria should be to go beyond visioning and make positive change happen through education, economic empowerment and enlightened leadership.

Nigeria is destined for greatness and each of us has a role to play in making sure that destiny is realized. Perhaps this is the best summary of Dick Kramer's last thirty-six years.

ANNE LEAMON

CHIEF OPERATING OFFICER,
BELLA RESEARCH GROUP

My colleague, Josh Lerner, met Dick Kramer in 2006 at Harvard's executive education class. Josh always meets interesting people first—I didn't meet Dick until 2011. He had called to give me background on Nigeria for work Josh and I were doing with African Capital Alliance (ACA). I knew him as a wry, blunt, perceptive presence with a Midwestern-Texas accent before I knew him by sight. I then came to know his history and the impact he has had on ACA, on Nigeria, and—given Nigeria's size and impact—on the African continent as a whole. I also came to appreciate his close bond with Wanda, and her deep commitment to his work.

Dick exemplifies Gandhi's admonition to, "Be the change you want to see in the world." His willingness to embark on risky ventures, like Nigeria's Vision 2010 effort, proved him an entrepreneur at heart. As a founding partner of ACA, he inaugurated the private equity industry in Nigeria.

Private equity offers a unique approach to economic development in a country. Because it provides both financial support and operational advice, private equity investment lifts the entire country's business capacity. Moreover, many of the most successful companies in emerging market private equity sectors provide not just financial gains but also extensive social benefits—as seen in ACA's investment in MTN Nigeria (MTNN). MTNN represented a regulatory success, as shown in the government's privatization approach, as well as a financial gain for ACA and a benefit for society in its provision of high quality, competitively priced telecommunications services. At its best, private equity encourages good governance on all levels, while also providing important services and rewards to those who undertake the risk. Dick undertook a lot of risk.

Not only did Dick take on investment risk, but he also propelled the careers of a number of talented people. In private equity, people are the critical ingredients for a successful enterprise. If the technology fails or the market shifts, a strong team can adapt. Dick's ability to identify and inspire people has left an indelible mark on Nigeria's development and will continue as an enduring legacy.

As Nigeria faces continued challenges, ranging from environmental degradation, to economic development, to depredations of Boko Haram, it will need more Dick Kramers, with their blunt, no-holds-barred assessment of a situation and willingness to risk action, to help this country create the future its people desire. Dick has done his part and more. His fitting gift will appear over time, as the many people whose lives he has touched work to realize his dream of a better Nigeria.

ATEDO PETERSIDE

FOUNDER & CHAIRMAN,
STANBIC IBTC BANK PLC

I believe I discovered my purpose in my late twenties when I started seeing myself as a potential business leader with the ability to influence political leaders. My primary goal was to set up an investment bank as soon as Nigeria opened the doors for this type of activity in the late 1980s but I was never going to feel completely fulfilled running my own shop, no matter how successful. Accordingly, I viewed the successful launch of IBTC (then Investment Banking & Trust Company Limited) as a stepping-stone and the beginning of a journey.

As luck would have it, I ran into Dick Kramer in the early 1990s and was pleasantly surprised to find an expatriate gentleman

whose commitment to the accelerated development of Nigeria was infectious and unparalleled. Dick was one of the founders of the Nigerian Economic Summit Group (NESG) and IBTC (where I was CEO) signed up instantly as a corporate supporting member.

Dick and I agreed on just about everything except my desire to be more politically active than the rest of the NESG Board would ever contemplate. Therefore, we worked very well together and I learnt (from Dick) how to be persuasive and forthright when presenting business and economic arguments, without being too political.

I always believed that separating politics from economics was almost futile and so I would 'conform' to the NESG's non-partisan activities, while exercising my full democratic right to pitch tents with the government of the day or with the opposition; depending on what I considered to be more expedient.

One important lesson I learned was the realization that patience was a virtue. I recall going over the same economic arguments painstakingly until there was a chink in the armor and then as soon as we got a foot in, we tried to record quick wins by going for the lowest hanging fruits first. It is a tactic that I have used repeatedly ever since, when advocating economic reforms; the main results of which have been helping to bring rigor and analysis into economic policy formulation and also helping to convince federal and several state government authorities to embrace professionalism by retaining technocrats to run finance and budgeting/planning functions.

I now see Nigeria's three key priorities as being the following:

- 1) Reducing the size of government and getting it out of business. This is also an endorsement of privatization;
- 2) Fighting corruption;
- 3) Improving our overall competitiveness. This also entails improving our social and physical infrastructure as well as investing in human capital.

Based on the above, our next steps in the process of nation building must include re-arranging the economic and political structures in the direction of fiscal federalism, at a pace that the constituent parts can accommodate, and also the gradual elimination of crony capitalism, which is favored by a rent-seeking and uncompetitive Private Sector.

Nigeria's future leaders need to have an understanding of these ideas. In addition, they should remember that nation building is not a sprint - it is a marathon. The task of initiating and/or pursuing economic reforms is not for the faint-hearted. If you want to be an activist, then you must be ready for the long haul. It is a journey of a thousand miles and it begins with your first step.

Unfortunately, it often also entails watching your country take one step forward and then two steps backwards. It is easy and very tempting to throw up your hands in frustration and suggest that you will quit trying. That simply makes you almost as guilty as the policy makers that you love to blame. Doing nothing is

not a recipe for change and so I have opted to end this short interjection with one of my favorite quotes which is credited to Theodore Levitt, the famous Havard Business School Professor and Economist:

“Sustained success is largely a matter of focusing regularly on the right things and making a lot of uncelebrated little improvements every day.”

What improvement have you made or helped to bring about in our national life today, yesterday, last week or last year? I can name a few of mine. I can name several that I attribute to Dick Kramer. Can you name yours?

*** Atedo Peterside is a Commander of the Office of the Niger (CON)**

BISI LAMIKANRA

PARTNER, KPMG NIGERIA

My first meeting with Dick was interesting. I had heard a lot about him and looked forward to meeting him. When I finally did, I found him to be very ‘intense’. I remember him trying to explain to me why Arthur Andersen was a “different type of firm”. The extent of the difference was not clear to me; I obviously thought my prior firm was not that different and tried to explain that to him. When I look back at that first meeting with Dick, I chuckle and wonder what he must have thought of me.

Since then, I have had the opportunity to learn from and be inspired by Dick. He has an incredible understanding of what Nigeria requires to become a great country and has shown much

more faith in the country's ability to do so than we Nigerians ever demonstrate. Over the years, Dick has repeatedly reminded us that, "water does not run uphill and it is not about to do so in Nigeria". The key message is that it is a marathon: the task of nation building is not an overnight one and we need to have a long term perspective. It is a challenge that we need to take up collectively and individually, working hard to make a difference and being the catalyst for the change we want.

Dick's optimism about Nigeria was 'baffling' back then. Cast your mind back to the dark days of General Sani Abacha's government. The nation was at a tipping point (the first that most of us were experiencing in our adulthood), yet Dick believed in Nigeria and dedicated himself to issues of nation building. "Nigeria must get things right. It can't be any different from anywhere else in the world", was something he said often and then he would talk about how things could be much worse, citing his days in Argentina with armed guards everywhere. During that period, Dick spearheaded what became the platform for the Nigeria Economic Summit Group (NESG). This was a vehicle for the private and public sector to debate and define changes required to enhance the business environment and build a more competitive nation.

We were in the middle of an office retreat on the day Ken Saro Wiwa, the famous Nigerian writer, environmentalist and activist, was executed. The country had become politically unstable and optimism about the future was rare. But Dick kept believing that the country could turn around as long as we stop accepting

excuses and insist on nothing less than the best. He never said it would be easy, as his optimism was also pragmatic.

Dick embodied everything he asked of anyone; he taught leadership by example. He worked harder and still works harder than most people. I remember dropping documents at 9pm at his house and getting back the reviewed copies at 8am, with his ever so neat handwriting. He demanded the best of us and you could never get away with second best. I remember when we had meetings at 8am and you walked in at 8:05am, Dick would say, "Good afternoon", to drive home the point about being punctual.

Dick encouraged each member of the Andersen team to play a leadership role in their communities and get to leadership positions (by learning the ropes very early). He got me involved in the Nigerian American Chamber of Commerce 'carrying the bag for years' and becoming an influencer over time - an experience that has added tremendous value to me and provided a platform to learn how to serve.

For Dick, it was never about your age, gender, etc. It was always about your passion, commitment, willingness to learn and the right attitude. "The core of leadership is about inspiring and enabling others." This aptly describes Dick.

No matter how young you were, if you were in his team, he always looked for an opportunity to expose you early enough. This is one of the things that I have imbibed as a leader today. I am always looking for an opportunity to provide members

of my team with opportunities to become leaders in their own rights and constantly hone their leadership skills. I try to look out for who is around me that I can pull into what I am doing and provide with the opportunity for exposure and personal development.

Dick always focused our attention on the long term (not on the immediate “to have or to be”), investing in relationships (“the difference between marketing and selling”), not taking the short cut even if it was more expensive in the short term.

Dick was (and still is) all about building the next generation of leaders and doing it right. This, in my view, is why fixing education is critical to moving forward as a nation; we can't build leaders or the right followership where there is a lack of basic skills, knowledge and the curiosity to learn.

We need to rebuild the structures that would enable us to develop an educated citizenry that can compete effectively on a global basis. For instance, how do we create a pipeline of quality teachers for our primary schools, etc. I happened to be involved with Corona Schools (with Dotun Sulaiman) and one of the things that we started is called i-Teach, an internship program where you take young graduates and train them to be teachers; this is clearly novel in the education area.

My second priority for Nigeria is tied to what Dick has always been passionate about: creating the enabling environment. We have to create the enabling environment for entrepreneurship to bloom, the private sector to thrive and Nigeria to be competitive

as a nation.

Our third priority as a nation should be dealing with corruption. We must develop a society with high ethics and integrity, one where we are always doing the right things no matter the cost. Dick has never compromised on these - even when it is impossible to do business otherwise.

It's very difficult to sum up the lessons learnt from Dick and Wanda in a few words. This quote represents the greatest lesson for me, *"Life isn't about getting and having, it's about giving and being"*.

BODE AGUSTO

FOUNDER, AGUSTO & CO. LIMITED

In 1992, I set up a consulting company called Augusto & Co. Limited. The company differentiated itself through the quality of its economic reports on Nigeria, its key industries and its key businesses. Later on, the company introduced credit ratings to Nigeria and in 2002 became the first credit rating agency licensed by Nigeria's Securities and Exchange Commission. Today, Augusto & Co. Limited is regarded by many as the foremost credit rating agency in Nigeria.

In 2003, President Olusegun Obasanjo appointed me as his special adviser on budget matters and the director-general of the Budget Office of the Federal Republic of Nigeria. During that

period, we reformed Nigeria's budget process by linking annual budgets with the Federal Government of Nigeria's strategy. We introduced annual fiscal strategy papers which set out the revenue and spending of the Federal Government of Nigeria (FGN) over the medium term.

We then worked with key ministries to prepare medium-term sector strategies for ensuring that spending by these ministries reflected FGN's strategy and were in line with the fiscal strategy papers. We restored budget discipline, ran budget surpluses every year and built savings, some of which was used to repay Nigeria's US\$32 billion debt to the Paris Club of creditors. At the end of the president's second term in office, the savings amounted to over US\$ 30 billion.

Although I have known Dick Kramer since the late 1970s, my first close encounter with him was when I served as the chairman of the audit committee of Ikoyi Club 1938 and we reported to him as a member of the board of trustees of the club. Since then I have always likened him to a first-class coach – always encouraging you to get better results whilst acknowledging your good work. Through his example, I came to appreciate the importance of clarity of thinking, always being well prepared and staying focused.

Our mutual interest in the progress of Ikoyi Club brought us in close contact and during those meetings, we inevitably spoke about Nigeria. His interest in the progress of Nigeria is difficult to comprehend. Whilst some of us focus on the negative sides, Dick never fails to point out the tangible things Nigeria

has accomplished since he came to the country in the 1970s. In his usual way, he then acknowledges areas Nigeria needs to improve upon to make additional progress.

Dick's life offers a lot of important lessons for any young person keen on being successful or willing to be part of effecting change in Nigeria. They are lessons consistent with the ones I have learnt in my long working life in both the private and public sectors. Perhaps the most outstanding one is that good education differentiates. Nothing will mark you out in life more than a solid, well-rounded education. This is why one must take education seriously. Dick's life illustrates this in many ways. Secondly, strong family values are critical to the upbringing of children. This, in a way, is also about education. The values we teach in our families will determine how our society will be shaped. We must adopt the right values and maintain them. Thirdly, always remember we are all mere mortals therefore when you become leaders you must hand over to the next generation early so that you are around to also coach them. Again, Dick typifies this. Few people have groomed and released leaders like Dick. He is not keen on holding on to positions for life. Rather, he works hard at training people and getting them to take over the running of things. Finally doing things the right way pays, even in the Nigeria of today! If you are honest, competent and diligent, you will succeed.

Some look at my family history and say that since I am the son of a lawyer and the grandson of another lawyer, I could afford to preach these values; but the privilege of my upbringing was

not the wealth but rather these values.

Going forward, I believe Nigeria's three key priorities should be:

- Ensuring free and fair elections
- Population management
- Developing railways

Free and fair elections ensure peaceful changes in leadership. Nigeria adds over four million people (the population of Liberia) to her population annually. We need to slow this growth rate down, train the people that we have and employ them productively. In my opinion, the most efficient way of transportation in a country with such a large population is by rail. Nigeria needs to reform this sector by unbundling it and allowing private sector investment and management.

In my opinion, the next key step is for Nigeria to become, in substance; a two-party state in which an incumbent government could lose an election. In my opinion, this is critical for the survival of our democracy and makes government accountable to the people.

*** Bode Augusto is a Member of the Federal Republic of Nigeria (MFR)**

BRIAN ANDERSON

FORMER MANAGING DIRECTOR,
SHELL PETROLEUM DEVELOPMENT COMPANY, NIGERIA
FOUNDER, ANDERSON ENERGY LIMITED

My working life has been mainly dedicated to the global energy sector. Overall, I had a thirty four year professional career largely in the Royal Dutch/Shell Group of Companies until 2000 when I set up Anderson Energy (Hong Kong) Limited, a consulting company specializing in assisting companies, mostly in Africa and China, in the energy sector. Currently, I function as the firm's chairman and managing director. In addition, I am a director of the Addax and Oryx Foundation, based in Geneva, and a director of a small energy firm in Hong Kong.

Prior to joining Shell I worked in Jos as a mining engineer in ATMN. My father also lived in and worked in Nigeria from 1922

until his death in 1964. He had a tin mine in Bauchi State.

My time at Shell included a role as the managing director and chairman of the Shell Petroleum Development Company in Nigeria and later on as the chairman of the Shell Companies in North East Asia where I was principally involved in China and Hong Kong, but also had responsibility for Shell's interests in Mongolia, Korea and Taiwan.

I was involved in Australia in the North West Shelf Project with Woodside, where Shell International seconded me on two occasions totaling five years. Woodside is now one of the biggest companies in Australia but at that time, it was still very small. Our team was made up of a few people but we started to recruit and it eventually turned out to be a very sizeable business - one of the biggest gas production and LNG companies in the world.

I have lived and worked in many countries. I spent nine years in Malaysia and two years in Brunei. For instance, I was the managing director of the upstream company in Malaysia. These varied experiences in different cultures have taught me the importance of being flexible, keeping quiet and listening carefully. One must never arrive in a new, for you, country and start telling people what they should do or comparing them to some other places that one has been before, because nobody wants to hear that. I have learnt that you must have respect for other people at all levels. If you have respect for others then you will hardly ever get into trouble. Many people have a natural tendency to be suspicious of others and so they tend not to be nice. They color relationships with the doubts they already have.

I tell people to assume that everybody is okay and then find out if there is a problem. If you assume from the start that they may not be okay, you will tend to create problems because distrust breeds distrust.

I met Dick Kramer in 1994 while I was serving with Shell in Nigeria. What brought us together was the Nigerian Economic Summit Group (NESG), which we both worked on. We also worked together with Mohammed Hayatu-Deen on crafting policies for Nigeria's Vision 2010, which was a sort of offspring of the Nigeria Economic Summit Group. I believe it was Vision 2010 that turned into Vision 2020 later on. Back then, we were looking at creating policies for the Nigerian economy - both for the government and the private sector. One thing I noticed then and I have always felt about Dick is that he is a very positive person. He always sees the good thing in whatever is going on. It is very easy to be negative considering the context of Nigeria where things seem not to be going well most of the time. Dick had the ability to keep pushing on no matter what and I think that perseverance is his biggest strength, especially in Nigeria where you are not able to get things going easily. His contributions have been very significant and influential at the government and business sector levels. Dick is a man of strength, perseverance and humor. These are very powerful tools. His faith in Nigeria's potential seems almost unwavering. Perhaps that's why he continues to give a lot to the country.

Nigeria can realize that potential Dick believes in and become the type of country he has worked hard to transform it into. I am

of the view that the country is very well endowed with abilities, talent and knowledgeable people. Basically, many people in Nigeria know very well the solutions to the country's problems. The issue is the commitment to applying those solutions. The question is "What are Nigerians going to do about it?"

We have spent so much time and effort putting blueprints together for Nigeria. What has always been lacking is the commitment to implementing those blue prints. Nobody needs to tell Nigeria what to do again. What Nigeria needs to do is to stop asking the questions and just get on with applying the solutions. Nobody should be thinking that Nigeria has a bunch of fools or uneducated people. That will be faulty thinking because Nigerians are smart. Implementation is what is essential. Projects, initiatives and policies need to be planned and patiently executed just like everybody has to do in business or other spheres. It may mean that a lot of time has to be spent on one plan to get it right rather than attempting to have everything achieved in one era or by one government. It may have to be several governments before projects are finished. The right teams simply need to be put together and they need to work consistently and perseveringly.

Doing what needs to be done is the challenge in Nigeria. Let me give you the example of the power sector in the country. It is an incredibly unfortunate story from the beginning to the end. It is sad for Nigeria not to have enough power because these days so much of global production depends on it. Those in charge of the power sector have always known what to do but nobody ever

did it. Keeping things in government hands is a bad idea on the whole. Privatization tends to work as long as you have decent institutions that are effectively functional. But the institutions in Nigeria for some reasons don't seem to work either because they are not properly run or because there is no need for them in the first place. For instance Nigeria, in my opinion, which I expressed often when I was living and working there, doesn't need a national oil company. Most developed countries have figured that out a long time ago. They all had them except for America. Unfortunately such a national company's assets and income are almost always poorly managed and serve as a source of too much corruption, all in the name of the "national interest". What is needed is a proper government system to manage the oil business not for the government to be directly involved. Nigerian companies should be participating in the oil business in a private capacity as they are doing now but a national oil company is a completely unnecessary thing and most people don't realize that. The excuse for having one is that the government is protecting national interests but unfortunately what the government is actually protecting are its own personal and political interests and, often, pockets. A national oil company is basically unnecessary and it is very dangerous for the country because it provides a channel for siphoning money. What is needed is a well-managed, lean and honest department of petroleum resources that governs the petroleum business based on the laws laid down by parliament and as amended from time to time.

It seems to me that Nigeria must focus on developing and executing the good plans that already exist. There is no dearth of plans and blue prints. Dick has spent much of his time passing this same message across to both the private and public sectors in the country. Hopefully, over time, the country will evolve as it embraces ideas like these.

CHARLES ANUDU

FOUNDER, THE CANDEL COMPANY
FOUNDER & MANAGING DIRECTOR,
SWIFT NETWORKS LIMITED

As an entrepreneur, I have ventured into the agricultural and telecommunications sectors of the Nigerian economy with my sustainable entrepreneurial theme being to always make differences that matter.

In the area of agriculture, The Candel Company Limited, a company I founded, has engaged itself in seeking innovations in crop genetics, nutrition and protection that address the contextual needs of Nigerian farmers, thereby improving their industry economics and overall competitiveness.

As part of Candel's comprehensive business model, it also seeks to link our farmers to output markets for their produce

and financial inclusion in collaboration with financial services providers. This way, we make a difference that matters to these farmers in a manner that addresses their contextual needs at this point in their development and integration into the wider agro-food value chain.

In the telecommunications sector, SWIFT Networks, another company I founded, has set itself the task of helping Nigeria to bridge the digital divide. Our motivation here is that since Africa missed both the agricultural and industrial revolutions, modern technology enables her to leapfrog squarely into the digital era. This we have done by dedicating our energies and talents to building a telecommunications platform of repute.

SWIFT was the first company in Nigeria to launch the WiMAX 4G wireless standard and has followed up with the Long Term Evolution (LTE) technology standard which is yet to be deployed even in some developed countries. The result is that businesses are running more efficiently by communicating and collaborating in real time to create value.

Our students are plugging into the global knowledge infrastructure that helps them overcome the physical limitations of their current environment. New business models in e-commerce, entertainment distribution, e-health and e-learning are fast taking root in Nigeria, leading to faster economic growth.

Working with a board that Dick has chaired for eight years now, we have transformed SWIFT Networks from a struggling Internet Service Provider to a very competitive telecommunications

company of choice for a lot of businesses and homes. Under his guidance, we made two complex acquisitions in one year and are working on some other projects that would further unlock shareholder value in the company.

Working with Dick has taught me how to dream big and think strategically, albeit, with full caution. Dick is such a smooth operator to whom consensus building and stakeholder alignment come naturally. I am however, still working hard on humility, which Dick exudes without effort.

Dick has consistently supported the notion that Nigeria has come a long way despite the many challenges of our country. He continues to propose ideas the country could implement to realize its huge potential. I share his optimism and I believe in many of those ideas.

Generally, I believe that the key priorities Nigeria must pursue in order to actualize her potential and take her pride of place in the comity of nations are the enthronelement of the Rule of Law and massive investments in qualitative education and infrastructure.

By Rule of Law, I mean that every person is subject to the law, including lawmakers and officers of the government themselves. Without the Rule of Law, chaos and anarchy will prevail. As a child survivor of the Nigerian Civil War, I fully understand the definition of chaos and anarchy.

Nigeria is reported to have the dubious reputation of having the world's largest number of young people outside the school system. This is despite the time-proven key benefits of education

being the fastest vehicle of social mobility and socio-economic inclusion. And the paradox is that while young people complain of extreme difficulty in finding jobs, employers are complaining about the difficulty in filling numerous vacancies.

The reason is none other than the parlous state of our educational system, which is churning out certified illiterates. It is not every family that can afford a foreign tertiary education for its kids and a trend where the majority of the potential work force is ill-prepared is a time bomb that will weigh down the whole economy and social fabric of the country.

Additionally, I believe that investment in infrastructure will be central to a more efficient economy that will create jobs and prosperity. It is vital for farmers to have all-weather roads that will help to reduce their production cost and make access to markets easier. At the moment, it is cheaper for a feed miller in South-West Nigeria to import maize from Argentina than to buy it from Bauchi State in Nigeria, simply due to the cost of transportation.

It is also vital that a child's ability to study is not limited to daylight due to the unavailability and/ or the cost of electricity. It is even more vital that a mother is able to give her children water that she is confident will not make them sick. So, the availability of reliable infrastructure will inevitably accelerate our economic and social advancement.

The future generation of Nigerians must embrace education, hard work and self-discipline. Nigeria is such a blessed country

awash with opportunities. But opportunities are for those who are ready to explore and have the required skills. Our future generations must learn to sow and nourish, before they can reap. It is important that they learn that a farmer who eats his seed has eaten his future and will have misery awaiting him.

CHRIS ONYEMENAM

FORMER DIRECTOR GENERAL,
NATIONAL IDENTITY MANAGEMENT
COMMISSION OF NIGERIA

As a young man, I got back home one fateful evening with outbursts and confessions of frustrations. My father simply counseled, “My son, to the man who is going to rise, handicaps are opportunities, conflicts mold his patience, frustrations build his character, adversities spur him to meet greater challenges. The history of mankind is replete with evidences of these facts. Three things you must remember,” he said in a solemn voice, “have confidence in yourself, dream big and pray ceaselessly, always exercising your faith in God.”

Dick Kramer reminded me of some of these virtues at first contact. He seemed to know how to get you going when you don't feel

like it anymore, encouraging you to build self-confidence and be imaginative. I met Dick that memorable day, in September 1983, after lunch with some senior staff members of Arthur Andersen, as part of an interview process. I was then a young Youth Corps (NYSC) member, fresh from the University with a First Class Honors degree, excited at the prospects of having the world at my feet.

“Young man, how do you see yourself five years from now?” Dick had asked, in the middle of a conversation. The question rattled me a bit. I truly wasn’t just up to answering it. Dick noticed. His response both surprised and impressed me. He counseled me, led me out of the corner he had boxed me into and helped me along till I regained myself. I soon realized I just had the best practical lesson on what my father had taught me years earlier. It was a profound and memorable encounter. If I thought it ended there, I was mistaken.

I soon got headhunted into the Nigerian Economic Summit Group (NESG) and the ‘lessons according to Dick’ started. Dick would roll up his sleeves to work on assignments, at the NESG. “Keep working at it and keep repeating the message until it is heard and taken. Don’t give up”, he would say. These experiences have given deeper meanings to my career. My years at NESG were an arsenal of teachings and practical experiences in professionalism, exemplary leadership, sacrifice, dignified humility, consensus building and selfless service to one’s country, from Dick.

My university days were characterized by mixed experiences of government policy changes that resulted in the withdrawal of a couple of benefits and opportunities. I had left the academia, my first love, with a sense of deprivation and soon found myself in banking, as a treasurer. Bank treasurers then had an association - the Money Market Association of Nigeria (Moneymart). It was a policy advocacy group, run by senior management staff of banks. Professionalism, fiscal and monetary policy reforms were its forte. It was the era of the Structural Adjustment Programme (SAP) under the military regime. With my training in sociology and law, I soon became the pioneer executive secretary of Moneymart. I set up the secretariat and conducted its affairs. I served the association for over seven years.

In that capacity, I played a leading role in the deeply moderated approach to the management of the foreign exchange market and the monetary/fiscal policy reforms in Nigeria, providing annual inputs to government's policy statements and helping to foster the eventual deregulation of the foreign exchange markets.

That was where I learnt the trade of managing business associations. Then I became the pioneer executive secretary of the NESG. I set up its secretariat, provided executive management for its initial institutional and administrative structures and participated actively in the policy advocacy processes, especially the annual Nigerian Economic Summit.

The NESG has since fostered closer ties between the government and the private sector. Also, important policy reforms in contemporary Nigeria were pioneered by the NESG: debt

relief strategy, oil and gas, pension, tax, power, civil service, telecommunications and financial services, to mention just a few.

At NESG, I enjoyed working with Dick and particularly liked his flair for being simple and yet explicit, delivering on schedule and keeping to commitments. Very early in our relationship, he took his time to guide me out of each weakness he noticed. Daily, I felt he unwittingly helped to give deeper expressions to my guiding life principles and philosophy.

I never thought I would ever work for government – disappointed that my father was denied his pension and benefits due to his role in the Nigerian Civil War. Dick simply counseled me out of that mindset.

I owe much of my good work habits to him. I liked being given the opportunity to express myself and being told how bad I was. Dick did both but I never remembered the latter. Being able to start up the secretariat of the NESG was an important role for me and Dick helped me a lot in doing just that: he was never really a boss, just a leader who had fun guiding younger leaders to grow. He got the best out of me with his gentle and kind words of appreciation and recognition for every little thing one did. Dick remains the best manager I have ever worked under.

If I were to identify a key lesson from him for the next generation, it would be how to provide cultured leadership founded on true faith in one's own country. And if I were to suggest what Nigeria's key priorities for growth and development should be, I would say, first of all, the alignment of public policy formulators

and implementers with national/public interests. This accounts for the variance between good public policy and poor outcomes. Secondly, the reduction of the cost of governance and freeing up funds for capital projects. Thirdly, the deregulation of the downstream petroleum sector and restructuring of the upstream oil and gas sector as panacea for economic diversification, employment generation and maintenance of law and order in a federation. These priorities require us to ensure the passage and strict implementation of the Petroleum Industry Bill, deregulation of the downstream oil and gas sector and focus on building infrastructure and boosting agricultural production.

CLIFF KRAMER

DICK'S SON

One major theme in the Kramer family over various generations has been the strong emphasis on attaining the best possible education personally and dedicating ourselves to improving educational opportunities and programs within our various communities. In fact, one could say that education has been one of our family's leading passions.

Both of my father's parents, who grew up in families that homesteaded in what was then a remote rural region in southwest Kansas, were exceptional students who went on to receive college degrees. This in itself was an uncommon achievement for that time and place. His father, Gus, became one of the pre-eminent

lawyers in southwest Kansas from the 1930s into the 1970s. His mother, Olive, was one of the most respected educators in the local high school system, also spanning several decades.

While most of the following narrative discusses the Dick Kramer family group, I should also note that all of Dick's brothers were college-educated, with management and engineering being key areas of study. Finally, all of the Kramers - our cousins - in Kirk and my generation - received college degrees and have been successful professionally in either business or engineering fields.

Both my father and mother made their college education a personal priority. Despite the fact that my brother Kirk and I had both come along, they pursued undergraduate studies at the University of Kansas, where my father completed his bachelor's degree and my mother completed two years of study. Our family's next moves were dictated in large part by our education priorities.

First, we moved to Cambridge, Massachusetts where my father received his MBA at Harvard. Next it was on to Boulder, Colorado where my mother completed her bachelor's degree in Education from the University of Colorado, while my father began his professional career in the Denver office of Arthur Andersen & Co. (A.A. & Co.)

After my mother received her education degree, we moved to Denver, where we took care to select a home located within a public school district known for the excellence of its educational program. My mother taught in this district for seven years, while

Kirk and I were receiving a high-quality elementary and middle school education.

Our next move was to Buenos Aires, Argentina, where Kirk and I completed our high school education in the international school that was there, while my mother worked as a teacher and administrator in its elementary program. Kirk and I went on to receive our bachelor's degrees in the United States – Kirk at Williams College and I at Yale University. We both then earned our MBAs at Harvard, following our father's highly successful example.

Completion of his formal education was just the beginning for my father, as he has always been a firm believer in lifelong education both for himself and his colleagues. Beginning with his earliest years as a professional, he was one of the leading developers of content and an early instructor in a state-of-the-art professional development program to be taken by all staff entering AA. & Co.'s consulting practice (including yours truly, when I began my career there over a decade later).

He continued to emphasize the professional development of his team as he grew the Buenos Aires, Brussels and (most notably) Lagos offices into maturity. As one of his leading contributions to the development of Nigeria's human capital, he was one of the founders of the Lagos Business School, which is modeled on the values and curriculum of the Harvard Business School. Finally, he has been a prime organizer of many seminars and conferences that have had an important impact at the national level in Nigeria – one leading example being the annual Nigerian

Economic Summit, to which he contributed much for many years.

Education also has been a continuing passion for the rest of us. I'll briefly summarize some of the involvement and accomplishments of the other members of the Dick Kramer family group. As mentioned earlier, my mother received her education degree and taught or served in administrative roles in elementary and secondary schools in the United States, Argentina, Belgium and Nigeria. Her career spanned well over forty years, and she has touched the lives of thousands of children during most of their formative years.

Just as my father has spent many decades educating and improving the professional capabilities of members of the Nigerian business community, so my mother has played an active and sustained role in educating and developing Nigeria's future leaders. Kirk also is a partner in a firm that provides strategic consulting to K-12 educational nonprofit and youth development organizations.

Much of the focus of this work has been on improving curriculum and professional development practices within these organizations, so that they could improve significantly the graduation rates and level of college preparedness for students who come from socioeconomically disadvantaged backgrounds and who therefore are often ill-prepared for elementary and secondary schooling.

I worked for approximately forty years in the information technology world, the last fifteen years of which were devoted solely to planning, designing and implementing information systems solutions for elementary and secondary schools, as well as for higher education. This included eight years with IBM Education Solutions, where I was both a business consultant and a project manager. For two of these years, I was privileged to work with IBM's research organization to develop integrated teaching and learning systems that bring a wide variety of content and problem-solving resources to the teacher's desktop for their immediate application in the classroom, and to provide critical support to their ability to develop education plans that are tailored to the needs of individual students.

In short, our family has had a strong and continuing dedication to education, both on a personal level and as a service to the various communities to which we have belonged. As we celebrate my father's life as well as my mother's, this is one theme that deserves mention and consideration. I am sure that those who work alongside my father today, no matter in what capacity and for which organization, will recognize and celebrate his commitment to lifelong education for all.

CYRIL ODU

CHIEF EXECUTIVE OFFICER,
AFRICAN CAPITAL ALLIANCE

I began my working career at Mobil Producing Nigeria (MPN), the Nigerian upstream affiliate of the Mobil Oil Corporation, in 1972 as a geologist, shortly after graduating with a B. SC in geology from the University of Ibadan, Nigeria. Over the course of my forty year career at Mobil, I acquired an MBA from Texas Southern University and served in many technical and management positions, including as treasurer, controller, director of project finance (Europe/Africa/Middle East) and country human resources manager. I was made the vice-chairman of the board of MPN and chief financial officer of the ExxonMobil Upstream Companies in Nigeria thereby becoming the highest-ranking Nigerian at the company. In addition to

my role as CFO with responsibility for the financial controllers, treasury, and tax functions, I also had administrative oversight for business services (procurement, IT, real estate and facilities management). I joined African Capital Alliance (ACA), where I now lead the energy practice, shortly after retiring from ExxonMobil in March 2012.

In my position as manager planning analysis, I played a key role in the development of a strategic vision and aggressive investment program whose implementation resulted in moving MPN from Nigeria's 3rd to 2nd largest producer over a five-year period. As treasurer, I oversaw the first external financing of a major oil field development in Nigeria (the Oso condensate field), raising \$600 million for NNPC and MPN. The project, which was completed in 1991, saw peak production of 100,000 barrels of condensate. As controller, working with Mobil's Corporate Treasurers and Credit Suisse Bank, I was part of raising \$330 million worth of external financing from capital markets (investment grade bonds) to fund MPN's share of Oso NGL Project (an offshoot of the Oso field development project producing over 40,000 barrels of natural gas liquids). As executive director Upstream Business Services/CFO, I provided strategic guidance and leadership for major external financing projects for the NNPC/MPN joint venture, including NGL 2 (\$220 million), the Satellites Field financing (\$600 million); the refinancing and upsizing of existing NGL debt facility (\$1.1 billion); and the reserves development financing for 2012 work programme (\$1.5 billion) and ExxonMobil partner financing of over \$5 billion through carry arrangements to cover budget

shortfalls for NNPC share of Joint Venture expenditures.

As country human resource manager, I developed a transparent, rigorous, and inclusive recruitment process, which brought on board the ExxonMobil companies, a large pool of diverse, high quality Nigerian employees. . I also implemented structured career development and succession planning for key positions in the company to aggressively advance the upward mobility of Nigerian employees.

Most of my career has involved leading and implementing several funding and financing solutions as well as developing and executing business strategies for the MPN Joint venture. These were integral to enabling significant oil production volumes growth, driving government revenue contribution from the JV, contributing significantly to the growth of Nigeria's foreign reserves and consequently playing a part in improving the Nigerian economy.

My tenure as the country manager of human resources to Exxon Mobil Nigeria however, was one of my most fulfilling roles. This position enabled me play a central role in putting processes in place to create a transparent and inclusive recruitment process. It also involved creating the organization's career development process and developing and implementing succession plans for key positions in the company. Attracting and retaining top talent, developing a workforce with the right competencies and developing future leaders - many who are today in leadership positions in the oil & gas industry in Nigeria, has been particularly rewarding.

It is perhaps why I appreciate Dick Kramer's uncanny ability to identify future leaders and why I have been impressed and challenged not by his ability alone, but his passion and commitment to grooming leaders who have mostly gone on to build laudable institutions today.

I met Dick during the first Nigerian Economic Summit back in the early 90s. Dick was involved in organizing the summit and I was pleasantly surprised to see this "American guy" who had so much contagious passion for the country. He had a dream for a better Nigeria and twenty years on, Dick is still working actively to actualize his vision of a better Nigeria. He invited me to join him at ACA post my retirement from Exxon Mobil and I have since been privileged to see firsthand, how incredibly skilled he is at building teams and pointing out potential pitfalls in businesses.

'Partnership' is a word that is almost synonymous with Dick's name. From him, you quickly learn that a key success factor for any venture is getting the right partner and developing that partnership. Dick believes that if the right people partner to do the right things over time, significant changes will inevitably occur in Nigeria. A case in point is the transformation of the public sector through private sector involvement. Today the telecoms industry is the second largest contributor to the nation's GDP.

A lot of reforms still need to happen in other sectors of the economy. Although, the power sector is being reformed, the process needs to be hastened. I was part of the presidential committee tasked with accelerating the expansion of Nigeria's

power infrastructure back in 2009. Although some of the work done was part of what led to implementing reforms in the power sector, there are still many areas of reforms to be implemented. To accelerate these reforms, gas to power should be a top priority. There should be fiscal incentives and economic pricing that will create an enabling environment for the private sector to provide a critical mass of gas supply for power and industrialization. Reform in the transmission sub-sector of power should also remain a top priority. Rather than having one super grid, there should be regional hubs and the private sector should be encouraged either via concessions or divestments to expand the transmission infrastructure.

Another priority should be to continue to focus on human capital development. We need to ensure that quality education cuts across all levels and it is tailored to meet the changing dynamics of the economy. For example, vocational studies should be modeled to fit how the economy is evolving so that our citizens can be trained to be effective farmers, plumbers, mechanics and so on. I am concerned that we don't have a lot of adequately trained artisans and we also don't have enough trade centers like in the good old days.

We also need to improve basic education as well as our tertiary education. We need education that comes with good value systems - It is imperative that we pass this on to the younger generations. In my time, we used to take civics as a subject in primary school. During that period, you were taught what it meant to be a good citizen but all that is no more now.

Dick is a strong believer in these ideas of reforms and human capital development. He has demonstrated this through various individuals he has developed who are transferring his ideals and businesses to the next generation.

DAN AGBOR

MANAGING PARTNER,
UDO UDOMA & BELO-OSAGIE

It is fitting that, in his second (or is that a third or fourth?) career, Dick Kramer chose to focus on establishing a private equity fund that would have Nigeria as its primary focus. I say 'fitting' because private equity provides the means and the opportunity for the private sector to bring about positive change - while at the same time seeking the profits that motivate and sustain it.

I have worked with Dick's firm, African Capital Alliance on many of the investments that they have made since the firm was established in 1997 and in the course of those transactions, I have learnt a number of lessons that I believe are relevant to both the private and public sectors in Nigeria.

I hasten to say that I have little public sector experience and so do not profess to be an 'expert' - that most dangerous of beings - in relation to the practices and processes of the public sector. It seems to me, however, that while the objectives of the public sector are clearly not the same as those of the private sector (the latter being, primarily, motivated by profit), some of the methods and processes that the private sector utilizes have a more general application and, if properly applied, could greatly benefit and improve the delivery of services by Nigeria's public sector.

The lessons I have learnt are as follows:

Pick the Right Partners. This point is critical and with the benefit of the '20/20 vision' that hindsight provides, I would say, that it may be even more important than picking the right project. Picking the right partners means two things in relation to private equity. The first is to make sure that you have the right general partners and limited partners as investors in your fund; and the second is to be sure that you can work with the principals in your investee companies. Finding the right partners is not, however, a 'science' and I can offer no arithmetical formulae to guide prospective investors in finding the right solution. What I would say however is that, among other things, picking the right partners requires building relationships with local contacts that have enough confidence in your discretion to be willing to give you informal, off the record views about your prospective partners. It also requires that you do your homework - a point to which I shall return shortly.

Leadership Matters. There are two parts to this. The first is that where the investee company is still owner-led, that owner must be someone that you are in commercial and ethical alignment with. Even where you believe that there is alignment, and as a counterbalance (particularly where a fund is making a substantial minority investment), experience has taught me that it is important for a private equity fund to insist on the right to appoint the chairman of the investee company. This provides a 'balance' of authority within the organization and also helps to ensure that the proper 'tone' is set from the top.

Do Your Homework. The difference between a successful and an unsuccessful investment often comes down to preparation. Preparation in terms of knowledge of the country; of an industry; knowledge of specific companies in the industry; and finally knowledge of the investee company and of its principals. The acquisition of knowledge is important - and expensive - but it can provide a return that far outweighs its cost.

Use Experienced Local Advisers. This seems so obvious that it should not have to be said - but it bears stating and re-stating. It is important for both local and international private equity investors to identify and select experienced advisers that understand how to structure private equity investments and that have experience in doing so. Multiple issues could arise in the course of structuring a transaction, not all of them equally important, and an experienced adviser will ultimately save you time and money by advising on where concessions should or should not be made. The use of experienced advisers will also

help ensure that the required regulatory approvals are identified at an early stage and, building on their relationships, that the process of obtaining such approvals is expedited to the greatest extent possible.

Set Realistic Timelines. Structuring a private equity transaction in which what I have said in paragraphs 1 to 4 is taken into proper account, is potentially a time-consuming process and so it is important for investors to have realistic expectations in relation to how long it will take to close a deal. Delays can arise at multiple points - inadequacy of documents provided during legal and financial due diligence; delays due to the target company using advisers that are not familiar with the documentation or requirements of private equity investors; and delays in obtaining regulatory approvals. My experience is that the setting of unrealistic timelines can increase the pressure to close - which in turn can lead to compromises that are potentially harmful.

Try Not to Get into a Fight. If you pick the right partner you are unlikely to get into a fight. Where a 'fight' is inevitable, however, and you are convinced that you have done the right thing(s), be firm, stand your ground, and don't be bullied. While you don't want your fund to develop a reputation for quarreling with investee companies and their sponsors, you also don't want your fund to develop a reputation for being a 'pushover'.

Every single one of these lessons has its roots in transactions (and in particular the very early transactions) that I have worked on with Dick Kramer's African Capital Alliance and even though

I have not named specific transactions I can almost imagine my friends there nodding their heads in recognition. The task for all of us is to ensure that these lessons are applied more consistently in Nigeria – particularly in the private sector – and, with appropriate modifications, are introduced into the delivery of services by the public sector.

DAPO OKUBADEJO

PARTNER & HEAD
DEAL ADVISORY SERVICES AT KPMG AFRICA

Since 1992 when I joined Andersen as a young and ambitious new staff, I have learned to work in teams for common goals. I have benefitted immensely from very smart and exceptional colleagues and the unique Andersen brand. As the KPMG Africa Champion for Private Equity, Mergers & Acquisitions and Transaction Advisory, I led the African teams to deliver unique solutions in the areas of in-bound investments into and across Africa and provided expansion capital to support the growth of many local and foreign companies.

This increased the competitive positioning of these companies to take advantage of the significant growth opportunities in-

country and across Africa. I made significant contributions in the development of local capacity in Africa, especially in the areas of corporate finance and financial advisory to support raising capital for growth and investments decision making.

My first encounter with Dick Kramer was in July 1992 when he invited me to his Ikoyi residence for my final Andersen interview. I was immediately struck by his charm, friendly disposition and passion for learning. While in Andersen, I had the opportunity to work with Dick as one of the leaders in the then Andersen Senior Semi-Senior Group (SSG), arguably the most powerful 'Leadership Greenhouse' in any corporate organisation I know. I also worked on a few projects where I had the opportunity to watch him interact with my senior colleagues at the time. Dick is a no-nonsense kind of guy. You'd better know your onions before you approach him on a project. He admires rigour, strategic thinking and execution abilities.

In all these, Dick's ability to conceptualise and articulate the big picture, as well as the interconnections and attention to details always amazed me. His capacity to read, work and create time for social networking is simply exceptional. Despite his enormous achievements, he is truly humble, kind, accessible and affectionate. He encourages young people to be ambitious and work hard to reach their full potentials.

Based on my interactions with him in and outside of Andersen, he has impacted positively on my career life in all these areas mentioned above. I have imbibed many of his attributes as best as I can, especially his concept of delayed gratification well

encapsulated in his question - “ Do you want to be or to have?”. This has been a constant guiding principle in my personal and professional life. In addition to this, I have learned from Dick, the importance of focus, commitment, passion, emotional intelligence, professionalism, and above all, integrity. These are values that young leaders must hold dear to be truly successful.

Dick always gets people around him committing to their communities and Nigeria as a whole. He engages people to ponder on the country and take responsibility to make change happen. This helps those who interact with him to always put business and career within the context of their communities and country. It’s an idea that one hopes can permeate our entire culture and ultimately change Nigeria.

I believe Nigeria needs to focus on the following three issues as a matter of priority:

1. Market reforms and deregulation – to significantly reduce the size and involvement of government in business and key sectors of the economy.
2. Human capital development & youth employment especially in public education, vocational training and information technology.
3. Accelerated infrastructure development in the power and transport sectors.

These three priorities will require us to consider the following as immediate next steps:

- Institutional capacity development – to strengthen public sector institutions in order to promote accountability, transparency and efficiency, especially in the areas of public procurement, legal & regulatory frameworks and public financial management.
- Extension of market reforms to key sectors especially in the oil & gas industry.

Fiscal reforms to deepen the tax base and diversify government revenue.

Dick Kramer has focused on, taught and advocated these same ideas since he arrived in Nigeria in 1978 to pioneer Arthur Andersen and he hasn't stopped. I hope that as a country, Nigeria can begin to focus on them and thereby unleash her tremendous growth potential.

DAYO LAWUYI

CHAIRMAN, DUNLOP NIGERIA PLC

I had my primary education in Jos, Plateau State; secondary education in Aba, Abia State, and I attended the Yaba College of Technology, Lagos. That contributed to my being able to speak, read and write Nigeria's three main languages - Hausa, Igbo and Yoruba - fluently. I qualified as a Chartered Accountant at a relatively young age of twenty two by passing the examinations of the Chartered Association of Certified Accountants of the United Kingdom (ACCA) and that set me up for what would become an eventful business career.

I had the privilege of becoming a board member of a publicly quoted company in 1982 by being appointed as the finance

director of the then Hagemeyer Nigeria Plc, now D. N. Meyer Plc. Prior to joining D.N. Meyer, I had served in various capacities in Berger Paints, Michelin Group, Haco Industries, Kenya and Rank Xerox. I had also worked as management consultant with the then Coopers & Lybrand Associate, now PriceWaterhouseCoopers (PWC).

In 1986, I was invited to the board of Dunlop Nigeria Plc and became the company's managing director in 1991, a position I held till 2006. I later became the chairman of Dunlop Nigeria Plc. I also served as a non-executive director and chairman of the board's credit committee of Afribank Plc for seven years till 2007, giving me an insight into the financial sector of Nigeria. The diverse experiences I have had in Nigeria's economic life span over forty years.

I first met Dick Kramer in the early 90's when I was the Group Managing Director of Dunlop in Nigeria. Then, he, together with others, was busy setting up the Nigeria Economic Summit Group (NESG). Prior to this however, I heard about Dick when he just arrived Nigeria to open up and head the Arthur Andersen office. I was then a consultant with Coopers and Lybrand Associates. Some colleagues of mine actually left Coopers to join Dick in Arthur Andersen and were directly exposed to his method of 'teaching' and the development of their capabilities.

Dick was also part of the setting up of the Lagos Business School and was indeed one of its faculty members. I was privileged to be one of his students in the Chief Executive Programme (CEP 2) and at that time I gained an insight into the man and what he

stands for, which is continuous improvement and empowerment of future generations in the ways of doing business. The above sums up my impression of him and closer association at the NESG and the Vision 2010 were indeed beneficial to me in strengthening my beliefs and assisted tremendously in the way I ran my businesses.

Dick was and still remains a strong proponent of the private sector taking a leading role in business whilst the government/public sector concentrates on providing the enabling environment and regulatory framework for businesses to thrive. This message was constantly a focus of his involvement and engagement with government and private sector leaders. The message is still very much relevant today.

Nigeria would have been a better place if the separation of duties which Dick has always stood for had been pursued more vigorously. Indeed these roles and duties are complementary in making for a better society. The improvement the country has witnessed in the areas of opening up of sectors like telecommunications, air transportation and recently, power could not have been achieved but for the continuous involvement of Dick in various advisory bodies like the Nigeria Economic Summit Group (NESG).

One hopes that this change of policy direction will be extended to other sectors like oil and gas in order to reap better benefits for the country generally. It is my view that the key priority for our nation remains the proper definition of the roles and functions of each sector and the creation of appropriate environment

and regulatory framework to allow businesses to thrive. This will also ensure transparency and openness in the affairs of all sectors. 'Open government' is what will ensure that we understand ourselves and work together towards defined goals for the benefit of the country.

A lot has been said about the devastating effect of corruption on Nigeria. Many have called for the introduction of more laws to curb it. In my view, what we require is the strengthening of our regulatory bodies and freeing the system such that the existing laws could be enforced and proper, timely and judicious sanctions applied to deter future occurrences. For it is said that the lack of, or inadequate punitive sanctions against any misdemeanor, not only allows the culprit to go free but increases the rate at which such misdemeanor is committed by others who have the belief that they also will be let free if and when they commit same or indeed more grievous misdemeanor.

Hence, we are progressively developing powerful people who are driven to turn their domain into empires. There exist many people who feel that they are above the rules; that what applies to ordinary people does not apply to them; that they can use their power to suppress criticisms and force their way on others; all because of the ineffectiveness of our regulatory and enforcement capacities and capabilities.

The greatest legacy we can leave to the future generation is to make it possible for every child to have access to proper education and be able to operate in an environment that allows for personal development. The education of the child will result

in an enlightened adult. An enlightened adult will want to make meaningful contributions to the society and more importantly ensure that the society is run on rules and procedures that have been discussed, agreed on and legalized. This will assist in the development and growth of the entire country and guarantee continued survival of all.

I believe Dick has played his part in this area and has assisted men and women to recognize the importance of the development of the country through their committed actions. I continue to wish him well as he further pursues this task.

***Dayo Luwuyi is a Member of the Order of the Niger (MON)**

DOTUN SULAIMAN

FORMER MANAGING PARTNER,
ARTHUR ANDERSEN, NIGERIA

I was one of the first four hires of Dick Kramer when he came to the country in 1978 and I probably worked closest and longest with him. When he retired in 1993, I succeeded him as the managing partner of Arthur Andersen, Nigeria after working with him for fifteen years. I ran Arthur Andersen from 1993 to 1999 when the firm was split into two: audit and tax side and the consulting side.

I was responsible for the audit and tax side in 1999 until Seyi Bickersteth took over. I went on to become the managing partner of the consulting side - Andersen Consulting - which later became Accenture. This was what I did until I retired as the managing

director in 2005 and as chairman in 2010. So from a professional career perspective, I spent a period spanning twenty eight years working with the firm that transitioned from Arthur Andersen to Arthur Andersen Consulting and then to Accenture.

Over that period, together with a group of incredible people, I helped to build a firm that is the best in its field, whether you look at it from the accounting/tax perspective or the consulting perspective. I don't think there is any other firm that comes anywhere near KPMG or Accenture, which are successors to the Arthur Andersen firm.

Perhaps the stand out achievement under Dick's leadership and influence is the raising of leaders who have gone on to serve Nigeria in different capacities. To have been very much involved in this is something I am most proud of. Talking about leadership for example, the firm has produced federal ministers.

The immediate past minister of communications technology, Omobola Johnson, is an alumnus of the firm. I hired her directly from school after her National Youth Service Corps and she went on to work with me for nineteen years. She took over from me when I retired as the managing partner of the firm and handed over to another person after five years on the job before moving on to become a federal minister.

If you look through the corporate landscapes, you will find ex-Andersen people holding very senior positions. Ifueko Omoigui Okauru, the former Federal Inland Revenue Service and Joint

Tax Board Executive Chairman; Uche Orji, the current CEO of the National Sovereign Wealth Fund and several others who are holding very key positions in the country are examples. If there is one thing that we have done for this country through the firms connected to Dick's pioneering work, then it would be producing good leaders for Nigeria.

The significant thing about all these achievements is that they occurred in an environment where a lot of the things that Dick Kramer stood for can be described as 'counter culture' to Nigeria. It was like implanting a foreign culture in a hostile environment. I think Dick did a wonderful job of that. Elements of that culture included discipline, attracting the best people regardless of their backgrounds and fostering an environment where merit was a determining factor as to whether you succeed or not.

Most important was the fostering of the culture of ethics. If Andersen was known for one thing, then it was known for being an ethical firm. The firm never compromised on ethics; it was resourced with the brightest professionals that the Nigerian education system produced. Dick drove all these.

I succeeded Dick in an environment where there were doubts as to whether a Nigerian could continue what he – an American – had started. The general thinking was that a Nigerian would surely mess things up. I am very proud of the fact that after taking over from Dick, I was able to maintain the quality, character and essential values of the firm. Rather than lose any client, the firm grew from strength to strength. I give Dick the

credit for this because everything I learnt about how to run a firm, I learnt from him. Getting into the position in the first place was as a result of the values Dick implanted.

But I learnt much more than how to run Arthur Andersen from Dick. Three things struck me about him back then and still stick out till today: First of all, Dick is an extremely smart person. Secondly, he is a very hardworking person and thirdly, he possesses laser-like focus on whatever he puts his mind to do. When you combine strong intellect, strong ethics with focus and discipline, then you are unbeatable and you will remain at the top of your game for a long time.

The result of that third lesson was that, working for Accenture or Andersen was the only thing I did for twenty-eight years - there were no directorship roles or side businesses. I was totally focused on my job. Closely linked to those three lessons was the need to always focus on the long term and to delay gratification. The idea that if you are good at what you do and work hard with laser-like focus, the reward would come eventually, particularly if you are in an environment that recognizes merit, was one that Dick championed. These are invaluable lessons I will always be happy to share with those of the future generations.

The other thing that I learnt from Dick is the concept of community service. Dick was someone who believed strongly in giving back to the community and so we did not just confine our work to serving clients and making money but we also gave back to the community. We gave our time, expertise, and skills

towards moving the community forward in the areas where we could.

Dick has more faith and confidence in the future of Nigeria than most of us Nigerians and much of that has impacted on me. It is for this reason that despite my disappointment in happenings in the country, I believe Nigeria can make the turn we so desire particularly if we make the following three things our priorities:

The first is leadership. Like Dick, I am a very strong believer in the idea that leadership can make a big difference. When we recruited for example, we always looked for people with brains, ambition, integrity and leadership potential. This is why I believe that the firm has done more than any other corporate organization in developing and contributing to the leadership pool of the country.

The second thing is the need to fight corruption. If there was something that Dick, Accenture and Andersen did, and that I was a part of, it was promoting the notion that doing business in Nigeria with integrity is possible. I can tell you that to this day, the Arthur Andersen nested businesses, do not take a penny as bribe from anyone.

The third area is investment in people (human capital development). If the country invests in its human capital, whether in the health, education or welfare sectors, the country would be a better place today.

Dick has always advocated these same things for Nigeria. More importantly, he has demonstrated them at certain levels always on the basis of a conviction that Nigeria has all it takes to realize its vast potential. I share this conviction.

***Dotun Sulaiman is a Member of the Order of the Federal Republic (MFR)**

EMEKA EMUWA

GROUP MANAGING DIRECTOR AND
CHIEF EXECUTIVE OFFICER
UNION BANK NIGERIA (UBN) PLC

I was born just after independence when Nigeria's self-governance was being welcomed with exhilaration and hope. Many will relate to the sentiments of parents like mine, who were educated before that momentous political change and saw it as an opportunity for the next generation. With a strong belief that education and hard work were the motors for progress, they sacrificed greatly to ensure their children were able to access the many excellent educational institutions in the country back then.

In 2014, the year of our centenary, Nigeria emerged as the largest economy in Africa, and the 26th largest in the world. Economists have also identified Nigeria as one of four emerging nations

expected to experience extraordinary growth and development over this century. Our GDP per capita has swelled to almost \$3,000 and we have been classified as a middle-income country by the World Bank. Economic growth is averaging 7% per annum when many advanced countries are experiencing low growth or economic recession. At face value, the headline figures are impressive; however, the grim reality is that we face rising inequality and high levels of unemployment, particularly for young people. Nigeria has become a two-speed economy - one where entrepreneurial opportunity has delivered extraordinary gains to a handful, and where the relatively few skilled and well educated have access to the best jobs; and on the other hand, one where the large majority are excluded from the benefits of this economic growth. Functional literacy is low and an unacceptable level of poverty prevails. This is the challenge we face as leaders.

I attended higher education in Nigeria at a time when our public tertiary institutions were highly regarded. Studying finance, I was naturally drawn to banking and after gaining a post-graduate degree in Management in the United States, I immediately returned to Nigeria, and was fortunate to be hired by the Nigerian affiliate of Citigroup (Citi). I worked with the leadership of a young dynamic global team brought in to start up and run the organization.

Recruiting was based on ability, and the open style of management and investment in training, created the opportunity for me to build a rewarding career in a high performing and meritocratic culture. My early career was as a relationship manager and

subsequently, branch and business manager.

I eventually took on roles across Africa, tasked with establishing and growing Citi franchises in several Anglophone and Francophone countries. I became country head in Niger, Tanzania, Ghana, and then the Central African Region Head, based in Cameroun. This culminated in my appointment as the first Nigerian to head the Citi franchise in Nigeria in 2005.

Creating successful banking franchises meant having systems and processes that worked. However, I believe the strength of each of these institutions primarily lay in the ability to build a team of hard working, talented and committed people. Through mentoring and coaching, I worked with many colleagues to build their skills in preparation for more challenging roles.

In 2012, I took on my current role as the CEO/MD of the Union Bank of Nigeria, with Dick Kramer, as chairman. I had the honour of knowing and working closely with Dick for many years as co-committee members of the American Business Council, where I found him open and relentlessly hardworking. Demanding and taxing, certainly, but more importantly, Dick's incredible breadth of professional experience, his intimate knowledge of Nigeria, and his reputation, (as well as the quality of his co-investors) were key factors in my decision to accept the position.

Together with the other core investors of Union Bank and the current chairman, he has had a key role in building the governance framework of the institution to support the task of transforming the bank. With the vision to restore Union Bank to

the leading position it once held within the banking industry, the depth of management experience I was fortunate to gain at Citi has now fully come to play.

More than ever, I believe the values of a meritocratic institution are critical to Union Bank's success. Culture change within any organization is never easy, but it is fundamental to building a healthy, performance-driven institution. Therefore, one of my first priorities at Union Bank was to build a world-class management team, and thereafter, an educated, skilled and diverse employee base that is trained and empowered to build an innovative, dynamic institution with systems and processes that embody integrity.

The same is necessary for Nigeria. We must train and build up a skilled workforce - representative across gender, ethnicity, and religious beliefs - who are empowered and motivated. In order to achieve this we need good education and good governance. This nexus of good education and good governance will stimulate private enterprise necessary to achieve our goals.

William Baumol, the influential American economist, explains good governance as a system of rules that encourage productive entrepreneurship. This translates to an economy where businesses create goods and services people need; create returns for shareholders; create capital to reinvest in businesses; create jobs; and remit taxes that will help government fund the social services and infrastructure Nigeria needs.

As Dick often advocates, Nigeria needs bold leadership with

integrity, in both private and public sectors, to build institutions that impart knowledge, skills and values. This is the system we need to counteract the many challenges the country faces today, and to supply the talent that a rapidly growing economy needs. As we work together towards improved governance, and especially in the absence of social services that cater to the disadvantaged in our society, we must also recognize our collective responsibility as leaders to contribute and give back to those who bear the brunt of the many inadequacies of our economy. We must commit our time, efforts and finances in recognition that government cannot do it all, and that we also share the burden of responsibility to carry along the less privileged and disadvantaged in our society.

ENOCH NWIZU

EXECUTIVE CHAIRMAN,
ZENINA LIMITED

In February 1966, I joined Texaco Nigeria Limited as a lubrication/ sales engineer and rose through the ranks, holding various positions in marketing and operations, till I became the general manager of the company in March, 1978. I held that position until my voluntary retirement in December 1993.

Between January 1st 1994 and December 1996, I was retained as a consultant by Texpet, a wholly owned subsidiary of Texaco Incorporated in the United States of America. From January 1994 to the present, I have been the executive chairman of Zenina Limited, a company engaged in the manufacture and marketing of printing inks and paints.

My first contact with Dick Kramer was when he was managing partner of Arthur Andersen, the external auditor for Texaco Nigeria Limited at the time. I was then the general manager of Texaco with the responsibility of relating with the auditors. Part of my job was to respond to all audit queries from Arthur Andersen. Dick insisted on receiving satisfactory answers to all such queries and he did.

In endless sessions reviewing audit comments, I learnt from Dick that there is virtue in insisting on attention to minute details while planning and executing all transactions. I drew on this knowledge in carrying out the difficult task of the day to day running of Texaco Nigeria Limited. I am certain that most of my staff benefitted from this sticking- to- minute- details attitude in the execution of their assignments. With that methodical approach, no problem was beyond resolution. It was the most important attribute I learnt from Dick.

I have since passed the approach on to my children, those who work with me in Zenina Limited and all those I have associated with, in one way or the other. It is an approach that will greatly benefit us at the national and governance levels in Nigeria if we were to imbibe it. A lack of it is one of the reasons why we largely have failed systems, institutions and projects in the country.

I will like to see us turn such an approach into a 'culture' in both our public and private sectors. Imagine the impact of that on our recruiting, contracting, assessing, investigating, developing, institution building and rewarding processes.

Any reference to Dick must naturally veer into a reference to Nigeria, a country he has given much of his life to. Despite his faith in the country, one can only wonder how he feels whenever the Nigerian story is told in the light of failed institutions, corruption and poverty indexes. But regardless of our numerous bad experiences Nigeria can become great again. For that to happen, I am of the view that we must restructure it to install a true federal system of governance with substantial devolution of powers to six geopolitical zones; de-regulate the downstream petroleum sector and get government out of petroleum marketing and excessive involvement in the industry. The current practice of the Federal Government paying demurrage on vessels bringing in imports of petroleum products to Nigeria is prone to excessive corruption and should be discontinued.

Government should stick to the traditional roles of control. I believe that, 'the government that governs best is the one that governs least'. It is obvious to all that providing uninterrupted, adequate power supply is a sine qua non for any meaningful development in this country.

This and future generations must accept that the high level of corruption in Nigeria is lethal to its development. Educationists should figure out how to introduce lessons on moral rectitude and the evils of corruption into the normal curriculum in educational institutions, from primary to tertiary levels. Perhaps above all, we must collectively share Dick Kramer's faith in the country despite the failings of Nigeria. That faith and a strong

sense of hope for a better future can form the basis we need for relentlessly carrying out the difficult task of nation building against all odds.

ERNEST SHONEKAN

FORMER PRESIDENT OF THE
FEDERAL REPUBLIC OF NIGERIA

I was born and raised in Lagos when the city was still Nigeria's capital and the country was still under British rule. I was the son of an Abeokuta-born civil servant and one of the six children my parents had. I had the good fortune of attending C.M.S Grammar School, which by the time I was a student there, had been the main source of African clergymen and administrators in the Lagos Colony. After CMS, I attended and received a law degree from the University of London and was later called to the bar. I joined the United Africa Company (UAC) in 1964 and while there, I pursued a legal path; a few years after joining the company, I was promoted to the position of assistant legal adviser and soon joined the board. In 1980, I was made chairman

and chief executive of the company.

I met Dick Kramer in the United States of America in 1983 when I went for an advanced management program at the Harvard Business School. Dick had gone there for a re-union of his own set and had asked if there was any Nigerian in Harvard taking a course. I responded in the affirmative and we introduced ourselves to each other. I immediately perceived him to be a trustworthy and decent person. It didn't take him long to do one of the things he does best: sell any idea he thinks will be beneficial to all parties. That same day, Dick asked if I would be interested in investing in a bank. He had Citi Bank in mind. It sounded appealing to me so I asked Dick to provide me with more information and within a short time I had bought those Citi Bank shares. I have since had no cause to regret that decision and as long as I still have the shares in Citi Bank, I would always remember that day I met Dick.

When I got back from America, I found out that Dick was the head of Arthur Andersen and as time went on, we developed a special friendship. I have since concluded that although, Dick appears to be an expatriate, he is more loyal and believes in Nigeria more than most other Nigerians I know. He has devoted most of his time to making sure that Nigeria succeeds economically because he believes the country has been placed by God in a vantage position to lead the West African sub-region. He believes that although, Nigeria has been playing a leadership role in the sub region, we could have achieved far more if we had followed the blueprints we had laid out.

One of the things Dick and I did together was to regularly consider how to change Nigeria into a better country. A channel we explored was the rich resources of the Harvard Business School Alumni Association in Nigeria, which Dick headed as president. I was to later become the president of the association. When in 1993, I was invited into government and appointed chairman of Transition Council and head of government of Nigeria, I learned of the dire condition of government finances. I saw the difficult socio-economic situation as an opportunity to put into practice all the reform ideas we had been talking about. I always linked those ideas to Dick and The Harvard Business School. The first thing that we did within the first month was to set up The Economic Summit which was meant to bring the public and the private sectors together to think in terms of the things needed to be done to make the economy better in the long, medium and short terms. I felt that the only way to achieve that was to see how we could remove the suspicion between the two sectors and the way in which we did it was to plan for a summit of senior people in the government and leaders of the private sector. It was difficult at the initial stage but after some time of working together, the dichotomy of the private and public sectors disappeared. We eventually came out with a report on what needed to be done within the short, medium and long terms. The ideas were solid. There was hardly anything the country needed to prosper economically that was not documented in that report. The big problem was implementation. The theories were right but implementing was a different ball game. We realized we just had to do something quickly about implementing what we knew

were the solutions to Nigeria's economic problems but as luck would have it, my government was removed from office in 1993 before we had the chance of doing a lot of things planned and my successor decided to change all the reform programs we had started by moving us from a deregulated economic direction to a regulated one. The results came really fast and the economy dipped.

But my being out of government didn't kill my desire for change. Some of us who had been part of the Nigerian Economic Summit asked ourselves what we could do going forward. I continued to be involved in the Nigerian Economic Summit Group and different intervention projects, particularly those designed to implement the recommendations documented in that first report. Dick also never stopped trying to help Nigeria. I remember that during the period when Nigeria was having difficulties with its international image, he was one of those who helped to project a positive image of the country. He went on retreats around the country and overseas trying to get people to change their negative ideas about Nigeria. I can tell you that if it wasn't for him, maybe we would have been seriously sanctioned and that would have affected our economy negatively.

Between 1996 and 1997, Dick helped in putting together the Vision 2010 Report. It was the report that we produced to envision what we wanted Nigeria to be like by 2010 when we would be fifty years as an independent nation. He was the head of the technical team, and throughout the whole period, he gave all of himself to make the project successful. I am happy that

Nigeria is the leading economy in Africa today because that was one of the targets we set in the report. Another target laid out in the Vision 2010 Report was for Nigeria to have a democratically elected president by 1998. I am also happy we achieved that. One other significant thing we emphasized in the report was the need for an aggressive privatization exercise across the various sectors of the Nigerian economy. Back then 'privatization' was almost an alien idea considering how much the government controlled every sector. Today, the country is benefitting immensely from the privatization of a number of sectors especially the telecommunications sector. The power sector is also currently undergoing privatization and it is only a matter of time before we begin to reap the fruits of the privatization efforts in the sector. I think Dick and a whole lot of others should take credit for those achievements.

After we finished the Vision 2010 exercise, a few of us realized that implementation was our weak area so we decided to form a company that could provide finance solutions because everyone had been complaining that finance was part of the problem of making it difficult to implement the good ideas. And so, Dick, Pascal Dozie, Mohammed Hayatu-Deen and I decided to set up a private equity company to solve that problem. The problem was that none of us knew much about private equity business. Dick had been running Arthur Andersen, I was running UAC, Pascal Dozie was a banker and consultant, Hayatu-Deen worked for a long period of time for the New Nigeria Development Company (NNDC). None of us had much experience in private equity matters. That was when Dick realized that Okey Enelamah, a

young man he had trained, who was a Harvard Alumni, could fill the knowledge gap. Okey was at that time working with Tom Barry, the president & CEO of Zephyr Management, L.P who was experienced in private investment business in South Africa. It was a no brainer for us. We invited Okey, sealed our agreement and started African Capital Alliance. That was back in 1997. Within a short period of time we had learnt the ropes of running a private equity firm. Today, ACA is a leading independent investment firm focusing on Nigeria and the broader West African region. It has in many ways impacted tremendously on the Nigerian economy through investments in businesses while maintaining high standards of ethics and values. Much of that credit must go to Dick Kramer. It all started with his unquenchable desire to tap into Nigeria's extraordinary economic potential.

It would be quite difficult for Nigeria to get someone else like Dick. I refer to people like him as 'Missionary Managers'-expatriates who align themselves to the aspirations of the citizens of their host countries. Burdened by the desire to see Nigeria become the great country it is capable of becoming, Dick got his hands dirty and tried to change the country. He has shown us that what we need to fix our country are people of character, competence, knowledge and passion. I am proud to have had him as a friend and associate for many years. There is no doubt in my mind that we can only have more people like Dick if we get our educational system right.

We must also become a people of integrity. We must be people of our words and we should be ready to give an account of our

stewardship. It is also very important that wealthy individuals strive to contribute to making the country better. They must think in terms of legacy and not just in terms of profit making. Again these are all tied to the quality of education we receive because education is what shapes our values.

*** Ernest Shonekan is a Grand Commander of the Federal Republic (GCFR)**

EZEKIEL UVOH

DICK'S PERSONAL ASSISTANT
FOR OVER THIRTY YEARS

I met Dick in 1978 during his initial visit to Nigeria to set up Arthur Andersen & Co. (AA&Co.). At that time, I was working as a secretary with a small chartered accounting firm called Jadesimi & Associates which was owned by Ladi Jadesimi. Eventually, Ladi joined Arthur Andersen & Co., and I was asked to be a part of the firm. That led to my first formal meeting with Dick Kramer, since he was the one who interviewed me. My initial impression of him was that he was warm, friendly and humble compared to other expatriates I had known. I didn't have those fears that normally go with interviews because Dick created a relaxed atmosphere. It turned out to be more of a conversation than an interview and I was eventually hired to

work with AA&Co., and consequently Dick. Over thirty five long years now and I am still working with him.

I joined AA&Co. as a secretary. However, owing to Dick's emphasis on education and self-development, I registered with the Chartered Institute of Personnel Management (CIPM) where I qualified and got chartered. I then went on to the Lagos State University (LASU) where I graduated with a B.A. in English.

To work with someone directly for over thirty years is an uncommon occurrence in Nigeria, especially when other people consistently try to woo you over to work with them. The offers particularly started coming when I became qualified as a personnel manager. People kept asking: "What are you still doing with that kind of job? Why don't you come and join us?" But I have always enjoyed working with Dick who has been more like a father rather than a boss.

It is difficult to describe Dick in a few words because there are many angles to him. Dick is a born trainer and a visionary who sees the end of a project from the beginning. He uses every opportunity to develop all those who work with him. Sometimes at the end of the day's work, he would sit with me and ask of my impression of the Nigerian economy. He would then proceed to educate me on the state of things and why things were the way they were, where the country ought to be, and how the country could attain its desired goals. At times, Dick would pick a topical issue or subsector of the economy- manufacturing, the ports, oil & gas, petrol subsidy, cement distribution, and so on - to illustrate his point and by the time he finished, I would feel

like an economist.

Dick is a strategic thinker and a result-oriented person who works extremely hard. He is highly self-propelled. I have seen this aspect of him in play over many years and during many projects. One wonders, at times, where the energy comes from. He drives me hard enough to ensure I become a better person and professional. He makes me attend workshops, seminars and other programs that he is attending so that I can get trained and exposed.

Another outstanding quality of Dick is his humility. Let me give an example that illustrates this trait. In 2013, I travelled to the United States with my wife and decided to spend a day with him and Wanda. Before arriving in the US, Dick had told me we would be picked at the airport so I assumed that when we landed, somebody else would be there to pick us up. But surprisingly, it was Dick and Wanda who were waiting to pick us up themselves! When we had visited and were preparing to leave, Dick personally drove us around town, not minding my protests about inconveniencing him. Can you imagine a seventy nine year old Dick driving my wife and I all around town? On our way out of the US, Dick and Wanda did not just drop us at the airport, they waited until we passed through the security gate and out of sight before returning home.

Another experience during that trip to the US which revealed Dick's nature had to do with the Kramer Seed Farm (a Kramer family business). Dick had invited me to go and see the farm because I had done quite a lot of work on it in Nigeria. I

desperately wanted to see it but unfortunately, owing to serious time constraints, I was unable to. To fix that problem, Dick asked his son, Cliff Kramer to meet us in his house in order to make a presentation on the farm! That meant four hours of driving for Cliff. He made the presentation about the farm with pictures and I really appreciated it. This illustrates one of the reasons I have stayed with Dick for such a long time. Our relationship is more like that of father and son – a father who holds you by the hand and takes you through the ropes so that one can be successful in life.

I have worked with Dick very closely over the past three decades and I can say that very few people have given more to Nigeria than he has done. For instance, when we were at AA&Co., he developed a lot of young Nigerians. He taught fresh graduates from school how to develop the right skills and the right attitudes to work and life. I have not seen any ex-AA&Co. person who has ever regretted joining the firm and who has not commended Dick for developing him or her. Get any of them to talk about Dick's leadership and they will go on and on about how he added value to them and even mention the wedding gifts he gave them.

What more can be said about his role in helping to set up Arthur Andersen, KPMG, Accenture, African Capital Alliance (ACA), the Nigeria Economic Summit Group, Vision 2010, Harvard Business School Alumni Association, Lagos Business School, the American Business Council and more? What can be said about businesses and organizations he has turned around, inspired

others to build, and also funded through the efforts of ACA? What can be said about his role in fostering US and Nigeria relationships? What more can be said about his community service initiatives and commitments? Nigeria has benefitted much from Dick Kramer.

Unfortunately, despite his best efforts, the country is still in a bad shape even though we seem to be making some gradual economic progress. According to the reports we are getting from international bodies on economic perspectives, our indices seem to be improving but in terms of values, everything seems to be going down the drain. In fact, it's a big shame. When I replay in my mind the days of my youth in Nigeria, I get ashamed of and full of pity for what our young people are learning and turning into today. Our morals are declining and there are social upheavals here and there, like the devastating Boko Haram issue. We seem to be in an increasingly difficult security situation. It will be easy for one to think that there is something fundamentally wrong with the country. I think our main focus should be to address the values of our people since there is a big disconnect with our culture. Our values have gone bad and this is one major cause of the challenges we face as a country. I think restoring good values should be looked at from four perspectives - the individual, family, school and religious organization.

Individuals need to set high standards of value for themselves and live by them. When we live by high moral values, corruption and all such vices will reduce. When you are plain to me and I am fair to you, then we can relate better. We should then extend

it to our families. We need to ensure that the right values are taught to the children who will naturally imbibe these when they see us being excellent role models.

Having said that, the next level should be the schools. Right from primary to the university level, the right values should be part of school curricula and embedded in the hearts of our future leaders. It is important to teach them that there are certain areas that are off-limits, especially in this era of the internet and cable television.

The next level is the religious groups. These days, more and more emphasis is placed on riches rather than spiritual wealth. We are admonished to seek first "God's kingdom and His righteousness". We are also taught to pray for our "daily bread". These call for modesty which is hardly emphasized today. So, religious organizations have a lot to do to ensure their members live by godly values. When high values are indelibly inscribed in our hearts, problems like corruption, immorality, armed robbery, ritual killing and such vices will reduce, and things will start getting better.

Dick Kramer has spent his life promoting the type of values that can help us build Nigeria. I am proud to have worked with him for many years.

CHAPTER 4

F – K

FAYSAL EL-KHALIL

CHAIRMAN,
SEVEN-UP BOTTLING COMPANY PLC

When I came to Nigeria in September 1969 to resume my role in the family business which was established by my late father in 1926, I was not particularly prepared to play the leadership role that was thrust upon me. I became aware of my shortcomings as the years went by, and jumped at the opportunity to improve my knowledge and leadership qualities by attending the executive education programs that the Harvard Business School provided. The first program that I attended (OPM) was in 1981, and I have returned to Harvard many times since then.

This has been one of the most useful and beneficial endeavors that I have undertaken in terms of providing me with the much

needed knowledge in general management, and in terms of meeting some amazing and accomplished people.

The formula for success and good leadership cannot be covered in the space allotted. However, I believe that a successful leader must certainly have a vision as to where he wants to take his business as well as a point of view on every important matter that affects the business. But above all, he must surround himself with talented people who possess the right set of values and skills. He must ensure that enough resources and processes are committed to grow and develop his people to their fullest potential. Finding good people and retaining them is undoubtedly one of a good leader's most important tasks.

Leaders will nevertheless also be judged by their results. I, for one, feel reasonably satisfied with what I have accomplished over the years even though I could have done more. I have seen our beverage business grow and develop to a respectable size, producing good results over many successive years. I have allocated a good portion of my time working on community matters, and hope that the contribution that I have made, no matter how small it might have been, has helped in the development of this wonderful country, Nigeria.

I am a firm believer in continuous education as a means of self-improvement, and in sharing the knowledge with those you care for. I also believe that people are basically good; and if treated with respect and dignity, they will reciprocate and you would have helped them to step up and grow. This particular attribute is one of the many that exemplifies Dick Kramer. He treats

everyone in such a manner that you feel you have no option but to deliver to expectation. As Dick demonstrates, leading by example, attending to the strategic issues as well as to the details, are some of the important habits that successful leaders need to cultivate to succeed in Nigeria.

I have learned a great deal from Dick. I have had the great privilege of working closely with him on several Boards and functions, particularly during the time when he was an active member of our family's Holding Board, and for that I will be eternally grateful.

Dick has been a constant source of inspiration to me and to so many others, and I have always looked up to him for knowledge, counsel and guidance.

He may be an octogenarian now but his mind and heart are still as vigorous as the youngest of us. I am certain that he will continue giving back and sharing his knowledge and wisdom with all those that come in touch with him for many, many years to come. I hope Nigeria will continue to benefit from his wisdom and will grow to become the kind of strong country Dick has always envisioned it to become.

In my opinion, the top three priorities Nigeria should have are:

1. Fix the Economy
 - (a) The cost of doing business in Nigeria is one of the highest in the world, whilst the income per capita is very low. This can be addressed by:

- i. Privatizing government activities and ensuring fair competition in those sectors.
 - ii. Breaking down existing monopolies and oligopolies and stopping the habit of giving random concessions.
 - iii. Revamping and modernizing land ownership laws.
 - iv. Ensuring the availability of natural gas in all major cities in Nigeria.
 - v. Providing funding to carry out the necessary studies on what needs to be done to attract investors in non-oil areas of the economy such as agriculture, minerals and other natural resources.
2. Diversify the economy, particularly exports other than oil and gas.
 3. Provide safety for lives and property.

Doing these will turn the country into an economic force and will attract substantial international investments.

***Faysal El-Khalil is an Officer of the Order of the Niger (OON)**

FELIX OHIWEREI

FORMER CHAIRMAN / CEO,
NIGERIA BREWERIES PLC.

After a long, exhilarating and fruitful career with the Nigeria Breweries Plc. which culminated in my being appointed deputy chairman/managing director of the company in 1987, chairman/managing director in June 1989 and chairman/chief executive officer in 1997, I retired from the company's service in June 1999 and was appointed its non-executive chairman in July 1999. I retired from the board of the company in December 2007. Outside of Nigeria Breweries, I was chairman, Unilever Nigeria Plc from January 1998 to December 2007 and a director of Shell Closed Pension Fund Administrator until April 2009. During those years also, I was the pro-chancellor/chairman of council, University of Ibadan - 2000/2004, chairman, governing council

of Nigerian Investment Promotion Commission for a period of four years and chairman, board of trustees of Redeemer's University for seven years. These days, I serve as the chairman, Coates Brothers (West Africa) Limited, Jubilee Life Savings and Loans Ltd, Asset & Resource Management Company Ltd, Bankers Warehouse Limited, e-Tranzact International Limited, Ashford & McGuire, Fidson Healthcare Limited, World Dove Media Plc and Friendship Bible Fellowship. I am also national director, Full Gospel Businessmen Fellowship International.

I worked very closely with Dick Kramer on the Vision 2010 Project promoted by the Federal Government of Nigeria in the 1990s. Dick was one of the brains behind the project and was very active in strategizing, organizing the various committees and checking on the progress made by every participant. What I particularly admired about him during the whole experience was his knack to lead from the rear. Although he was clearly one of the leaders of the project, he nevertheless pushed others forward and didn't want his face to be seen much. I am sure many didn't realize how important he was to the whole project neither did they know much about him but those of us who were involved knew that he was a pillar.

I was also fascinated by Dick's obvious love for Nigeria and Nigerians. It was clear that he wanted the progress of the country and was prepared to give his best to make sure that people put in their own efforts to contribute to the successful development of the nation. Not much of that has changed about him till today.

Much has been said about the failure of Vision 2010 but I am

of the view that the exercise was a tremendous success and the report is still there to prove it. I believe that even those who didn't want to ascribe success to Vision 2010 have used it in parts (not in whole). The report as a matter of fact stands till today as a reference point for planning. The failure to implement the proposals in the Vision 2010 report does not equate to the failure of the whole exercise that led to the creation of the report nor diminish the value or relevance of its contents. The problem was that people didn't want to ascribe success of any form to the man (Late General Sani Abacha) who was the head of state at that time because of the many other things that he did during his tenure. But the Vision 2010 remains a valuable document and I am sure that many people are secretly browsing through the pages.

Another related problem is that every new government in Nigeria wants to do something new rather than continue from the good work of the previous administration. Everybody is trying to put his or her name behind something new. Part of the problem also has to do with corruption in the society because every new project creates opportunities to corner public funds. Rather than continue old projects, people want something different so that they can get things for themselves. Whereas, in the private sector, you will notice that there is a continuation of good policies and strategies.

I think what we need in this country is a mindset that clearly indicates that we know where we are going, what we want to achieve and how to carry people along to achieve it. When

people get to positions of leadership, the methods may change but the goals should not. What we seem to be doing is constantly changing the goal post.

In determining the direction the country should go and what its key priorities should be, we do not need to re-invent the wheel. Many deliberations and strategic meetings have been conducted to analyze Nigeria's problems and proffer solutions. Much of these have been well outlined in documents produced during the development planning exercises years ago, the Vision 2010 exercise, the various Nigerian Economic Summits and many other fora. No Nigerian can deny that there are already, many plans. What we lack is the political will to follow the plans through. If you ask me, I would say, let's go back to Vision 2010. What we need to do as a country to progress is there. It is left for the government to choose its own priorities and pursue them dedicatedly.

Vision 2010 is only one of Dick's many contributions to Nigeria. He is a man who came to a foreign land, fell in love with the country and gave it all his best because he saw the potential in it and had a good idea of how the potential could be harnessed. He worked with like-minded people and professionals to move the country in the direction that would help build the economy.

Dick is an exceptional leader; he is interested in planning and getting results. In terms of ego, I have not seen any in him. He is unlike many other leaders who prefer to be seen, heard and recognized. Dick won't struggle with you for a position neither has he ever shown interest in any office. As far as I know, he

only shows interest in the planning, the work to be done and those that would do the work. Nigeria needs more leaders like him. He is also one of those that have helped to develop the human capital of Nigeria in a very meaningful way, particularly in his own fields which include accounting and management. I think he is somebody who because of his nature and the way he interacts, brings out the best in everyone he meets. He is a team man and has an amiable nature. Those who represent Nigeria's future, the country's leaders of tomorrow, need to study the life and works of this great ambassador from the United States.

***Felix Ohiwerei is an Officer of the Order of the Federal Republic (OFR)**

FEMI ABEGUNDE

PARTNER, AKINTOLA-WILLIAMS DELOITTE

I joined the Arthur Andersen (AA) firm with the 1989/90 set when Dick was the managing partner. The training and exposure we got in Andersen made us take on early responsibilities in managing engagements and relating with client senior executives. This helped us to develop rapidly into confident and knowledgeable professionals.

In today's modern world, our type of professional service has clearly become a global service because our clients continue to cross geographical boundaries, necessitating that we arrange our business to work seamlessly to serve our clients around the world. In tandem, Deloitte has recently integrated its practices

into one firm in Africa this year and I had the unique opportunity of being in the fore front of this from the Nigeria side.

My ability to steer the things well enough in this regard is largely attributable to my exposure in Andersen -the only one-firm professional services firm in its days. My knowledge and understanding of how the Andersen firm worked has put me in the position to champion things and share knowledge on the Deloitte platform today. The credit in this is really to Dick who was particularly masterful in developing young talents like me to maturity.

My experience with Dick

The Andersen firm was a special one under the leadership of Dick, being its founder in Nigeria and first CEO. He insisted on quality all the way and led by example. Two of the key bedrocks of his leadership were:

1. “Hire the best in class, give them the best training and they will produce the best results for the business”.
2. “Think straight, talk straight” in all situations.

We all lived these principles with him and can say many of us continue this legacy in our respective responsibilities today.

There is no doubt that Dick hired the best in class as the results show that many of the young CEOs and leaders of the economy we have in Nigeria today are offshoot of the Andersen firm.

We never missed trainings either local or global. Dick invested in

young talents and spent a lot on international training for us to get the right level of exposure and develop our confidence level. He ensured we were up to speed on all technological developments and measured shoulder to shoulder with counterparts in other developed countries.

He continuously organized training and retreat sessions for the whole firm. These trainings were deep and rich in content. I recall the most popular ones - Consultant Training Program (CTP 1, 2 & 3). It was a broad-based training on the economy, management, strategy, running a practice and with how to deal with complicated client issues, etc. Irrespective of the fact that I was in the audit department, we all went through trainings to become consultants and business advisors. This has helped me in no small way in my career and current position.

Dick engaged with every level of staff in a unique way. I recall that he created a forum for the 3rd to 5th year intakes called the Senior/Semi Senior group which he regularly referred to as "the secret weapon of the firm". Individuals in this group were the ones who led field audits and were the ones that were most vocal when it came to agitating for more pay, work-life balance, bigger aspirations, etc. This was a period when the economy was opening up and new banks and financial institutions were springing up every other day. This group was the most vulnerable and easily "seduced" by the market which offered twice or thrice of the Andersen pay as of that time.

As CEO, he used this forum to engage with us intellectually on a regular basis. He would ask and hear out what we thought of the direction of the economy, market outlook and what individual plans we had. When we complained, moaned, protested that we were being overworked or worried about not having enough money, Dick would say, *“You need to “be” first before you “have”.* *It is too early in your career to start talking about big money. First of all solidify yourself in the area you have chosen and the wealth and riches you are looking for will automatically come after you.”* We didn’t like to hear this because we just wanted to “have” and be comfortable. To “be” was less relevant. Now as a leader and a more matured professional, I understand better.

Looking back today, I can only say he is indeed a wise man of our time.

Dick and the Nigeria Economy

Dick has a special interest in the Nigerian economy. He was always engaging us on scenario building related to what the outlook of the economy would be for the year. This later led to the creation of the Annual Andersen budget seminar which lasted for many years.

Having seen Argentina go through years of hyper-inflation before his coming to Nigeria, Dick’s experience became so handy when Nigeria had its own experience in the early 90s. He kept being positive even when many of us Nigerians could only see gloom. He encouraged us to believe in the country and *“keep doing the right things”*.

I want to believe that the idea behind the creation of the defunct Petroleum Trust Fund (PTF) must have some of its roots in Dick's ideas about stimulating the economy through rapid infrastructural development.

Following his retirement from the Andersen firm, Dick's forming of Africa Capital Alliance has helped to channel capital into the country in a way that has lifted the economy. I remember his comment to some of us on his next moves after retirement when he said, *"This country has a lot of potentials. We don't have venture capitalists and a number of foreign direct investments that stimulate an economy. We have to change this."* He also said, *"I'm going to do this and live in this country until my health cannot take it anymore. I believe in the potentials of this country"*

One can only then be concerned about the state of the country Dick has given much of himself to. Can Nigeria ever become the country Dick has always worked hard to turn it into? I think it can but for that to happen we must be ready to effect changes. In my opinion, Nigeria should focus on three key priorities to realize her potential and become the kind of country Dick has always envisioned.

First of all we need to plug all the economic leakages. The economy is leaking so badly either from oil theft, direct fraud, misapplication and misappropriation of funds. The fight against corruption must be fought and won.

Secondly, we need to stimulate the power sector more. Not much economic production can happen without constant

power supply. We can double this economy if constant power is available for everybody.

Thirdly, we need stable security situation to win the confidence of the outside world. Dealing with this security situation must be a matter of top priority and going forward, we must avoid the costly mistake of the past by dealing with security threats early before they become monsters.

It is my wish that Dick continues in his strides of relentless optimism about Nigeria and the Nigerian economy.

FOLA LAOYE

CHAIRMAN, HYGEIA NIGERIA LIMITED

I have had the privilege of achieving leadership positions at a young age, including becoming CEO of Hygeia Group at the age of thirty three and subsequently chairperson at the age of forty two; board member of Pensions Alliance Limited (PAL) at the age of thirty nine; and president of the Harvard Business School Association of Nigeria at the age of forty two. In all cases, I have been the youngest and very often one of a very small number of female leaders at those levels. This has manifested itself in my nomination as a Young Global Leader by the World Economic Forum (WEF) at the age of thirty nine.

I do believe that, by the grace of the Almighty, I have another half of my life yet to live but at this point my proudest achievement has been leading Hygeia from its noble beginnings as a single-location family-run business, to the multi-location, multi-faceted corporate institution it is today. Along this journey, I believe we have made a significant impact on the way healthcare services & financing are managed in Nigeria today.

I first came into close contact with Dick in 1998 as a Harvard MBA student, when I spent my summer working with him and Okey Enelamah, on a very early (if not the earliest) project for African Capital Alliance; which happened to be the business plan for the growth of Hygeia. It was a very exciting time as Dick led us through a process of visionary thinking about the healthcare space in Nigeria, both from the perspective of the pyramid of care, with a broad base of primary health services at the bottom, and the very narrow (almost unattainable!) peak of tertiary health services at the very top.

Our vision was how to ensure: that: (a) the quest for quality health services could remain in the country and not be lost due to the anticipated increase in medical evacuation (or what is now known as medical tourism); (b) a broader base of the Nigerian population would have access to these services and that (c) private healthcare services, as it represented circa 40% of total service provision across the country, would take an active role in the treatment and prevention of HIV/AIDS in Nigeria.

I have re-established a close working relationship with Dick over the past two years, upon taking on the leadership of the

Harvard Business School Association of Nigeria (HBSAN), the umbrella group of all HBS alumni resident in the country. It was initially founded in 1983 by Dick Kramer and others. They had the foresight to realize the force that the HBS alumni could become in working for the common good of Nigeria. Their actions led to the creation of the Nigerian Economic Summit Group (NESG) which, to this day, is still the strongest platform for public-private discourse and which, I am especially proud to say, led to the regulation and eventual commencement of the National Health Insurance Scheme.

My revived relationship with Dick has led to the broadening of the work of HBSAN to include mentorship and impact creation in the areas of ethical leadership, entrepreneurship and macroeconomics. We have recently created an Abuja chapter, allowing for more inclusion of our members who reside in the North.

We are seeing a generational shift in our membership, with more than fifty MBA graduates now residing and working in Nigeria, and this gives us a renewed platform for contributing to nation building in partnership with other organizations, particularly those that Dick has also played key roles in, such as the NESG and Lagos Business School.

One of the greatest things about working with Dick is learning from his focus on constantly refreshing ideas, by bringing in the younger generation. This is particularly important in the times we are living, in which we have a growing 'critical mass' of Nigerian students being educated abroad and returning to live

and work in their country.

They are an invaluable resource as we struggle to build capacity in today's political, social and commercial classes. For them to be able to contribute effectively, it is vital that we are able to "bring them into the fold", as Dick did for many of us, and continuously engage them on matters of national impact, in their chosen areas of commerce, or indeed in crosscutting areas such as education and health.

Nigeria's Priorities

In my view, Nigeria's top three priorities should be (a) investing in the education of our growing population to be able to contribute as well as reap the benefit of the economic growth in a sustainable way; (b) investing in social infrastructure, a key part of which is healthcare, to enable current and future generations of Nigeria have longer life expectancy than the current low rate of just fifty two years; as well as to lead to sustainable and long term job creation as experienced in other parts of the world; (c) re-shaping the role of governance at all levels - in the home, in our communities, in our businesses and on the local, state and national government platforms. Our population is rapidly losing trust, and indeed interest, in the role of governance and I fear we will (if we have not already) end up with the complete breakdown of law and order.

Our strategy at Hygeia, from the time of the visioning process with Dick and Okey until now, had been centered on the twin

pillars of access to care and quality of care. By so doing, we have been able to build strong platforms for health insurance, both for the formal sector through Hygeia HMO and the informal sector; particularly focused on the urban and rural poor through Hygeia Community Healthcare. We have also built a strong platform of quality of care, by achieving the Joint Commission International (JCI) accreditation, being the only hospital group in sub-Saharan Africa to achieve this.

At the Presidential Summit on Universal Coverage which took place on March 8-10, 2014, the key themes highlighted as goals were: improving financial access (for formal and informal sectors); improving physical access and improving quality of healthcare. Though it has been a journey of over fifteen years, it appears that the impact of our work in Hygeia is indeed beginning to take effect on national policy.

FOLUSO PHILLIPS

FOUNDER, PHILLIPS CONSULTING

I was a fast tracker. At the age of eleven, I was the youngest in my class at Igbobi College in 1964. I earned a Bachelor of Technology degree in industrial economics at twenty one and completed the Institute of Cost and Management Accountants (CIMA) exams by twenty two. That was about forty years ago. My first job after university was with the British Gas Corporation as a graduate accountant trainee and thereafter I worked at Lucas Batteries in Birmingham, United Kingdom as a systems accountant and then as the company's cost and management accountant. I moved from Lucas Batteries in Birmingham to Pfizer in Nigeria again as a systems accountant and thereafter as financial controller and company secretary by the age of twenty six. I joined Coopers &

Lybrand International's consulting practice in London at thirty and after a five-year stint I returned home to take up the role of general manager, finance for The SCOA Group. My eighteen month tenure at SCOA was a brilliant soft landing to Nigeria to set up my consulting practice, Phillips Consulting.

Setting up Phillips Consulting was Dick's fault! I listened to him managing a discussion on Shell scenarios and the consulting seed was re-planted. Little did I realize that Dick's and my path would cross several times in the years ahead.

Pioneering Phillips Consulting was a bold and innocent decision based on blind faith and entrepreneurial insanity. The timing was right though, as a paradigm shift was taking place as seemingly fearless individuals created financial institutions, funded by equity and other risk capital. Many of us not in banking, wanted to participate in this new and exciting sector and so a new generation of management consultants was born of which the likes of Phillips Consulting, Bode Augusto & Co, Michael Stevens etc., saw and moved on the opportunity to provide the service. Dick Kramer and Andersen Consulting took clear leadership. It is ironic that from the start, our five-man firm benchmarked with Dick Kramer and his crew. That was part of our inspiration and push factor. I am definitely proud and grateful to God for the success of Phillips Consulting to date. To claim the title of being the most successful indigenous consulting firm in the country provides the opportunity to benchmark with my role model, Mr. Akintola Williams. I hope to be able to walk away from the firm in the future, just like he did.

The role we have played very quietly with driving and encouraging the current business relationship between Nigeria and South Africa is an understated achievement. We blazed the trail twenty one years ago and have facilitated the movement of over one thousand Nigerian and South African executives and businessmen between both countries.

We have made a tremendous contribution to producing consulting professionals for other consulting firms – including the large firms and the business community in general. It is a proud achievement to have consulted for every major corporate entity in this country in one form or another and extensively for government.

My working association with Dick started with, “Vision 2010”, which gave birth to, The Nigerian Economic Summit Group (NESG) on which Board I now serve as chairman. I remember a particular summit when I had to give the final presentation to the president. I think Dick panicked quietly, wondering if I could pull it off and I did not help matters, when he visited my room and I was not even dressed for a session that was starting in just twenty minutes. Well, judging from the way I got a warm embrace from Dick afterwards, I reckon it worked out well and as they say, the rest is history. I must comment on Dick’s contributions to these tough discussions on national issues. He always asked piercing questions and always challenged us to think things through again and again. He taught me the concept of deregulation, deregulation and more deregulation. Each time I say that word, Dick’s face pops up in my mind!

I guess the most exciting work I have done with Dick, was when he worked briefly with me on the Nigeria Scenarios by Phillips Consulting and Fairsights in 2006. Again, his contribution was that of a 'wise man'. I hope I can grow to be a wise and respected sage that Dick Kramer has become. I hope he spends the rest of his life here in Nigeria. We need and appreciate him more than 'Obama' does.

Lessons and Thoughts on Nigeria

Over the years, I have learnt a number of lessons - many of which I have seen manifested in Dick's life and business career - that have stood out among many others. I have learnt that empathy helps you to imagine how others feel, so you can take more realistic decisions. It's the key to gaining emotional intelligence. It helps in achieving fairness and equity and is the foundation of the Christian belief of doing unto others what you would like them to do to you.

I have learnt the importance of patience and focus. We should appreciate the fact that we have to serve our apprenticeship in everything about our lives. We have to put in the time and effort. We have to "earn our stripes". There is no such thing as an overnight success. Success is more of a manifestation of consistent, relevant and hard work.

I have learnt the importance of knowing your own competencies. Appreciate that your competence - that which is natural to you, that which can be described as your professional character, your

professional personality - is what defines the quality of your work. Build a professional character and then engage it in any profession you choose.

I have learnt that trust is non-negotiable. Failure to build trust will always, without fail, come back to bite you. It's one of the longest investments you can make, the failure of which can ruin you personally and professionally overnight. Finally, I have learnt the importance of paying attention to detail. They say the devil is in the detail and this is so very true. It is a great gift to be able to anticipate different possibilities. Anticipation provides an opportunity to prepare a response to every possibility. That is what paying attention to detail is about. It's almost like providing an insurance policy against all possible eventualities. The more one practices this art, the better the systems and processes one designs. Young people need to learn these in addition to understanding what is important and what offers true value to an individual and that nothing in life is a must. 'At all costs' is not always the right attitude to pursue.

As for Nigeria, to realize our dream of building a great nation, one which Dick has always believed in, we must, as a matter of priority: fix our education system by focusing on investing judiciously in teacher training and compensation, development of infrastructure and acquisition of modern education equipment and facilities; build thousands of kilometers- of wide long roads, with a cobweb of links; privatize and re-build our railway system to world-class standards; embrace full deregulation, especially of the oil sector; facilitate and support regional development;

encourage and finally, push a new young generation of leaders to positions of responsibility, accountability and authority.

The older generation must start taking a back seat.

FRANK AIGBOGUN

FOUNDER, BUSINESSDAY NEWSPAPER

I began my journalism career in 1982 at the Guardian Newspaper. I later went on to serve as the Lagos correspondent of the Associated Press, AP, the world's largest independent news agency and was, for seven years, editor of the Vanguard Newspaper, where I worked for fourteen years.

I first met Dick Kramer when I was secretary of the Nigerian Guild of Editors, and at that time, some leading private sector individuals were beginning to canvas the deregulation of the telecommunications sector and it was thought that the editors could play a role in attaining the goal of promoting private sector participation in the revolution.

Not long after, I was introduced to the workings of the then nascent Nigerian Economic Summit Group (NESG) and there was the need to secure a better understanding of the ideals of the summit group in the media and how the media could share in those ideals. I have continued to work with NESG ever since and have for the last five years, been a member of its board of directors.

In 1997, I was appointed into the Vision 2010 Committee where Dick played a leading role and of which I became the alternate rapporteur of the work group on commercialization and deregulation. As the work at the Vision 2010 wound up, a chance discussion with Dick, about the work he was then doing with African Capital Alliance, inspired me to set up BusinessDay, Nigeria's first and leading daily business and financial newspaper in 2000. Last year, I was appointed to the Board of the Nigerian National Competitiveness Council that was set up by President Goodluck Jonathan. I was the only journalist on the board.

I have no doubt now that all these twists and turns were not happenstance and that they were orchestrated by the gentle prodding of Dick once he was convinced that he could invest in my personal development.

I met Dick at a time when for most journalists, the enemies of Nigeria could be found in two locations - the military and business cum industry. The word 'profit' was seen by the media as dirty and it was unthinkable that the media would accept or promote the concept of an expanded participation of the Private

Sector in the nation's economic development.

Even with the understanding of how the private sector could and should be a key driver in wealth creation and employment generation, the legacy of this can still be found today in the vehement opposition of the nation's media to the deregulation of petrol prices and of the downstream sector of the petroleum industry.

Many of the journalists I have had the opportunity of working with and especially those at BusinessDay, have benefitted immensely from my interaction with Dick and others I met in the course of working with him. I could go on for hours about the lessons learnt from working closely with Dick but suffice it to say that he touched my life in many ways and continues to do so.

Firstly, I learnt to be extremely cautious about how I treated what I heard from people, even that which you will call the conventional wisdom. I was taught to test what I heard and to see if it will stand that test and often, it did not. As a journalist, this became the bedrock of my professional development. Through what I learnt directly from him or from the books, he encouraged me to read or from the people he caused me to meet, I began to see life from a different prism.

Success came by hard work and life's travels are helped by honesty and forthrightness. Never one to moan or be negative about Nigeria and its many ills, Dick taught me to be positive without being foolish, to seek the facts among the heap of deceit

and to encourage others to do so too.

Never one to shy away from a challenge, Dick made hard work easier by the encouragement and leadership he provided so readily. Always the first to applaud good work, he did not need to tell you that being slothful will be frowned at. The disciplined work life that he led spoke louder than mere words.

These have impacted on me personally and in more ways than one, helped me to put Nigeria in the right perspective. Hopefully they will form the basis of my continual contribution to Nigeria's development; a development that in my opinion, should largely be hinged on firstly, the enthronement of good leadership; secondly, the cleansing of the oil industry by building it upon time-tested global best practices, and finally, an urgent retooling of the education sector.

The values of selflessness, hard work and honesty, which I learnt from Dick, will find a place in any man's heart and future generations will do well to imbibe them.

FRANK NNEJI

FOUNDER, ABC TRANSPORT PLC

I was told that at age five I buried my family's table clock and watered it every day with the hope of seeing it grow to become a giant clock which, like any normal planted crop, would produce its own clock progenies. My family had searched for the missing clock for days until someone noticed that little Frank was always taking water to the back of the house to water something apparently planted.

When they decided to investigate by digging, they found the missing table clock. I guess that was when I began to develop the knack for producing things and improving how they function which is, to some extent, what entrepreneurship is about.

My first business after I graduated in 1982 with a bachelor's degree in Zoology at the University of Nigeria, Nsukka, was Rapido Ventures Limited, an enterprise that has seen significant growth after those early days when I ran it as a fresh faced, inexperienced graduate. Rapido is a business focused on audio-visual products, educational materials and food processing.

Since my years at Nsukka helped to lay the foundation for my entrepreneurial journey, I have passed through the chief executive program of the Lagos Business School (LBS), Nigeria, and Wharton Business School, Philadelphia, USA.

About nine years after setting up Rapido Ventures Limited, while travelling between Owerri and Lagos, I began to develop the idea of starting a road transportation business that would provide top class services in luxurious buses that could match the type of services people got on some airlines.

The idea was inspired by poor treatments I experienced on the buses that shuttled between Owerri and Lagos back in those days. It is a long story but one that subsequently led to the creation of ABC Transport, a company that, over the last twenty years, has inspired transformations in the road transport sector; become Nigeria's only publicly quoted road transport company; birthed a few other related companies and generated thousands of jobs for Nigeria's teeming young population.

Today, I function as the MD/CEO of ABC Transport Plc and the chairman of Rapido Ventures Limited. Apart from those responsibilities, I have had the privilege of making significant

contributions to various public and private organizations including the Bureau for Public Enterprise (BPE) and the Federal Roads Maintenance Agency (FERMA).

I feel privileged to have contributed to employment generation, modernization of road transport system by way of introducing contemporary coach services and providing mentoring, leadership and modeling for aspiring entrepreneurs.

I met Dick during a critical transition period for ABC Transport. Dick's acuity in private equity enabled ABC Transport to grow rapidly and convert to a public limited liability company. His compelling vision encouraged ABC Transport to diversify further into cargo & haulage. His intellection was also helpful in shaping my global outlook on business. I will always remember how he availed me of the monthly strategy sessions at his home in Ikoyi, Lagos.

My combined experiences over the years, including my interaction with Dick, have shown me that it is important to follow your dreams no matter how little people regard it. I have also learnt that: it is vital to be committed to and passionate about your business idea; everyone needs a mentor; everyone in business needs to read, and read widely about his or her business; and it is important never to be afraid of delaying gratification. Frugality has its benefits too.

I believe that Nigeria's three key priorities should be to ensure that appropriate manpower drives growth; there is uninterrupted supply of power and energy; and, there is a

functional transportation system/infrastructural development.

Going forward, Nigeria must strengthen institutions; boost mechanized agriculture on a large-scale basis; establish well-equipped industrial clusters to stimulate rural growth; introduce stricter penalties for public officials and enforce compliance with fiscal responsibility.

***Frank Nneji is an Officer of the Order of the Niger (OON)**

FRANK NWEKE JNR.

FORMER MINISTER OF INFORMATION & NATIONAL
ORIENTATION, FEDERAL REPUBLIC OF NIGERIA

When I assumed leadership of the Nigerian Economic Summit Group (NESG), I identified four specific tasks that would significantly boost the profile and work of the group: building a vibrant research team; developing an economic database; building a modern office environment; and also creating an endowment fund. I am glad that three of these tasks have been accomplished and the framework for the fourth task – the endowment fund – has been set up.

I have worked conscientiously to transform the NESG into a world-class think-tank by fostering linkages and partnerships with the World Economic Forum, Brookings Institute and the

Centre for the Study of the Economies of Africa, among others. In addition, I conceived and initiated the development of the first ever score card of legislative progress to track the effectiveness of the Nigerian legislature as well as the scorecard of economic progress published annually by the NESG to evaluate the implementation of economic policies by the Federal Government of Nigeria.

As minister of the Federal Republic of Nigeria in three different ministries between 2003 and 2007, I chaired important national committees such as the Universal Service Provision Fund which had the responsibility of ensuring telecommunications and ICT coverage for rural and underserved areas, National Committee on Ecological Problems, National Prison Reform Working Group and the National Honors Awards Committee, among several others.

I also had supervisory responsibility over the Niger Delta Development Commission, a special purpose agency established, with the return to democracy in 1999, to fast-track the development of Nigeria's oil rich Niger Delta. I particularly worked for the entrenchment of a transparent procurement process and overall accountability within the commission just as I supported the development of the Niger Delta development master plan and the involvement of the local communities in the management of their affairs.

As minister of Youth Development in Nigeria's post military era, my main focus was to draw attention to Nigeria's youth demographic and the importance of appropriate social and

economic policies and investment to nurture the skills and harness the energies and talent of young Nigerians for the development of the country.

I also played a transformative role in shaping public perception of government through the dynamic implementation of Nigeria's image management project, 'Nigeria: The Heart of Africa' and mobilized Nigerian citizens all over the world to challenge the negative stereotype and perception of Nigerians.

I have had the opportunity to work with Dick on countless occasions and my perception of him is that he can take credit singularly for the creation of a whole new generation of entrepreneurs in Nigeria through his dealings in Arthur Andersen, the Nigerian Economic Summit Group, Lagos Business School and Africa Capital Alliance. During all of these interactions, he has acted as a receptacle for the incubation of investment and business ideas and the continuous training of Nigerian entrepreneurs.

He is one of the few foreigners that have demonstrated absolute faith in Nigeria. He has spent time and energy here to mentor and train people. Most important is the fact that even when we (Nigerians) almost gave up as a people, Dick always expressed faith in the country's future.

Dick played a significant role in the establishment of the Nigerian Economic Summit Group alongside other founding fathers, at a time in the early 1990s when Nigeria desperately needed alternative policy options to navigate the closed economy that

was in operation. Since then, the business environment in Nigeria has changed considerably but Dick has remained one of the most active members of the NESG Advisory Board (mostly comprised of founding patrons) in terms of continuous support and guidance. A case in point is the recent retreat of the group that was convened in order to review the mandate and chart a new course.

This retreat required the time and effort of the NESG Board as well as the advisory board. Dick as always, demonstrated his love and commitment by being one of the few founding patrons that showed up for the strategy session and who made very significant contributions during the retreat. My interactions with him reveal he is a great thinker and this has made him responsible for the conceptualization of several reforms in Nigeria.

I am of the view that in order to realize the type of country Dick believes Nigeria can become; our key priorities should be: the development of power and vital infrastructure; rising up to meet the current security challenge and revamping the education sector in order to build the manpower required for Nigeria to compete effectively in the twenty-first century.

In view of these, Nigeria should successfully convene the National Sovereign Conference and address issues that keep us from harnessing the dividends of our diversity. We must also successfully conduct free and fair elections and focus on issues of growth and development through the successful diversification of our economy.

Young Nigerians who represent Nigeria's future need to share Dick's faith in the country. It is easy to give up but with a positive and winning mentality, they can be part of building a new nation.

FRANKLYN A. NLERUM

FORMER DIRECTOR-GENERAL & CHIEF EXECUTIVE OFFICER,
RIVERS STATE BUREAU ON PUBLIC PROCUREMENT

Between 2001 and 2005, I served as the country compliance officer of Citibank Nigeria. I led a compliance function that developed and implemented an effective automated anti-money laundering system in 2005. The efforts helped the bank to secure a satisfactory audit rating and the system became the model throughout the Central Eastern Middle East and African Region of Citigroup's businesses. I also served as the compliance officer for the West Africa cluster of Citigroup's businesses with responsibility for Angola, Cameroun, Cote d'Ivoire, Gabon, Ghana, Nigeria and Senegal. I developed and managed all relevant regulatory and law enforcement agencies.

I managed the company secretarial function particularly shareholders and regulatory interface at the critical stage of the bank consolidation and recapitalization programme in 2005, including drafting the justification for the US Federal Reserve Bank's approval of Citigroup's fresh equity investment in the bank.

Between 2006 and 2009, I served as the vice president, Legal & Compliance of Capital Alliance Nigeria Limited. In that role, I established a compliance function in addition to organizing the internal legal function, critical to the business of the firm, which provided support services to the foremost private equity manager in Nigeria. I championed the legal work in respect of key investments of funds managed by the firm such as MTN Nigeria Communications Limited leading to proper documentation of the interest; supported the realization of investments such as Dorman Long Ltd and Outsourcing Services Limited; and worked on the organization of new funds including the structure of the real estate fund. I also supported fund raising efforts by the firm including providing the framework for addressing reputational risks and managing obligations under the fund instruments.

As the director-general & chief executive officer, Rivers State Bureau on Public Procurement, I midwived a regulatory agency that oversees public procurement in Rivers State. The agency seeks to entrench order and prudence in government contracting. We brought attention to the waste that flows from both unplanned and poorly planned expenditure of public resources and we improved the development outcomes of public

expenditure in Rivers State. This was my most challenging role ever. It exposed me to the constraints to development in Nigeria, and the opportunities that enlightened leadership has to positively change the course of things in the country.

I owe my transition from a lawyer and compliance professional with a background in banking to a private equity lawyer and the development of a strategic mindset to Dick Kramer. When I joined Capital Alliance Nigeria Limited, I was reminded by a colleague that private equity is different from banking. This constituted a significant obstacle to meaningful engagement with some of the investment officers. However, Dick advised me to draw up a program of action to work with (what I have now called a strategic plank. This strategic mindset has helped me in my present position). I discussed the draft program with him. His deep insights and experience were reflected on the revised program and he urged me to follow through. This encouraged me. Dick was always available to review and give me feedback on the outputs from the implementation of the program. One of my greatest treasures from knowing Dick is his candid feedback – “tough love”.

But there were other invaluable lessons I picked up from him. Three outstanding ones are:

Planning: Dick believes in planning. He uses his ‘7 Habits Schedule’ very diligently. I learnt from him that planning is the key to success in every endeavour. It helps one to bring the future into the present as to be able to do something about it.

Principle-Centered Living: Dick preaches and practices principle-centered living. I learnt that with principle-centered living, you are hardly found in a situation where your decision will be informed by the circumstances.

Informed Insights: I also learnt the need for informed insights from Dick. He believes so much in sharpening the saw. At over seventy years, Dick would participate in training sessions as if he is a fresh graduate. I remember one of the training programs we held in 2008, particularly the session on environmental and social governance and how involved he was with the exercises.

Nigeria's Key Priorities

In my opinion, Nigeria's three key priorities should be:

- (a) **Enlightened leadership:** This is critical because leadership defines direction and drives progress. Nigeria needs the right kind of leadership at all levels.
- (b) **The promotion of competence:** Competence is an essential factor for quality performance and successful results. Nigeria must become a country where competence is highly regarded and roles are assigned only to the competent. This is critical in both the private and public sectors.
- (c) **Values re-orientation (especially discipline and delayed gratification):** This is at the heart of many of our problems in Nigeria. The get-rich-now mentality does

nothing but breed corruption and all sorts of vices. We must appreciate the value of hard work, diligence and patience in building. We must learn to delay gratification so that we can be happy in the long term.

It is easy to see these three priorities in Dick's involvements in Nigeria. Perhaps that is why he has successfully built organizations and people.

FREDERICK SCOTT

DISTINGUISHED GROUP CAPTAIN
OF THE ROYAL AIR FORCE (RTD.)

I was born in 1932 when Europe and the rest of the world were just a few years away from the Second World War. My first job was as junior reporter with *Stalybridge Times*, a newspaper affiliated with the *Manchester Guardian*. I was called up for national service in the Royal Air Force (RAF), invited to take a commission and become a pilot, which I did. During my service in the RAF, I held several high and important posts. I spent four years initially flying Harvard, Prentice, Meteor, and the Vampire. I spent two years of active service in Aden flying Vampires and Meteors. I left the RAF for a short time after returning to the United Kingdom to return to Aden to fly for Aden Airways on Dakotas. After my time as a civilian pilot in Aden, I re-joined the

RAF as head of the examiners unit (senior examiner), flying all types of aeroplanes and helicopters after which I was seconded to Australia in order to obtain experience of the C130 aircraft which the RAF was shortly to purchase. Also, during that period, I saw active service in Vietnam.

When I returned to the United Kingdom, I arranged for the purchase of, trials and the training program for the C130. I received a Member of the Most Excellent Order of the British Empire (MBE) award for leading the introduction of the C130 aircraft into RAF service. After my time at the national defence college, I was appointed to the Ministry of Defence to work with the defence policy staff. My last posting in the RAF was as commandant of JATE. In all, I flew over 9000 hours.

I first served in Nigeria while I was a Wing Commander in the RAF. Nigeria did not have an Air Force then and their military were operating in the Congo in support of the United Nations. The RAF provided air support. During that time, I shared accommodation in the Congo with a number of young Nigerian army officers who were based in Luluaborg, a number of these officers subsequently attained high positions in the civilian government - including General Olusegun Obasanjo, General Yakubu Gowon and General Sani Abacha.

I was also sent to Nigeria during the Civil War to arrange for the transportation of food and aid to the civil population in the fighting area. Lord Hunt was organising these relief efforts from Lagos. On leaving the RAF, I went to Lagos, Nigeria in 1983 on behalf of the West Africa Committee (WAC) which represents

many companies from many countries and continents with commercial interests in Nigeria. I represented them continuously until 2002.

My work for the WAC at a basic level consisted of providing a monthly report on the state of Nigeria, including the economy, politics, commerce, security and any developments of interest commercially. Part of my job was providing extensive introductions, potential partners, well regarded lawyers, sound bankers and other necessary individuals and organisations, throughout Nigeria to those member companies. My services were also used by many Nigerian companies and other organisations requiring commercial links with other countries. I was required to liaise with senior members of the Nigerian government (politicians and civil servants) responsible for economic development and security.

During the late 80's I helped establish the EEF (Enabling Environment Forum) with Dick Kramer and Faysal El Khalil. Initially this started in a small way, taking on particular problems at a time. As an example, representatives of the various users of the Murtala Mohammed International and National Airport - the airport police, the customs, immigration, the aircraft operators, air traffic control and others - were brought together to discuss the running of the airport. From these discussions and subsequent working together, many problems at the airport were eased and solved. This system of bringing together the various interested parties and making them work together was very effective and was copied in many other African countries.

The great success of the EEF, led myself and the other main organisers including Chief Ernest Shonekan and Dick Kramer, to decide that a similar forum should be established for the entire Nigerian government and economy. This forum was set up and called the Nigerian Economic Summit. The initial forum which held in Abuja was such a success that it has been held yearly since then. One of its main achievements is that it brings together members of government and the private sector to discuss key issues of the economy and make recommendations. My contribution initially was to be sure the findings and conclusions were accurately recorded and reported on time.

In the 1990's Dick Kramer and his other colleagues invited me to participate in the development of a business newspaper in Nigeria, which was called Business Confidential. Business Confidential matured, with Stanley Egbochukwu's support, into BusinessDay which, under Frank Aigbogun's leadership, has become Nigeria's leading business newspaper and provides considerable financial and market intelligence on Nigeria.

In 1996 and 1997, we also got the go ahead for the Vision 2010 Project which charted the future agenda and implementation plan for Nigeria. My role was to lead the editorial team which helped document the entire proceedings and publish the final reports.

I have always believed that Nigeria can be converted into a leading global player when the right people work together in the right way with long term objectives in mind.

***Frederick Scott is an Officer of the Most Excellent Order of the British Empire (OBE) and an Officer of the Order of the Federal Republic of Nigeria(OFR) awards**

HAYFORD I. ALILE

FORMER DIRECTOR GENERAL AND CEO,
THE NIGERIA STOCK EXCHANGE

My parents found it difficult to pay my way through school. By the time I finished my secondary school education at Loyola College, Ibadan, I didn't think I stood any chance of realizing my dream of acquiring university education so I was hoping I could start a job hunt and find one. But my principal, Reverend Father Mackle and his deputy, Reverend Father Kennedy, had a lot of faith in me and throughout my stay at Loyola, they somehow stirred up the leadership qualities they saw in me while keeping me to believe in a future with much possibilities. Fortunately, I was an A student and that counted a lot for me. My excellent results earned me a job as a teacher in Loyola long before the WAEC results were out and afterwards I took the common

entrance of the University of Ibadan and my result, which was the fifth best in the country, earned me a scholarship to study there. In those days, the best ten students were tagged State Scholars and awarded scholarships.

I continued my education in the United States by studying mathematics and economics at Howard University, Washington DC. Howard University was at that time, made up of almost ninety percent of blacks. Jessie Jackson and a whole lot of famous African American figures were my contemporaries at Howard. When I left there, I got admission to Rutgers Graduate School of Management, New Jersey for my MBA and I was top of the class. I later went to Harvard Business School to get an AMP.

But Rutgers held the interesting story. My favorite subject there happened to be mathematical business and it was a Japanese professor that was teaching us that course. Most of the time when he went out on consultancy assignments that lasted a week or two, he would give me the chalk and say to me, "Gentleman, take over the class". That made me so popular that when the government told the dean of the School to set up Rutgers University Entrepreneurial Development Centre as a channel to help revive small and medium size companies destroyed during the riots that broke out after the assassination of Martin Luther King, the school chose Professor Morley Nkosi - a South African - and myself as assistant directors to coordinate the project. It turned out to be an extraordinary and highly significant experience for me. We worked with SMEs to fix their destroyed businesses and get them back on the path of profit making.

I returned to Nigeria from the US at the invitation of the Center of Management Development (CMD), to replicate what I did at Rutgers. I helped to set up CMD to encourage Nigerian entrepreneurs. I eventually became the head of its Management Consulting Unit while Chief Christopher Ogunbanjo was the Chairman of the organization. I am privileged to have been responsible for the establishment of the Institute of Management Consultants (IMCON) and the Nigerian Association of Management Consultants (NAMCON). The CMD was initiated by the Federal Government of Nigeria and the United Nations.

It is interesting how, in life, one thing usually leads to another and paths cross in due course. Two to three years after getting CMD up and running, the Nigerian Enterprises Promotion Decree was established by former President Olusegun Obasanjo stating that certain business enterprises should be hundred percent owned by Nigerians, and another category of businesses must be sixty percent owned by Nigerians and the third category must be forty percent owned by Nigerians. Arrangements were made to sell the idea to Nigerians so that they could hold those percentages and someone was needed to handle all the processes in the then Lagos Stock Exchange (LSE). I was recommended and got the job as the CEO at the Lagos Stock Exchange due to my past experiences. At that time, the chairman of the LSE was Sam Asabia who was also the executive vice chairman of First Bank, Plc. When I got there, I realized that less than four companies listed on the stock market were promoted and owned by Nigerians, all others were foreign owned and they were using Nigerian money. I had to use the skills that I acquired in America

and CMD to develop Nigerian owned companies so that they could qualify to be listed on the stock exchange. In order for it to be as comprehensive as possible, we decided to change the name Lagos Stock Exchange to the Nigeria Stock Exchange (NSE). The NSE turned out to be a career adventure I enjoyed and one that provided me with many opportunities to serve Nigeria. I was the NSE's director general and chief executive officer from 1979 to 1999.

One other notable thing we did those early days after changing the LSE to the NSE was to create a second category of listed companies we called the second tier market. In the middle of doing all that, there was a company called City Merchant Bank (CMB) which was owned by City Bank of America. They were asked to be in the category two where sixty percent of their equity would be owned by Nigerians. CMB refused that and so they left the country. Two to three years later, they came back and wanted to return to Nigeria and were searching for a way to do that. Dick Kramer, the head of Arthur Andersen then, was the one who brought them to my office. That meeting marked the beginning of my special relationship with him.

But here's how I started to gain insights into his character. After I enlightened the CMB team on the opportunities available in Nigeria's young banking industry and advised them to return not as a merchant bank but as a commercial bank, they were very grateful for the counsel and later heeded to it. They decided it was a smart move to return as a commercial bank, hold 40% of the stakes and share out the rest to Nigerians in a way that

would still give them majority shareholding control. Their strategy was to split the rest of the shares in such a way that twenty different Nigerians would get three percent each. At that time, I was to go to Harvard Business School to take an advanced management program and just a week or two before that, Dick Kramer called me to say, *“I looked through the list of shareholders of the City Bank and I didn’t see your name in it, why? There are still three slots available. You should take one of those slots. Go and raise N300, 000. I want you to buy those shares.”* That is Dick Kramer for you: straight shooting, determined, honest and caring.

It was extremely tough for me to raise that money but I eventually did and got some of the three percent shares because someone else had bought part of it while I was searching for money. When Sani Abacha became the president, he declared that a bank could have a single owner. That changed everything. City Bank decided to own seventy percent of its shares. They diluted the rest of the shares and bought us out. I was paid over twenty million naira and it was all traceable to Dick Kramer.

Dick was an exceptional visionary; an astute business man; a brilliant professional and just a plain good hearted guy. It looked like Nigeria was an estate that he inherited from his father and that this estate must be sustained. With the expertise in Arthur Andersen, he could have taken over ninety percent of the accounting of the companies quoted on the stock market but he only had the best interest of Nigeria at heart. He was a really wonderful character. Nigeria needs many Dick Kramers - people with good character and competence. Education is

what can help us develop such people and it should be our first priority. Sadly, in the last few years, the educational system of Nigeria has completely collapsed. We must turn this situation around urgently. The private sector should be encouraged to invest in that area and the government should have its Ministry of Education that formulates policies and ensure that those policies are maintained in terms of setting up standards that can compete internationally.

Before the collapse, Nigeria churned out incredible students who on graduating from these Nigerian schools, could compete with products of other schools anywhere in the world.

If we can have the courage to repair the damage, then let the government return some of those schools back to the missionaries who set them up and invest heavily in fixing the system. Our experience in the last few decades confirmed that morality cannot be legislated.

Another issue we need to deal with urgently is the anomaly in the Nigerian Stock Market. For more than twenty years that I was in that market, I used to send along with other issues, pre-budget recommendations, stating that we should quickly do as much as possible to put all the hydrocarbon companies in the stock market. Unfortunately that has still not been done. I see no reason why Shell is quoted on the stock markets of Amsterdam, London and New-York but not quoted on the Nigerian Stock market. The same thing goes for Mobil. Exxon Mobil is quoted all over but not in Nigeria. This has denied the market depth and the hydrocarbon sector transparency, accountability and equity.

Another priority for Nigeria is agriculture and for this I used to send pre-budget memoranda to the government for more than twenty years when I was still at the NSE. I stated that Nigeria was basically an agricultural country but instead we were doing things to attract the youths of the rural communities into the cities and thereby creating massive unemployment.

We should go back and look at our development curve. In the development curve, we have an agricultural phase, an industrial phase and a service phase but what we have done in Nigeria is to wrongly declare ourselves as a post-industrial society. This anomaly is being corrected today and the agriculture sector is making its positive contribution.

***Hayford I. Alile is an Officer of the Federal Republic (OFR)**

IBRAHIM IDA

FORMER SENATOR
OF THE FEDERAL REPUBLIC OF NIGERIA

At the time the 1st Nigerian Economic Summit was held in 1992, I was a director in the Federal Ministry of Finance, so my involvement in it was very minimal. I was just a participant. Little did I know that in the years to come, I was going to be, so to say, at the centre of it all. Even then at the first summit, I barely noticed the presence of a stocky, domineering, bald headed, but very amiable American, who was clearly playing a prominent role at the gathering. I never bothered to get close to him, nor was I really interested in knowing him. As it turned out, not long after, we were to become the best of friends. The personality I am talking about is none other than Mr. Richard Kramer, popularly known to all his friends as Dick.

For some reasons, no summit was held in 1994. Accordingly, it was not until 1995 that the 2nd summit was held in Abuja. By then, I had become a permanent secretary (director general then) in the presidency, with responsibility for coordinating the public sector participation in the Nigerian Economic Summits. *Ipsa facto*, therefore, I became the government's anchorman in all the series of summits held over the years, until the Vision 2010 program was fashioned out between 1996 and 1997. It was during that period that I got to know and, indeed, came to admire and be quite close to Dick Kramer.

One of Dick's great strengths was that he was thoroughly genuine in whatever he did. With him there were no pretences. No double talk and no double-dealing. You knew clearly where he stood on an issue and you will easily observe that his position would have been taken only after he had thoroughly reviewed and digested the copious notes he always took at any discussion or meeting he had with anybody. That was Dick for you - he always carried a notebook with him to record discussion or meeting he had with any individual or group of persons.

Another striking thing I admired about Dick was that at all meetings, he spoke his mind, in that clear, mid-western American voice not minding whether or not what he was saying was in accord with the general view. He always called a spade a spade, so to say. At the same time, he was always mindful of the views of others and was ever ready to intervene to bring discussions back to course. Significantly, I have known only very few persons like him, who would own up to their mistakes

or ignorance. At any point in time, in the course of discussion, if he noticed that someone had been upset by anything he or someone else had said at a meeting, Dick would say genuinely, to anybody, "I am sorry, please forget it". Very American! I was always 'Ibrahim' to him, and he was always 'Dick' to me.

He was surrounded in those days by dedicated and committed people of high standing in the society, who have deep knowledge of issues and strong character – people like His Excellency, Chief Shonekan, Faysal El-Khalil, Mohammed Hayatu-deen, Ifueko Omoigui (now Ifueko Omoigui Okaura), Atedo Peterside, Pascal Dozie, Fola Adeola, Freddie Scott and Kola Jamodu, to mention but a few. It was to his credit that he got on very well with everybody, and that his residence at Ikoyi was ever the center of activities whenever the time for the Nigerian Economic Summit approached. To his eternal credit, he and a few others were instrumental to the registration of the Nigerian Economic Summit Group as a corporate body with a permanent secretariat.

To me, the best of Dick Kramer was in the build up to and the ultimate holding of the Vision 2010 exercise. It was the time when Dick was at his very best, and that was when I got to know him very well. As the secretary and the de facto coordinator of the committee, I was the head of the secretariat and the organizer in chief; while Dick, together with his team, was the engine of the committee. In organizing and conducting the whole event, Dick and I were one on all issues. We did have our disagreements from time to time, of course, but we worked so well together that Dick is entitled to a big chunk of whatever credit is being shared

for the success of the work, as he was a brilliant and disciplined guide, an indefatigable worker, very thorough and with an incredible commitment to duty. He was a great motivator and team builder, a visionary and most capable administrator, who had exceptional ability to define priorities for action and, above all, always a good example and teacher. I say all these with sincerity, conviction, and benefit of hindsight, I now know that my association with him has had a lasting impact on my life. I simply could not have become the good performer I have since been acclaimed to be, without him. That is the truth and I will give a few reasons for saying so.

Nigeria has benefitted from the presence of Dick in the country in many ways. Apart from helping its citizens in the management of their finances, he was instrumental in making the successive governments of the country see the virtue of public - private sector partnership. I remember very well how insistent he was at all the summits in the early 1990s that the country must do away with all aspects of exchange control if the economy was to open up and be attractive to foreign investors. Some people, especially some of us in the public sector then, were averse to it, but we have since come to realize how right he was!

The period (1996-1997) when Vision 2010 was being developed, was a very good time for the country, as it was when the partnership between the public and private sectors was crystalized and institutionalized. The report we produced and the strategies and action plan we recommended therein would have taken Nigeria to great heights. Years later, many of those

involved in the work have not stopped lamenting that Nigeria definitely missed the road when it abandoned or rather jettisoned the whole program for no reason other than politics. How sad!

Dick and his wife, Wanda, have remained steadfast in their commitment to this country and there can be no clearer manifestation of this than in the fact that Dick Kramer still remains in Nigeria. The lesson here, to those of us younger than him, is that wherever you are, identify with that environment and put in your best to see that you leave the place, either through movement or demise, a better place than you found it.

***Ibrahim Ida is a Commander of the Order of the Niger (CON)**

IFUEKO M. OMOIGUI OKAURU

FORMER EXECUTIVE CHAIRMAN,
FEDERAL INLAND REVENUE SERVICE
& CHAIRMAN, JOINT TAX BOARD
FOUNDER, RESTRAL LIMITED

In my thirty years or so working experience, I am best known for my public role as executive chairman of the Federal Inland Revenue Service (FIRS) and chairman of the Joint Tax Board, where I spent eight very hectic years of my life from May 2004 to April 2012.

During my tenure, I spearheaded comprehensive tax reforms that led to the development of a national tax policy. For the first time in Nigeria, there was modification of tax legislation and remarkable improvement in the effectiveness of tax administration. Tax collection in the FIRS, under my leadership, grew significantly. I remember telling Dick when in office, that

the job reminded me of a book he had given me to read titled, *Synchronicity: The Inner Path of Leadership* by Joseph Jaworski.

My ability to achieve the successes recorded during my tenure was a direct result of all of the various roles I had played before then, a major part of which was the twelve years spent at Arthur Andersen & Co, where I met Dick Kramer for the very first time in his role as managing partner of Arthur Andersen & Co. Nigeria, which he started in 1978. Toyin Munis, Dotun Sulaiman and Dick Kramer (in that order) had interviewed me for my first job in 1983, while I was doing my National Youth Service Corps (NYSC) at Akintola Williams (AW). I truncated my service at AW and moved to Arthur Andersen & Co in December of the same year, convinced it was the right step to take. That decision turned out to be a perfect complement to the foundation my parents gave me and it helped to form, to a large extent, the person I am today.

You could call me an embodiment of Arthur Andersen as I believed and imbibed what was taught to the letter. It wasn't just talk, it worked. As managing partner of Arthur Andersen, Dick represented the firm I joined. He stood for integrity, believed in investing in people and had a management team that complemented what the firm stood for.

There are many lessons from my time working in Arthur Andersen. What I recall most is the value of direct supervision of one's work. Some people believe that formal training is the most effective training to give a person but that was not my experience. Formal training is useful but more important is the

personal supervision of one's work. The number of red marks on your written paper told you the extent to which you needed to rewrite the paper and you learned enormously from it. Dick was a master at the red marks.

While working as a consultant at Arthur Andersen, I recall wanting to start a network television show in 1986 with the Nigerian Television Authority (NTA). Dick asked me to develop a plan and to discuss it with him. He wanted to know what my motivation was and why I wanted to run a television program. He doubted the route I wanted to take since I had little organizational support. In my enthusiasm, I still wanted to run the show and I did.

In the end, I stopped it for the same reason Dick had been concerned. His approach was a lesson in mentorship: give advice and encourage people to do what is best but ultimately leave them to take their own decisions if you want them to own the decisions made.

I recall my first job as a management consultant (I had joined the audit division, moved to the tax division before ending up as a management consultant) which brought me in direct proximity with Dick and this was on the strategic planning job for the Nigerian National Petroleum Corporation (NNPC) from 1986 -1988.

Sometimes I wonder what kind of person Dick must have thought me to be. I can think of one word - precocious. I was the youngest member of the team (Dick/Dotun/Ifueko) and

left to handle the photocopying and carrying of projectors from one session to another. One day, I mentioned to Dotun that I felt as a chartered accountant I could play a better role than that assigned to me.

After consultation with Dick, I was given a bigger role to support the teaching of 'Finance for non-Finance Managers'. Soon enough, NNPC staff started referring to me as their 'little teacher'. What did that teach me? That it is important for a leader to listen to his subordinates and constantly seek to motivate them.

After spending twelve years at Arthur Andersen, I left to set up my own management consulting company called ReStraL Consulting which is now ReStraL Limited. My experience at Andersen & Co. helped significantly to build ReStraL Limited from zero base to a company focused on providing excellent services. ReStraL Limited owns the Franklin Covey (FC) license in Nigeria and other parts of West Africa and is governed by a board of directors committed to the highest standards of service and driving positive individual and organizational changes. What is notable though is that the first strategy job that I received in ReStraL came from Dick Kramer. At the time the Nigerian Economic Summit Group was working with the General Sani Abacha government to develop the country's first vision, modeled after Malaysia's Vision 2020. Dick invited me to lead the technical team to drive the effort.

That was one of the most memorable jobs in my life and the friendships that were developed across the country from that engagement remain as a result. My first national award as

Member of the Order of the Niger (MON) and selection as Global Leader of Tomorrow by the Davos based World Economic Forum, were consequences of that experience.

Unfortunately, 2010 has come and gone without realizing our expectations at the time. The process used and the cohesiveness across age, gender, creed and ethnic group remains one of its best outcomes. What the experience taught me is the need for people to manage their exits from their workplaces well. Jobs are transient. Relationships are forever. Till this day, I have an excellent relationship with Dick, who is now more of a father and counselor than a boss.

Dick has contributed a lot to Nigeria and he has inspired many people to believe in and serve a country that undoubtedly possesses a lot of potential. In my opinion, Nigeria's three main priorities should be people, people and people. Whatever we do we must place people at the center and above any other interests. Within this realm lie so many things to do. At the conceptual level, is the need to ensure that leadership has the right psyche to govern the people, build character, promote inclusiveness, unite rather than divide and uphold integrity. At the physical level, is the need to emphasize development of the appropriate physical (power, roads, communications) and social (education and health) infrastructures that would create jobs and support a productive and safe environment.

Nigeria's future leaders should realize the need to be open-minded to learning, asking questions, working hard and perhaps most importantly, constantly building good character. These

cannot be over emphasized. All the personal wealth and success that one may have are nothing without good character, and this extends to Nigeria as a country.

*** Ifueko M. Omoigui Okauru is a Member of the Order of the Federal Republic (MFR)**

IMO ITSUELI

CHAIRMAN,
DUBRI OIL COMPANY LIMITED

Obtaining well-rounded education at the Universities of Ibadan (Nigeria); Leeds and Cambridge (United Kingdom), provided me with invaluable bedrock to relate and operate with Nigerians and non-Nigerians across a wide span of disciplines and endeavors. This has been fundamental in shaping my values in life, in particular; integrity, respect for others, fairness and justice.

While neck deep in my chosen area of endeavor – the petroleum industry - I met Dick Kramer in 1979 at Phillips Petroleum Company not too long after he arrived in Nigeria. With his counsel, these values provided the needed strength as I embarked

on forming Nigeria's first indigenous and independent oil and gas producing company in 1987. Dick's advice in those early days, were truly invaluable.

Not long after this, in 1992, as chairman of the Nigerian National Petroleum Company (NNPC), Dick's earlier experience, consulting for the NNPC in mapping out strategies to evolve the organization, were most beneficial.

Working with Dick these past thirty five years is akin to being permanently in a Harvard or Cambridge Executive Program, specializing in emerging environments, with focus on Nigeria. This particular program has taken us from Shehu Shagari's democratic administration, through Ibrahim Babangida's regime plus Ernest Shonekan's short term, and then the Sani Abacha and Abdusalami Abubakar's regimes, through Olusegun Obasanjo's terms, to Goodluck Jonathan's era - quite a roller-coaster course.

The military regimes' many unrealized "Return to Democracy" dawns, saw amazing efforts by our small band, working to be in a position to anticipate what a nation such as Nigeria, emerging from long-term military governments, would require to transform and even compete on the world scene. The Vision 2010 exercise was a world beater. Nigeria has been unable to come up with something better since 1997.

It was in Dick's house, that the Nigerian Economic Summit Group (NESG) was conceived. There has not been a superior alternative to date. It is still going strong; and Nigeria has been a better country for it.

Dick has unapologetically worked to promote Nigeria, as well as improve US/Nigeria relationship, with many of us Nigerians equally keen on advancing Nigeria/US relations. The Thursday Dinner Group of old, The Nigerian American Chamber of Commerce, The Nigerian Economic Summit Group, The American Business Council, The Vision 2010 Group, just to name a few, are groups in which Dick has been at the center, attempting to make change happen and transform Nigeria.

Dick is one American who, through his close work with Nigerians on the Nigerian Economy, understands, like no other non-Nigerian, how this economy operates. His direct involvement in the economy, whether through his many years of managing Arthur Andersen, or African Capital Alliance, has provided him with an unusually deep and thorough knowledge of the Nigerian nation.

In all these years, through all these myriad of avenues, he has been closely involved in making change happen and rebuilding Nigeria. This is being achieved on an on-going basis, as Nigeria continues to evolve.

A major lesson I have learnt, amid a constant refrain is that, in this rebuilding of Nigeria, 'We Pay to Serve!' What a far cry from what is so prevalent in the Nigerian society, all the way even to the National Assembly where the mantra is, 'Earn but do not serve'.

Another lesson learnt is that, attempting to make change happen

in Nigeria is a thankless job; but it is a job that has to be done. This must be passed to future generations. Ours is an evolving nation. There is still so much to be done. There is still so much change to be made, to get to the Nigeria we all want to live in.

As we attempt to make progress in rebuilding Nigeria, we must prioritize the following and pass them on to the younger generation:

- Inculcating integrity, justice & values in leaders
- Being selfless without seeking reward
- Practicing long--term thinking because nation building is a marathon that never stops.

*** Imo Itsueli is an Officer of the Order of the Niger (OON)**

JIDE SOYODE

PRESIDENT,
ATLAS POLIGENICS LIMITED

My role as coordinator of Warri Refinery and Kaduna Refinery Projects facilitated the achievement of effective national control of the petroleum refining industry in Nigeria. It also enabled me to groom two future group managing directors, and several group executive directors and managing directors of the Nigerian National Petroleum Corporation (NNPC).

As the first general manager, processing and downstream operations in the then Petroleum Inspectorate, I fostered the establishment of the physical presence of the inspectorate in all six geopolitical regions of the country, and laid the foundation for the present, relatively effective control of the petroleum

processing activities in the upstream sector of the oil & gas industry in Nigeria by the Department of Petroleum Resources (DPR).

As the first group general manager (GGM) of Corporate Planning and Development Division of NNPC which came out of its transformation in 1988, I helped to consolidate the operation of the Commercialization, Reorganization Capitalization (CRC) Unit, a product of a major corporate transformation exercise.

The main satisfaction from my work has been the pleasure of seeing a sizeable number of the young men and women who served under me at one time or another reach dizzying heights of professional success and status in both the private and public sectors of the economy.

These varied experiences in Nigeria's vibrant petroleum sector have taught me that steadfast commitment of the management team of any enterprise to global best practices in governance is sine qua non for the long term success of the enterprise.

I met Dick in 1986 at the start of the strategic planning and reorganization of NNPC. I was then the coordinator of the NNPC Transformation Team set up to oversee the efforts to turn the corporation around. I was subsequently the GGM, CPDD, mentioned above, who had charge of fostering the development and growth of the CRC Unit, which had a fundamental influence on the management development in NNPC.

Dick was the managing partner of Arthur Andersen (AA) when I met him and AA had been assigned as the external consultant

to lead the NNPC transformation exercise. I worked very closely with his team before I left NNPC in the 1990s.

I learnt a lot from Dick, particularly the fact that accountability and discipline were the hall marks of his life. It was also obvious to me that he was a man who cared about nation building. The whole thrust of his view about Nigeria was that everything is possible if there is good governance. It was a philosophy we shared.

Considering what Nigeria's key priority should be, before I met Dick, I was convinced that without the removal of fuel subsidy, Nigeria was going nowhere. I still hold that view. It was exciting when I met Dick and learned that he shared the same view and was like a crusader for the removal of fuel subsidy. Dick, like I do, believes that Nigeria must embark on the complete removal of fuel subsidy to free funds for infrastructure development and genuine promotion of increasing proportion of Nigerian local content in capital expenditures in all sectors of the Nigerian economy, so as to encourage youth employment, and massive sustained improvement in power supply.

The issue of subsidy is central to a whole lot of problems in Nigeria. It is behind much of the corruption in the oil and gas industry, especially the downstream sector. It is behind the lack of funding for infrastructural development and will continue to be a stumbling block to economic growth.

Nigeria must discontinue the perennial wasteful budgetary allocation to petroleum fuel subsidy. Since corruption seems to

be defying solution, and oil theft is equally seemingly intractable, termination of subsidy regime can be achieved very fast, with short term pain, in reality, only to the elite.

At last, the charade that subsidy is benefitting the masses is losing its gleam, and the scale is falling from the eyes of the masses that they are being done-in by their government, and the Labour Union.

I am convinced this is the way forward. But I know it will only become a reality if Nigeria's leaders can love Nigeria like Kramer does with all his heart. Dick has always been more optimistic about the country than most Nigerians but he has also emphasized that poor governance, lack of accountability, transparency and meritocracy will always be hindrances to Nigeria's progress.

I hope our young leaders of tomorrow can heed his voice.

JIM KRAMER

DICK'S BROTHER

Dick and I are seven years and one day different in age. As a younger brother, I observed his early years in personal development and leadership. We four brothers were blessed with parents who encouraged us to achieve at our maximum capabilities. They gave us every opportunity for a wide range of development of skills through Boy Scouts, 4-H, athletics and as much education as we were willing to take. Our parents helped us set the achievement bar high and stressed the importance of integrity, community service and development of others, particularly our own children.

Dick was mentored by good scoutmasters, teachers and coaches during his formative years. Particularly of interest was his high school coach. Dick lettered in all sports offered in our school all four years. He was starting quarterback in football and started at point guard in basketball. Both were positions of leadership. Dick felt so highly of his high school coach that he named his oldest son, Cliff, after him. Dick was also valedictorian of his high school class. He was intelligent, athletic and handsome – well, two out of three isn't too bad.

Our father and mother involved us boys in the ownership of the family business while we were young adults and we were included in management decisions. When our parents passed away in 1990 and 1991, they included our children in ownership of the family farm, thus, encouraging the development of the next generation.

Dick and I took the leadership in significant development of the family farm and increasing a sizable development of the family's business and people development skills. I was blessed in having the four sons of my older brothers come to work with me during the summers of their college years. It gave me an opportunity to grow close to these young men and help them develop good work ethics. My children still have a close relationship with these cousins and they make an effort to remain close.

While I got my education in agriculture and farm management, much of my business skills were developed in working with Dick in managing the family business. The many skills he learned in his work in the business world we used in developing, financing

and building the family business as well as mentoring the next generation, and now their children. As the children of Dick, our two brothers and I have entered into the business world, we take pride in their achievements and feel that we did our part, in making them strong contributors to the world community and we are pleased with the development of the next generation.

Dick and I are close. He has never failed to back me up and can take much credit for the family's business and people development with our work force. I only feel sorry that he was not willing to stay on the farm. The water here that we drink and bathe in has special properties that allow you to keep your hair – I still have my hair – enough said.

In all seriousness, as we look back on our family development, Dick and I are pleased that we will be able to leave our business in good hands. We are gratified that our sons and daughters will be able and willing to invest in their children, continuing the responsibility set by our parents.

JOHN ENELAMAH

CO-FOUNDER,
APOSTLES IN THE MARKETPLACE NETWORK

I am the senior pastor at the End Times Revival Ministries (ERM) based in Lagos, Nigeria. My calling and passion in life is to raise agents of change in society and I do this through weekly Church services, training sessions, leadership classes, seminars, conferences, focused classes. I have led outreaches around this objective in many countries including Trinidad and Tobago, South Africa, The Netherlands, Zambia, Malawi and the United States of America. I also initiated the Employment Bureau, an outfit that practically equips people for their life's assignment. Part of the key to nation building is that individuals must increasingly identify their calling and pursue the same. The bureau helps individuals and participants discover and

pursue their God-ordained purpose. In line with my desire to see lives changed and Nigeria become a better society, I started and led Akpese Village project which has been actively involved in rehabilitating and feeding street youth.

Consistent with my calling to raise agents of change, I had the privilege of being a member of the Nigeria 2025 Scenarios Group. I am also a founder of the Apostles in the Market Place (AiMP) Network where I currently serve as the executive director. The AiMP is a network of Christian professionals and leaders in the marketplace who are committed to making a lasting positive impact on society. The AiMP Network which was formed in 2003 is today a leading voice and a major contributor to nation building.

AiMP Network through her flagship program the AiMP Series has been a platform for molding the mind-set of a new generation of Nigerians. More than 3000 people have attended the AiMP Series since 2003. The network has also been the catalyst for other growing organizations such as Incubator Africa led by Mrs. Ayida-Otobo and 360 Degrees led by Mr. Segun Olujobi and more. The Network was the womb for the birth of the Institute for National Transformation (INT) led by Professor Vincent Anigbogu. INT is now in more than eight African Countries and is committed to raising 'No Excuses' leaders. In 2012, the Church4Change Group collaborated with the AiMP Network to host a public debate/awareness campaign on non-interest banking in Nigeria.

The AiMP Network since inception has been housed by African Capital Alliance, a company in which Dick Kramer is a founder. Three of the current and founding board members of the AiMP Network were trained directly by Dick either through Arthur Andersen & Co. Nigeria now KPMG Professional Services or Andersen Consulting Nigeria now Accenture. In 2008, Dick led the closing session of the maiden edition of our nation building workshop. Dick in particular has had a long working relationship with Okey Enelamah, the chairman of the board of the AiMP Network, first as managing partner for Arthur Andersen & Co Nigeria and now as the chairman of African Capital Alliance. As a result of the above, Dick, from the beginning, has been both a mentor and advisor to the network. Most recently in July 2013 Dick led the AiMP Series focused on the African Capital Alliance story and was the keynote speaker in our Annual Partners' Dinner in February 2014. Through these sessions he has continued to show a strong passion for the development and transformation of the Nigerian nation. He has endeavored to fuel our passion to build a critical mass of Nigerians who are committed to its development along our shared vision.

In keeping with the AiMP vision, I believe that Nigeria's priorities should be to: build systems and help formulate new policies that will encourage the best and the brightest to be involved in public service and governance including Nigerians in diaspora; support drivers of transformation; build men that can faithfully accept responsibility for the turn-around of its failing and ailing institutions; embark on a 'values re-orientation' campaign modeled by leaders who are willing to walk the

talk and build a national consciousness in Nigerians. The key to Nigeria's transformation is a new generation of Nigerians strong in their foundational values that they literarily model the change that the nation desires. These are some of the key and the preeminent lessons from Dick and the organizations that he has been involved with. Dick made the hard choice to model the Arthur Andersen and the Andersen Consulting he desired and it paid off. By so doing he raised a company of ethical Nigerians. He was also willing to step aside and pass on the mantle of leadership to the next generation.

One way to honor Dick is to encourage his efforts towards his adopted country, Nigeria, by championing the following actions as Nigeria's next key steps:

- Identify, encourage, and support drivers of transformation.
- Create a sustainable process that will increase the number of professionals in public service including Nigerians in Diaspora.
- Help build the next generation of ethical Nigerians who are committed to supporting each other, as their careers evolve.
- Build a new system that would encourage ethical people to get involved in politics and governance. This might require a change in policy.
- Develop and build a working energy system.

- Strengthen institutions that are established to fight corruption and make them independent from government.
- The local Church and other religious institutions in Nigeria, like the Church in colonial America, must be a platform for molding mind-sets and teaching the enduring values which must form the fabric of a new Nigeria. The puritans founded Harvard University, the oldest corporation in United States of America in 1836. Harvard's founding purpose was to raise puritan preachers who were to teach values on which the new nation was to be built.

Over the years, based on personal experiences and observations, I have come to learn the following critical lessons that I hope the coming generation of Nigerians could pay attention to:

- i. If we fail to accept responsibility for our country, Nigeria will retrogress into a far worse situation. This could ultimately lead to war.
- ii. The onus is on Nigerians to accept responsibility for the building of the Nigeria of our dreams. A nation can transform in one generation. This is the example from Singapore, but it will take a 'Lee Kuan Yew' and team of ethical values-driven leaders who have learnt to govern self.
- iii. Selfishness, loss and poverty of values brought us as a nation to where we are. A national consciousness and

reorientation in foundational values will take us to where we ought to be. Pastor Sunday Adelaja has said that, *“nations are not great by the value of their wealth but by the wealth of their values.”*

- iv. Until we each become the change we desire, no change will eventually happen.
- v. It will only take one committed generation of Nigerians to transform Nigeria.

Much of what I do is hinged on the belief that Nigeria can become a great country. If we Nigerians decide to put our faith in God, take responsibility for our country and roll up our sleeves and make change happen, then we will see change in one generation. It can be done, it has been done, let's do it!

JOHN NEVILLE

CO-FOUNDER,
GS TELECOM LIMITED

I first travelled to Nigeria in 1976 as a McKinsey Consultant to work on the first of two studies for the Central Bank of Nigeria (CBN). Thus began my Nigerian experience, predominantly in Lagos, that has now stretched over more than thirty five years. I visited Lagos a few times in the 1980s as part of a Spar Aerospace Ltd. marketing team to discuss the requirement for a dedicated telecommunications satellite for Nigeria. At the time, even a small satellite was too much and too soon, when compared to the relatively modest demand evident in Nigeria.

In 1990, now working as a private consultant, I shifted Spar's focus from selling a satellite to selling ground stations to

Nigeria's five largest oil companies. The resulting system would dramatically enhance their domestic telecommunications capabilities and in so doing, increase productivity. Ultimately, Spar turned over their new venture to Steve Chapman and I as we founded GS Telecom Ltd. to serve the needs of Nigeria's nascent telecommunications industry.

GS Telecom grew steadily through the 1990s and we learnt how to do business in a tough commercial environment. We also strove to educate our staff such that we could install, maintain and repair cutting edge equipment better than any of our emerging competitors. We were determined to provide quality service in a manner that was compliant with the US Foreign Corrupt Practices Act (even though we were both Canadians).

For staffing, there were a lot of extremely bright young engineers available but, the demise of the university system in the early 1990s meant that many of them were poorly educated. We hired more than we needed and focused on training, and in this respect, we were highly successful. When MTN came along and established operations in Nigeria a few years later, they hired over thirty current and former GS Telecom engineers. We were overstaffed and our staff were underpaid, a situation that was quickly reversed.

We had a policy to spend 2-4% of annual revenues on training every year. Not a large amount but, an investment in ours and our employees' future. Every naira was well spent and our staff absorbed the knowledge like dry sponges.

In the mid-1990s, GS Telecom was looking for venture capital and we were introduced to Dick Kramer and Okey Enelamah by Freddie Scott. As a result, we became the first investment of their newly formed company, Capital Alliance Private Equity (CAPE). The fortuitous part of this relationship is that we had shared beliefs and values related to the importance of education, the value of advanced telecommunications and the need for strong business ethics.

The funding we received from CAPE provided the capital for a backbone satellite telecommunications system to all the largest cities in Nigeria. It was well timed and shortly thereafter, we signed a succession of contracts with MTN who used our backbone to get a lead on their competition in the emerging Nigerian cellular market.

Ultimately, MTN built their own fiber and satellite system and we went on to serve a multiplicity of other customers, both in Nigeria and in thirty five other sub-Saharan countries. Nigeria's poor telecommunications infrastructure of the 1990s proved to be a blessing in disguise and Nigeria leapfrogged many other countries in the implementation and penetration of cellular technology.

In building GS Telecom, one of the largest problems we faced was dealing with corruption and theft on most levels of our business. This presented in numerous ways officials requesting favors in return for licenses; customers requesting participation in return for orders; bankers requesting kickbacks in return for loans; customers' accounts payable clerks requesting a percentage for

them to pay our invoices; staff stealing from the company; staff submitting false expense reports; police seeking handouts from travelling staff and outright theft from travelling staff.

In short, corruption and dishonesty was a huge impediment to doing business, not only in Nigeria but also in many other countries where we did business. Our policy and response was the same: we could not and would not tolerate any of the above. Many staff thought our strict policies were not a sensible response to a corrupt environment. In hindsight, we viewed corruption as an absolute rather than a relative value. Meanwhile, Transparency International (TI), an NGO, has long ranked countries by their level of corruption and affirmed a relative scale of more or less corruption.

In 2003, GS Telecom commenced an ISO 9000 (International Standards Organization) quality control program, which was another example of 'quality' as a relative not an absolute value. Simply put, as long as our organization's quality was meeting certain standards and we were on a path of continuous improvement, we would be recertified.

As a prescriptive format for Nigeria's future efforts to reduce corruption, would it be possible to adopt a system that moves in relative increments towards a goal of less corruption rather than forcing an absolute standard? If the answer is "Yes!" then it is proposed that there would be tremendous synergy to selectively merge TI's anti-corruption standards with ISO methods to develop a workable system for improving ethical standards and reducing corruption. The adapted process might have the

following characteristics:

- Establish current ethical standards.
- Identify what is and what is not working.
- Prepare realistic, annual 'continuous improvement' goals.
- Obtain ethical certification from a foreign standards body.
- Document ethical improvements.
- Employ social media to acquire public input and complaints.
- Review with specially trained compliance auditor.
- Establish areas of non-compliance.
- Address and fix areas of non-compliance.
- Renew certification.

This system could be applied to private businesses, government departments and government-owned corporations and would be guided and verified by specially trained ISO or ISO-like auditors. A key factor prior to agreeing to establish the process for any organization is the requirement that senior politicians and/or executives are convinced of the need for change and improvement.

It has been observed that many politicians include such promises in their election manifesto; however, few have the means to prove that they have made progress. If such a program could gain traction, the IMF, World Bank and other major donors may find considerable utility in requiring recipients to obtain certification and to follow a systematic approach to improving their ethical standards, otherwise they would lose funding.

It is proposed that the process would be forward-looking and focused on continuous improvement of ethical standards. The process itself would not look back and find fault, nor would it be designed to collect evidence or initiate legal proceedings.

In summary, Nigeria needs to move forward in the way it fights corruption. By doing so, it could exemplify leadership to many other countries struggling with the same problem. It is possible that properly trained, external auditors could establish a baseline of existing practices and standards and that a credible international body will provide certification.

Not everything can be fixed at once but, priorities could be established and improvements solidified. Subsequent audits can verify whether or not the organization is achieving continuous improvement. If the organization slides or stalls, it will lose its certification and the chips will fall where they may; alternately if the organization meets its goals, its certification will be renewed, identifying it as an entity addressing its corruption problem.

JOSEPH SANUSI

FORMER GOVERNOR OF
CENTRAL BANK OF NIGERIA

When in early 1992 I was asked to move from United Bank of Africa (UBA) to First Bank of Nigeria Plc, I was very reluctant to make the switch because of how much I had achieved at UBA where I was driven by my desire to turn the bank into the best and biggest in Nigeria. I felt then that UBA was on track to achieve my goals for it so I spoke with the late Oba Oladele Olashore about my reluctance to move to First Bank which was at that time, on the brink of collapse. Interestingly, the late Oba counselled me to move to First Bank and save it from failing. His thinking was that I had a greater opportunity of being positively impactful by saving First Bank from failing than by staying at UBA where things were going on well. That counsel made me

change my mind and so off I went to First Bank.

On getting to First Bank, I quickly drew up a strategy that would help save the bank and in the process, I deployed the services of Arthur Andersen (AA) under the leadership of Dick Kramer to develop and execute the Century 2 Project that ultimately led to the turnaround of the bank. Today, First Bank continues to grow strong partly due to the success of the Century 2 Project. My relationship with the bank has since continued and I am the Chairman of one of its subsidiaries.

Another achievement I am grateful for is my role as the governor of the Central Bank of Nigeria (CBN). When I got to the CBN, the bank did not have the kind of structure that is good for the efficiency of an organisation of its kind. What I did was to design and implement a structure that ensured the efficiency of its internal operations. My successor who was initially sceptical about the system because of his lack of understanding of the structure, later adopted it as part of what he used during his tenure.

Also, as the governor of the Central Bank, I ensured that there were no sacred cows in the banking system and rules were complied with in the industry. We enforced discipline without being overt. That was important because the banking industry thrives on confidence and if in the process of implementing discipline, we were too overt, it could have affected the reputation of the banking system in the eyes of the public.

Dick was involved in the two banking experiences I have shared above. He worked with me at UBA where we were executing a re-engineering and re-structuring process which was going very well. Also when I was moved to First Bank, I commissioned Dick and his colleagues at Arthur Andersen who included Ifueko Omoigui Okauru, Dotun Sulaiman, Seyi Bickersteth and Omobola Johnson, to help reform the processes at the bank.

I should point out that I had met Dick a few years before I first left the Central Bank as a deputy governor for UBA. Dick, at that time, was doing the restructuring of AFRIBANK and he had asked me to come and give a talk. Later, when I moved to UBA, I knew I had someone I could work with in Dick.

The impression I had of him throughout that period was that of a fantastic person who was extremely detailed and focused and who also provided excellent leadership for the group that worked for him. He always knew what he was talking about and you could trust him to get a job done properly. Perhaps what stands him out is his love for Nigeria. This love led him to put together a group that met monthly over dinner to discuss nothing but the future of Nigeria and what could be done to make the country better. In that group was Dick, Chief Ernest Shonekan, Alhaji Ahmed Joda, Mr. Bassey Ndiokho, Mr. Faysal El-Khalil, Pascal Dozie, the then MD of Shell, Aret Adams and I . The group met every month from one house to the other. Gradually, it became an influential group which evolved into the Nigerian Economic Summit Group. Chief Shonekan moved from that group to become the interim head of state of Nigeria

and then the whole idea of Vision 2010 emanated from the same group. Those meetings had tremendous impact on our country. I used to be quite amazed at the commitment of Dick to the issues. On one occasion, I told him he should have been born a Nigerian. It is worth noting that his dedication was not motivated by personal interests. Even though he could have had some personal gains, he was undoubtedly passionate about Nigeria.

But has Nigeria turned out the way Dick has always desired? I would say no. Our country today is sinking because of corruption, bad leadership and unaffordable cost of governance. Our value system is negative. The values of honesty, integrity, hard work, fairness and justice need to be developed so that the right types of leadership will emerge. If a country spends almost 80% of its resources on recurrent expenditure, ab-initio the country is in trouble. So, our administrative structure should be designed in such a way as to make sure it cuts down on recurrent expenses. For this kind of fiscal structure reforms and other essential changes in the country to take place, Nigeria's first priority should be leadership. Almost every change imaginable spins around leadership, hence, we must solve the leadership problem in Nigeria. Whoever is leading the country must be transparent and also show that he believes in what he is doing. Leadership must be knowledgeable; possess integrity; be hard working and unreservedly committed. Someone with these qualities will lead by example and it will be obvious to all that such a person is walking his talk. A lack of such leadership is the reason why Nigeria has as much problems as it has.

***Joseph Sanusi is a Commander of the Order of the Niger
(CON)**

JOSEPH TEGBE

PARTNER, MANAGING
CONSULTING PRACTICE, KPMG

As a professional management consultant, I have, in the past twenty five years, been involved in proffering solutions to various problems and challenges facing businesses, governments and government agencies across Nigeria and other West Africa countries, including the identification and placement of senior executives. I have also been involved in the transformation and strengthening of major companies and government institutions. I am privileged to be a member of Oyo State Economic Management Team and also consultant/advisor to the Infrastructure and Human Capital Policy Commissions of the Nigerian Economic Summit Group (NESG). In addition, I currently play advisory role on the board/council of some educational institutions and

not-for-profit organisations, including as Chairman, board of trustees of Unity School Old Students Association (USOSA) - a collective body of 104 Unity Schools across the country.

In my career, I have been involved in virtually all aspects of management consulting involving key projects in both private and public sectors of the economy within Nigeria and across West Africa. These led to the design, review and initiation of change processes that have birthed and repositioned many ailing and strong local and multinational companies, government ministries, departments and agencies. My past time has also been deployed to mentoring and giving back to society, most especially in the educational sector by way of engagement with various institutions.

My first encounter with Dick at the Arthur Andersen interview session in December, 1989, was both interesting and memorable as it planted in me two guiding principles that helped in shaping my life. I learnt from Dick that it is more important “to be than to have”. Impliedly, it means the pursuit of life desire is superior to amassing wealth. In addition, smartness is a non compromise requirement to attain the peak of career. Dick was a thorough person and of high integrity. He demonstrated high ethical standards and excellent professional ethics in the delivery of assignments. He was accommodating and non- discriminating to all categories of staff.

Let me reiterate some of the lessons Dick Kramer taught me over twenty five years ago for the benefit of the future generation: aim to be what you desire to be, rather than join the rat race

of material acquisition; understand that continued personal development, ethical and professional competence is necessary to attaining desired peak in career and other endeavors; and finally, never forget that integrity and trust are key characteristics to winning the confidence of people and clients. After all, material accomplishments will follow.

Nigeria's Three Key Priorities

In my opinion, the following should be the top priorities for Nigeria as a nation:

1. **Leadership:** strong visionary leadership that can dispassionately analyze problems and challenges and proffer lasting solutions. Leadership supported by an eminent cabinet selected only on merit, will deliver dividend of good governance over the present ruler-ship structure being practiced.
2. **Mentoring System:** mentoring is very expedient to raising successive leaders both in the private and public sectors. Selfless leaders that have made marks in their callings and endeavors need to invest time and resources to train and groom successors for continuity.
3. **Infrastructure:** infrastructure is critical to the sustainable development of any nation. This should be anchored on clear and well-articulated plan and should be devoid of arbitrariness but centered on medium and long term National Development planning framework.

In the light of these priorities, Nigeria's next key steps should include raising leaders with vision and strong faith in 'Project Nigeria' irrespective of their ethnicity and background. Value re-orientation and the need to inculcate strong ethical values and integrity culture especially by the leaders in all institutions are very important to winning back the confidence of the citizenry and repositioning the nation.

JUAN MANUEL ELEGIDO

VICE-CHANCELLOR OF
PAN-ATLANTIC UNIVERSITY

I was born in Madrid, Spain in 1952. It was in the same country that I had a licentiate degree in law from the *Universidad Central de Madrid* and a doctorate in law from the *Universidad de Navarra*. I was one of the foundation staff of the Lagos Business School in 1991 and served as dean of the school from 2005 to 2009. I am currently serving as the vice-chancellor of Pan-Atlantic University and a professor of business ethics at the Lagos Business School, the graduate business school of the university.

As an academic, I am happy that my work on justice in pricing is being taken up and used by business ethicists working in this area in other countries; and, more importantly, that some

managers – by no means a majority of my former students! – tell me that my business ethics classes or my books have helped them approach business work in a different manner. As an academic administrator, my participation in launching and shaping the LBS first, and now Pan-Atlantic University, has a lot of meaning for me. As part of my CSR activities, I would emphasize my involvement in the creation and early days of the Niger Foundation Hospital in Enugu and the Institute of Industrial Technology in Lagos.

I first met Dick in 1991 when Patrick Merino, Tim Kenley and I were researching how to launch a management training centre in Nigeria, what later on would become the Lagos Business School (LBS). By that time, I was an academic and my main areas of interest were tax law and jurisprudence. Even though I soon got quite involved in management roles in the Lagos Business School and in Pan-Atlantic University, being an academic has always remained a key part of my identity; the only change was that early on, I switched my focus of scholarly interest to business ethics. Even now, when I have a demanding job as vice-chancellor of Pan-Atlantic University, I keep teaching in both degree and executive programs and for now, I am succeeding in meeting my target of publishing at least one serious journal article every eighteen months. In this effort not to stop being a core professional, even when engaged in challenging management responsibilities, Dick has always been an inspiration for me. For many years, he was the managing partner of Arthur Andersen in Nigeria, a committed consultant and a very engaged stakeholder in the affairs of Nigeria. Dick has always been an 'AND' rather

than an 'OR' person, and this tends to influence the people around him.

From our first meeting with him, he was an enthusiastic and committed supporter of the LBS project, though, if truth be told, at the beginning, he was also a bit skeptical, for good reasons, about the ability of the promoters to make this venture a reality! He became a key member of the school's advisory board and an early lecturer in the school. The story is fully told in Albert Alos' book, *Not By Chance*. Here, I would just like to remark how much we all learnt from his involvement in the school: his very high standards of performance, his commitment to delivering once he had got engaged in something, and – not unrelated to that – his discipline and selectiveness in choosing what projects to commit to. A significant lesson in this respect was that after two years of performing extremely well as our lecturer in strategy, he gave us notice that we should look for a more permanent lecturer to teach this course. At the time, we were unhappy about this, but forcing us to keep building for the future was the best thing he could do for us. And, of course, freeing up time from this project allowed him to devote more time to another one, and Dick has never been short of projects to which to dedicate time.

I also learned a lot working for Dick on tax policy issues in the early Nigerian Economic Summits. He has always had an amazing capacity to lead teams and obtain results through people. There was nothing fancy. Far less manipulative in his motivating style, he simply led by example, held others to the same demanding standards he set for himself, and was relentless

in demanding accountability for the targets that had been set.

Nigeria's Priorities

In my view, the first and the second priorities of Nigeria should be to embark on a serious effort to make decisive progress in the fight against corruption (as the task is so difficult, I assign two priorities to it. After all, Dick always taught us to concentrate resources on key priorities). The third one would be to create at least one world-class university: there is no way this country will be able to compete in a globalized knowledge economy without having one and without the benefits that such an institution will generate for the rest of the country's educational system.

JULIET ANAMMAH

CHIEF EXECUTIVE OFFICER,
JUMIA NIGERIA LIMITED

I have been in many roles over the course of my career. In twenty-three years, I have been a medical representative, a product manager, a senior consultant, a senior manager, a director, a managing director, a wife, mum and mentor. Looking critically at the different roles however, I have simply been either someone who is playing in or coaching/leading a team.

As anyone who has tried convincing a three year old to eat his vegetables can attest, the latter roles have sometimes been the most challenging. Raising four children to understand that the secret to success can be boiled down to diligence and integrity is probably one of my proudest achievements.

Building a team and a consulting practice from the ground up, losing all but one member of the team, coming dangerously close to shutting down the practice and then rebounding and rebuilding a much stronger team; is also something I am very proud of.

I love my country passionately, I hate to see how much time and potential we are wasting and that love-hate bipod has led me into writing a book and being part of several groups that are involved in some way in reshaping our future. From the Corona Schools Trust Council, to the iDea Innovation hub, to the Business Day Editorial Advisory, to the American Business Council; being part of important groups helps me contribute to the future of our nation.

It was Dick who invited me to the board of the American Business Council and the Business Day Editorial Advisory Board. I have been privileged to learn from his irrepressible optimism and patience. As a U.S citizen who has lived in Nigeria for decades, he is more understanding of the slow rate at which the wheels of progress turn. He always has a rejoinder to our all-too-easy lapse into cynicism and hopelessness. No matter how small the step is and how slow it is in coming, as long as it represents wholesome progress, Dick believes it is worth the effort to make it happen.

There are many more lessons, which his life illustrate that I have learnt about success and that I would share with the future generation. Interestingly, they are the simplest of things. Like someone said, "The hard things are easy to do but the easy

things are hard to do". I'll start with the simplest.

When you set a goal, stick to it. There are absolutely no silver bullets to success. Too many people find excuses on why anything cannot be done or cannot be done well. For every goal worth attaining, it is guaranteed there will be problems and pitfalls along the way. There is no escape window, no back door and no hatch on the roof. The only way to win is to fight your way through the problems and pitfalls and get to the other side.

Put all your eggs in one basket and then watch the basket. Andrew Carnegie's advice to a group of college students in 1885 is timeless and resonates with me even today. He says "Concentrate your energy, your thought, your capital exclusively upon the endeavour you are engaged in. Resolve to fight it out, to lead it, to adopt every improvement. Have the best machinery, and know the most about it. The concerns which fail are the ones which have scattered their capital, which means they have scattered their brains too. Put all your eggs in one basket and then watch that basket. Men who do that do not often fail. It is easy to watch and carry one basket. What breaks the most eggs is trying to carry too many baskets".

Learn to listen. It sounds very simple but listening is still one of the toughest skills and the ones who master the skill own the earth. They can hear verbal and non-verbal cues and prompts no one else will pick up. They can pick lessons from other people's experiences and sharpen their strategy. They know when to accelerate and when to step on the brakes. A good part of the journey to success is dependent on this knowledge.

You don't decide your future. You make decisions every day and they shape your future. Intent counts very little if not backed up by decisions to execute. Decision making is both a science and an art and it often gets tangled in the web of emotions, what-ifs, fears and hubris. I have discovered that keeping the 'True North' of the purpose and clarity of alternatives and risks helps me to make the 'best' decision as quickly as possible given the context and the prevailing circumstances.

Without a doubt, our key priority as a nation is education. We need to invest in education not just from the point of view of math, sciences and languages but education that teaches our people the collective responsibility we share to protect the future of our country. The result of large scale government corruption is people who no longer believe the social contract that says, 'work hard to earn your place in society'. Corruption is based on an ideology that says, 'You may toil all you can, I will simply steal from you to enrich myself and no one will do anything about it.' We have to fight it with a different ideology that says, 'No, you will not steal my future. You may steal the money but you will not get to keep it.' Only education can teach such an ideology.

The rest of our priorities; agriculture, infrastructure and health, are simply shadows without the foundation of education that gives them meaning.

KEITH RICHARDS

CHAIRMAN,
PROMASIDOR NIGERIA LIMITED

Nigeria provides so many opportunities for personal as well as professional development. Being an 'outsider' can trigger different mind-sets and gradually becoming accepted as an 'insider' is in itself, an achievement. If becoming recognised as an 'Honorary Nigerian' counts as an achievement, then one can admire Dick Kramer for becoming the ultimate 'outsider-insider'.

In my case, most of my management positions have been in the consumer space, which provides face-to-face chances to interact with those I can call ordinary Nigerians - the consumers of Guinness, Truck Soap and Cowbell Milk - who have paid my

salary.

But judging your own results is always a tough call. To an extent there is satisfaction in looking back at professional outcomes, whether financial or brand-related, although one is always tempted to think they could have been better. The tougher task by far in several of the companies I have run was to try to develop new corporate cultures with focus on developing responsible individuals and teams of integrity.

Accomplishment in these areas is harder to measure and often success or failure is only clear much later, usually only after you have left. However, I am in no doubt where I failed to establish the kind of culture of personal integrity in its wider sense that could outlast my tenure. I do look back at some successes and it is a source of great joy when I see members of teams I have built progressing in their professional lives. My proudest moments have certainly not come from achieving sales targets or profit numbers but in building relationships – with consumers, communities and my teams – individually and collectively.

One of the consequences of that approach led to an opportunity that in turn brought me into greater contact with Dick. Several new doors opened for me when BusinessDay asked me to become a member of its advisory board, chaired by Dick. The board itself exposed me to the issues faced everyday by a publication that was straining for professional and editorial integrity in a fairly shoddy industry and the challenge of maintaining independence and a clear voice. That I was given the chance to write my own column for two years was very much the icing on the cake. One

of the other benefits of being on that board, of course, has been watching and learning from Dick's chairmanship. As chairman, he exhibits his trademark ability to listen quietly, to prompt, to challenge (sometimes obliquely, sometimes directly) and to get to the nub of any point being made. There is a sense of being grounded, of avoiding unnecessary embellishment and insistence on focus that makes Dick a role model for anyone who wants to understand how to chair a meeting.

Nigeria's priorities have not changed a great deal in the years I have been here. The difficulties have been adequately documented but the solutions too often elude us. However, one problem comes to mind, seeming to have become more and more prominent. It is something that colors almost everything that happens in Nigeria politically, economically and socially.

I have been told publicly that I talk about it too much but it is impossible to understate its negative impact on our society. That word is corruption. Tackling that, in all its forms, must be one of the priorities for Nigeria if not the top priority. The second priority is around infrastructure, particularly power. If power was readily and economically available, the economy would flourish and so many other issues would be more easily tackled. The third issue for me is education. The collapse of the Nigerian education system is a tragedy in many ways.

That the future of so many children is blighted by lack of opportunity, should cause all of us real pain. The knock on into the economy, into social development and quality of life, is immeasurable. I also believe that if these priorities were

tackled, it would be easier to improve the security situation across the country as marginalized youths would be given more opportunity within the mainstream economy.

Unfortunately, Nigeria's fledging (dare I even say the word?) democracy is personality driven and there is insufficient focus on the issues. This would be an opportunity for a genuine opposition. We need a platform for public debate on what really matters to Nigerians – and I don't mean those in Abuja or Ikoyi, I mean those in the markets in Abakaliki and Saki, in Sokoto and Agbor - and to craft a genuine manifesto out of that debate. As I write these words I can even hear the voices of the disenfranchised whose wish list is simple – employment, health and security.

As one gets older and having just passed sixty and heading towards chairmanship and advisory roles, one tends to get reflective. Hopefully, I will be able to reflect honestly. In the next few years, I hope to be able to continue to add some value and thankfully, I can look at the way Dick has been able to do that. Developing the ability to share experience productively and supportively is something I hope to be able to do in my coming years. Dick will always remain an example and role model in that regard to me and to many others. I hope for more years of that to come.

***Keith Richards is an Officer of the Most Excellent Order of the British Empire (OBE)**





Dick and Wanda Kramer



Dick, 1937



Dick, 1939



Dick with his mother, Olive in 1934



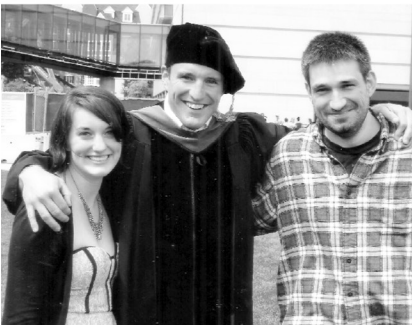
Dick & Wanda with their family on 50th wedding celebration at Hugoton, KS in August 2002



Dick and Wanda, October 1996



Dick and Wanda



From left to right: Anne, Tom and John Kramer (Dick's grand children). 2008



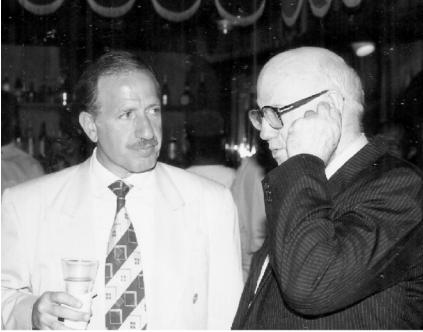
(Wanda & Dick's wedding) From left to right: Christene Anderson, Wanda & Dick (center) and Don Kramer



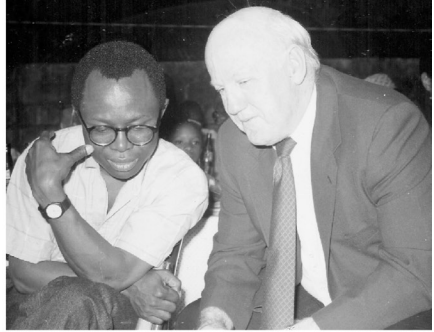
*Dick (as a representative for NESG) meeting with the
USA's vice president in September 1991*



*From left to right: Dick, Jim and Ken Kramer
(The Kramer brothers). 1991.*



*Dick with Faysal El-Khalil (NESG on V2010).
1998*



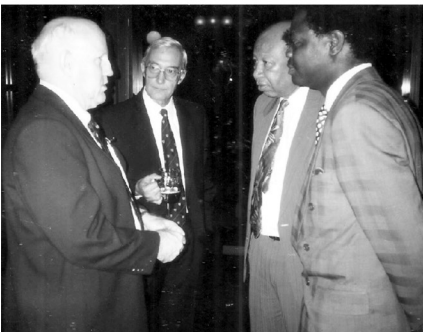
*Dotun Sulaiman with Dick at the dedication
of the AA & Co Building. 1992*



*From left to right: Ezekiel Uvoh,
Wanda and Dick. January 1992*



Manny Guillermo and Dick. May 1994



*From left to right: Dick, Professor Alos,
Pascal Dozie and Bunmi Oni at the 1995
Lagos Business School graduation.*



*From left to right: Mrs Mohammed Hayatudeen,
Mohammed Hayatudeen, Dick and
Wanda Kramer.*



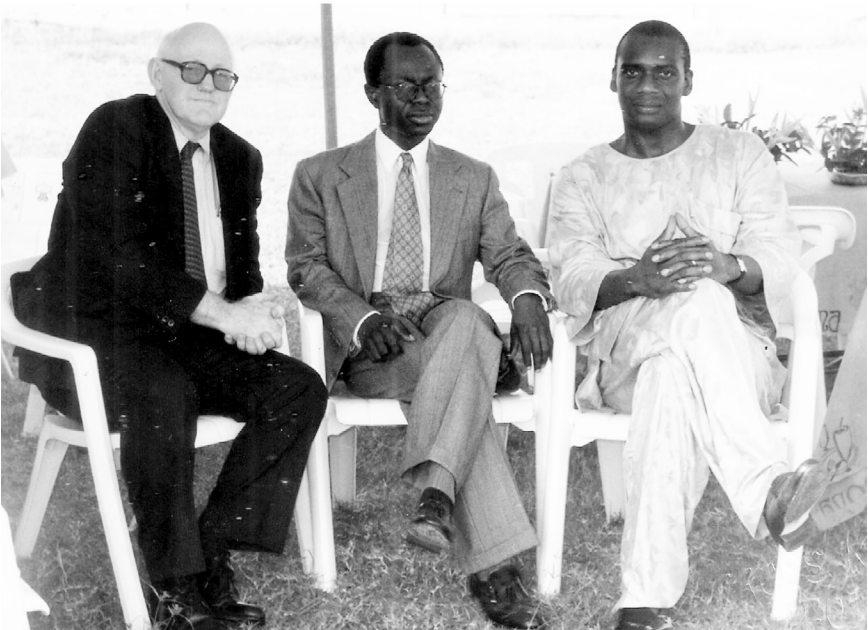
*Group photograph of the original office crew of AA & Co
at 74B, Adetokunbo Ademola in 1980*



At the 25th anniversary of AA & Co in 1998



Early days: Arthur Andersen Office, Lagos



From left to right: Dick, Dotun Sulaiman and Seyi Bickersteth at the AA & CO party in 1993

KELVIN BALOGUN

PRESIDENT, COCA-COLA CENTRAL,
EAST & WEST AFRICA (CEWA)

I had the privilege of meeting Dick Kramer when I joined Arthur Andersen as my first employer in 1989. I am honored to say our relationship did not end there. Dick, as he is better known, has continued to be my mentor and one of my dearest friends. As a young leader in my early twenties, I appreciated his uncanny ability to turn coal into diamonds. His lessons prepared me to walk the adventurous and fulfilling path of leadership, first in consulting and later as the president for Coca-Cola in Sub-Saharan Africa.

One of my most influential interactions with Dick was at a client meeting. I quickly learned of his attention to detail and

the respect and high regard with which others hold him, as well as his strong work ethic. These observations have shaped my progress through the years. They have created the solid foundation for my achievements in big picture thinking, strategic planning, country management, people leadership and operational competence.

Dick's early lessons served me well as the senior manager and head of strategy in Accenture Nigeria, where I was responsible for leading important process redesign assignments for major clients in the banking and energy sectors. Along with a team of fifteen, we successfully managed strategy development work for First Bank of Nigeria PLC and United Bank of Africa (UBA). We also delivered an organization design project for Nigeria Liquefied Natural Gas (NLNG), Nigeria's largest liquefied natural gas company and implemented a multiple service delivery system project for Citibank Nigeria PLC.

After eight successful years shared between Andersen Consulting and Accenture Nigeria, I made the move to the refreshing world of beverages working for Coca-Cola, the world's largest beverage company and number one provider of sparkling beverages, ready-to-drink coffees, juices and juice drinks. I joined the business as strategic planning and business development manager for Nigeria in 1999 and since then, I have continued to hold various roles of increasing responsibility including strategy director, general manager – East Africa and Mozambique Franchise and general manager – Nigeria.

More importantly, I am privileged to serve in Africa, a continent

brimming with a billion possibilities. I am also honored to lead great men and women who are on the journey to becoming world-class. Together, we have surpassed sales and profit targets, maintained strong growth with share gains in competitive markets and invested millions of dollars to grow our business in collaboration with our bottling partners. Now as president, my leadership team and I continue to build strategic alignments with key stakeholders through leadership and engagement. As we create an enabling environment for business, we are also uplifting communities, employing Africa's best and brightest and improving livelihoods through our expansive supply chain.

I am also cognizant that my future success will be shaped by two of Dick's most memorable lessons. The first is framed as a question he likes to ask which is, "Do you want to have or to become?" This quote has driven what I have accomplished to date, influencing me to become a legacy thinker. Today, I am more concerned about who I am becoming as a business leader, a husband and father and a contributing member of society.

The second principle centers on the need for personal values. I understood early on that Dick honored his word and contributed above and beyond his primary job set. He expected no less from us and we expected no less of ourselves. For example, long before they became popular, Dick lived beyond his corporate mandate by organizing economic summits. He only had one agenda in mind: to build belief in the potential of Nigeria even when Nigerians did not believe in themselves. He, as always, understood that no one was too small to impact the larger

agenda. Even when his guests did not show up for the summits, Dick continued to push on investing in solutions that have now borne fruit.

When I look at what is in store for my home country, I see three priorities which will enhance Dick's legacy in Nigeria. The first focuses on engaging the youth productively. We are blessed with a large population of youth looking to take their place in the country. However, there is the need to create opportunities for them to be gainfully employed; otherwise their energy will be channeled towards social ills.

This decade has to be the one where we propel the youth into agriculture to keep them employed. Further, stemming rural-urban migration and providing the youth with technical, life and social skills will enhance their development and competitiveness across the country.

Secondly, we need to review our education system. We have experienced a rapid decline in this sector resulting in graduates who are not educated. If we don't address this immediately, organizations will struggle in creating opportunities for individuals who are unemployable.

Third is the strengthening of our investment in infrastructure such as roads, power and the right foundations for manufacturing. Energy inefficiencies and poor transport systems hinder economic growth and the distribution of common wealth.

To address these concerns, a seamless and non-destructive transition of power is necessary in 2015. Thereafter, the

government, private sector and NGOs must come together to create solutions that address the challenges presented by the three priority issues. At the same time, promoting good governance will ensure that the dividends of democracy percolate to the grassroots and benefit every Nigerian.

Dick believes that if we live life without positively impacting someone, we have failed. I dare say that I am a better man and person because of him.

KIRK KRAMER

DICK'S SON

I recently wrote a book about how great organizations build future leadership pipelines. While the book seeks to help non-profit leaders, in the course of the research for it, I talked to a number of for-profit and non-profit CEOs and reviewed their processes and practices. One common finding emerged: good leadership doesn't happen unless it is driven from the top of the organization.

For over fifty years, I have seen my father – Richard Kramer - build future leaders, from Argentina (when I started to understand what he was doing!), to Brussels, to Kansas, to Nigeria. You can recognize a great developer of people because they create

successors for their own as well as other organizations. I have seen leaders my father has developed at Andersen, and more broadly in Nigeria, where many of these future leaders have moved on to important positions in business and government.

So what are some actions and behaviors that I believe have guided how he develops future leaders, from which we might all learn?

1. **He personally invests in the right people.** A first step is to identify potential future leaders, but it is equally and maybe more important to personally invest in them – to spend time on their personal development. And it may even mean supporting them financially – for example, to help them get the right education. I have seen my father invest in both of these ways in those future leaders.
2. **He is demanding and enabling.** My father challenges people, particularly the people about whom he cares the most. Being challenged is not always comfortable, but it stretches an individual. It teaches us to question assumptions, and to make sure we bring our best game to every situation. Yet while he is demanding and enabling too -- he asks what you need to succeed. He knows that individuals need the right support and resources to do their job well, and to grow their own skills and capabilities.
3. **He is a role model in terms of integrity.** Integrity is important for any leader. But it is particularly important

in building strong and successful partnerships, as my father has done his entire career. Integrity requires putting collective best interests ahead of individual interests when taking any action. I have seen my father demonstrate this through his behavior – serving as a role model for others. And, I have seen him call the question openly when someone is not behaving as a partner. By doing both of these, he has developed strong future leaders.

4. **He believes we should strive for a higher purpose.** When we contribute to purposes beyond our immediate jobs, not only does it give us satisfaction, but it also contributes to our own development as leaders. Here too, my father provides a role model for others by giving his time and talent to help Nigeria develop. A question he is constantly asking in our family is: “How can we do more to ‘give back’ to the community?” I’ve been fortunate to pursue a career in consulting with non-profits for the past nine years, but through the example my father has set, I see more potential to help others in a given place – be that city, county, state, or country.

As individuals, we can achieve only so much. But we multiply our impact on our businesses, communities and countries when we develop other leaders who go forward and succeed in their jobs. I hope that the example my father sets in this regard will inspire us all to do a bit more to develop the next generation of leaders.

KONYINSOLA AJAYI, SAN

MANAGING PARTNER,
OLANIWUN AJAYI LP

I have been an intercessor all my life - as a lawyer for my clients, as a priest for my flock, and as a Nigerian, for Nigerians - looking to the reality of our limited present and potential of our future. It is difficult to determine the measure of man and more so to beat your drum. But with leaders like Dick Kramer, I am privileged to manage Olaniwun Ajayi LP, one of Nigeria's foremost law firms.

My preferment as a Senior Advocate of Nigeria commenced with insolvency litigation from Arthur Andersen under Dick's leadership. In moving the needle of enterprise forward, with Dick as the pointer of the compass, I have navigated the waters

on Nigeria's biggest private sector bank acquisition; significant foreign investments; and private equity. These were market defining transactions.

Arguably more important than these however, the true measure of my life has been that in living, I have drawn others up; in seeking to better my best over three decades of my practice in Nigeria, and now also, as professor of law, I have helped create leaders. I have tried learning from leaders such as Dick, to create a better me. I have deconstructed intellectualism by directing thought, knowledge and experience to definite ends of social or public policy.

Dick, a distinguished and honorable man, has been a source of light in a firmament of darkness, and a fountain of knowledge, wisdom and joy in a sea of despair and unrealized dreams. Working with Dick over three decades from his early days at his home-office on Adetokunbo Ademola Street to his home in Ikoyi, Lagos has been, for many, the road to success.

A stickler for excellence and friend of Nigeria, he pulled many up, in his quest to raise this country from its low heights and stunted leadership in both public and private sectors. With passion and audacity, vision and hope, he slaved in the heady days of Ibrahim Babangida's government to create the Nigerian Economic Summit Group (NESG).

He nurtured that association, as many others - including our first vision statement - though not lived. He struggled like a freedom fighter for change of laws and policies that helped to

liberalize the economy and create opportunity. A lover of the young and friend of the old, he kept his relationship kindled with the fire of truth and the sword of uprightness.

Frank to a fault, but untiring in his efforts, he changed the face of his profession and pioneered, with a few others, private equity in Nigeria. His brand lives on and will forever remain etched in the walls of the hearts of many. Dick led the way in insolvency practice with the support of Toyin Munis in that endeavour; he was the accountant's accountant, and the consultant's living spring – retiring as a doyen of his profession.

Unknown to many, he helped shape partnerships here, and professionalism in the service industry. A tough negotiator but chivalrous business man, he brought maturity to the table and experience to the field in commerce and business.

It is often the philosophy of the learned in Nigeria to be cynical – this is perhaps justifiably excused by the peculiarities of the Nigerian condition. My life experience negates this; a chimera which will dissolve upon serious inquiry. I have learned that it is not the case that man cannot change; or in situating this within the context, that the change which we require in Nigeria cannot be achieved.

For me, men (of which Nigeria is but an expression) of all stripes, tribes and creed, recognize and will be galvanized when confronted by a minority with purity of intention and the readiness to labour for another. One must never hesitate to have the distinction of being in this minority – a hallmark of Dick.

Introspection is an exercise that ill suits people of promise because it is often expected that success attends potential; often without more. Such however reveals a fatal flaw, and in Nigeria for example, it is now abundantly clear that it is inadequate to be blessed by God, although we undoubtedly are, we must work out our success. It is exceedingly difficult to narrow the key priorities for achieving change in Nigeria; there are many of importance. What I shall set out below however, are the fundamentals upon which, I believe, Nigeria will transcend promise, and become, in truth, a great nation.

Education. It is ignorance that begets the continuum of disappointment. The fine details regarding policy, funding, educational models and curricula apart, the three fine pillars upon which education, as a priority must be hoisted, are the need to: (a) impart a civic education – of the foundation of our society and government; (b) direct education at a goal, and not merely for its sake alone (c) contribute, rather than wait for government.

Infrastructure. To deliver on our promise, Nigeria must build; and it is at the foot of the bridges, roads, hospitals and factories that our succor lies. But we must also deliver social infrastructure – defend institutions, install processes and eliminate the mediocrity of oligopoly and nepotism.

Sustenance. At the heart of this priority is food security, an ideal that becomes more crucial when set against the backdrop of hunger's horrors, and unending unemployment in our increasingly urban country. In feeding our people, we must also feed their souls with hope, the certainty of our creator's love and

the ideal of personal responsibility. But feeding the body alone is insufficient, for the soul as well as the mind too must be fed.

Nigeria's next steps should be drawn from the three identified priorities. There are many options for achieving an educational policy, but in broad strokes, I would anticipate an approach that guarantees free education, basic or otherwise, in a manner that is directed at solving the key Nigerian problems of this age - technology and infrastructure, will be the one adopted.

Another which I am passionate about is expunging the myth that the next steps are government's alone; teaching constitutionality and civic duties to everyman will in all likelihood be our responsibility - not government's.

Another key step will be building the actual infrastructure Nigeria requires to thrive. One of the models increasingly adopted; and in respect of which we have borrowed laws and structures to create, is the Public-Private Partnership.

Privatization of erstwhile government-led services will also continue. These, whilst continuing to be the paths through which we can improve our infrastructure, will however not enable government to abandon its mandate; and it is this that makes the next aspect of the indicia - infrastructure - so crucial.

Whether we will create and defend institutions or not will turn the concrete decisions taken by us all to become microcosms of society. Will we succumb to graft, to escape inconvenience? Will we abide by impunity - because it is the Nigerian way? Will we, as we have in the past, abandon for the corrupt, the inept and

pitiable; the reins of our government?

In all these, there are lessons for those who represent the future generations. But in addition, they must remember that the future is in the power of change; and understand that we are by our Maker's design, captains of the enterprise of our existence, acknowledging responsibility for the Nigerian project, and acting, because we have already spoken too much, is the way to go.

KUNLE ELEBUTE

PARTNER & HEAD, ADVISORY SERVICES OF
KPMG PROFESSIONAL SERVICES LIMITED, NIGERIA.

While I was still studying at the University of Manchester, United Kingdom, I decided to embark on a career to become a chartered accountant as soon as I graduated in June, 1982. I did my National Youth Service Corps (NYSC) program at Coopers and Lybrand and after I finished serving, I spent a period of five years with the firm. I qualified as a chartered accountant in 1986 - four years after I graduated at the age of twenty four.

I joined Arthur Andersen in December 1988 where I was a manager in the enterprise group responsible for the small and medium sized local and international clients, providing a broad range of audit, tax and consultancy services. As the group

expanded, it was difficult to remain profitable and this led to my first major interaction with Dick Kramer. We held a number of sessions together to brainstorm on the strategic direction of the group. The result was a change of focus on larger clients in the manufacturing, construction and not-for-profit sectors.

In June 1994, I was transferred to the office in Johannesburg, South Africa. I spent ten months there and was admitted as a partner in Nigeria a year later. Between, 1995 and 2002, I was responsible for the financial services audit practice, and the privatization and emerging markets practice. Since our transition to KPMG, I have been responsible for the financial advisory (corporate finance & transaction services) practice, the forensic practice and currently, the advisory business in Nigeria. My career has, to date, been a working life focused on professional services: consulting, accounting, auditing and related projects that have influenced change in our economy.

One important value that I learned from Dick is that apart from your career, you should also commit to doing things that benefit the community. For him, one must never be too pre-occupied with career to the extent that one is unable to make significant contributions to society in areas that, on the surface, appear to be unrelated to one's career.

The very first time that I worked very closely with him was at Ikoyi Club (where he is a lifetime trustee). There was a major financial problem and there were concerns that it was not being run well and was in danger of becoming bankrupt. Members of the club went to report the situation to the trustees, who at that

time were Mr. Kramer, Mr Jibowu and Mr. Alaba Okupe. Based on the allegations from the members, the trustees set up a panel to investigate what was going on at the club. Mr. Kramer asked me and one of my colleagues, Joseph Tegbe, to work with him on the investigation. It was a pro-bono assignment.

For almost six months during weekends and after office hours, Joseph & I worked closely with Dick as we interviewed management, staff and members of the club, studied the operations of the organization, analyzed its policies and procedures and reviewed reports. We eventually came up with our findings which confirmed what the fear was: that the club's financial performance was in a deficit state and as such required major changes to the financial and management systems of the club.

We wrote and presented our report to the club members at the AGM and made recommendations that completely turned the financial and management systems of the club around. I believe that the processes we recommended are still in place at the club till today.

I have also been very active in the Nigerian Economic Summit Group (NESG) which Dick played a major role in establishing. I was part of the Infrastructure Policy Commission for many years and then I became the vice chairman of the technical committee, which is the committee that drives the agenda for the summit. I later became the chairman of the technical committee for three years and last year I was chairman of the organizing committee. Dick encouraged a lot of us to get involved in the NESG and

following his example, I have recruited a number of younger colleagues to be involved in the summit.

Much of all those experiences also inspired me to get involved in a number of other not-for-profit initiatives and organizations including the Society for Family Health, which is the largest health-care NGO in the country that attracts donor funding of over \$100 million per annum from USAID, DFID, Bill and Melinda Gates Foundation, Global Fund and other international donors. Most of the donor funds are used for programs to reduce the impact of malaria, HIV and maternal and child mortality in Nigeria. I have been a member of the board of SFH for over five years and currently serve as chairman of the board, audit and finance committee.

One other key lesson I have learnt from Dick is that hard work pays in the long term and that you have to 'develop your career as a marathon and not a sprint' which is a very common phrase of his. Dick is a very diligent and hard worker. I don't know anyone who works as hard as he does and always with a mission and a purpose in mind, to make a difference all the time, particularly in Nigeria - a country he is very fond of.

As a matter of utmost priority, Nigeria needs leadership that will inspire successful followership to happen - the type of leadership Dick exemplifies. This means leadership that showcases hard work, meritocracy, and very strong ethical values. The second priority for Nigeria is economic growth that creates employment. We have had economic growth in our last ten years but we still have massive unemployment. Lastly, Nigeria needs investment

in physical infrastructure such as roads, airports, ports and railways. This will create employment, reduce the cost of doing business in Nigeria and as such, make our economy globally competitive.

KUNLE OLUMIDE

RENOWNED DIPLOMAT

My family's Christian heritage and upbringing, coupled with attending missionary schools, including Igbobi College, Yaba, Lagos, at the formative stages of my life, laid the foundation for my intrinsic character which has endured. These influences which enabled me to imbibe the cherished core values of honesty, hard work, discipline, integrity and self-reliance, doubtlessly account for my modest achievements in life.

My contributions towards building Nigeria, may be divided into four broad areas which are foreign service, home service, organized private sector and social responsibility consciousness. During my fourteen year stint as a career diplomat, I played

roles in promoting the image and defending the integrity of the country, especially during and immediately after the Civil War years when I served in New York, Geneva, with double accreditation to Vienna, and Libreville, Gabon.

Although much of my work at that period was conference diplomacy, I was selected in 1974 for the sensitive assignment of opening the Nigerian Embassy in Gabon in the capacity of Charge d'Affairs ad interim as part of the normalization of relations with that country which had recognized Biafra. Following my voluntary withdrawal from the foreign service, I again served for fourteen years in the home service in the course of which I held key positions in some federal ministries, including employment, labor and productivity as permanent secretary, which represented the apogee of my public service career.

During the infamous era of issuance of import licenses to traders and industrialists in the 1980s, I was the secretary for commerce/administrative officer Grade Level 17 on personal merit and was involved in the exercise, but I remained above board and never tainted my name despite the obvious temptations associated with the process.

The lesson here for future generations is that whatever the allure of filthy money is, a career civil servant can maintain a high standard of probity and still live a comfortable life at retirement. It must be understood ab initio that a civil servant cannot be a multimillionaire unless he changes his job.

As permanent secretary of the supervising ministry, I played a significant role in the activities of the National Directorate of Employment (NDE) in its embryonic stages. With the advantage of hindsight, it would have been more cost-effective to use the huge amounts involved in running the scheme as incentives to the private sector to grow its businesses and thus be enabled to employ more people than the NDE could ever dream of achieving.

At the international level, I was among the very few Africans ever to serve as the chairman of the employment committee of the International Labour Organisation (ILO) in 1990-91. This post is a non-transferable one with a three-year tenure that I had to vacate as a sequel to my voluntary retirement from the public service.

After my voluntary retirement, I was appointed the first director-general/CEO of the Lagos Chamber of Commerce & Industry (LCCI) where I served for fourteen years during which I made modest contributions in enhancing the organisation's profile in its traditional role of promoting the interests of its members and the business community through public policy advocacy, creation and facilitation of commercial and industrial opportunities and the observance of the highest standards of business ethics.

Apropos lessons learnt, I believe that my success at the LCCI illustrates the synergy and cross-pollination that could be achieved for the benefit of the economy and the country as a whole, when technocrats from the top tiers of the public service

are encouraged to move into the private sector and vice versa, as practiced by some developed countries.

Although I met Dick Kramer while in the public service, it was during my period in the Lagos Chamber that I got to know him very well through my participation at the various Nigerian Economic Summits and the Vision 2010 Committee where he played larger than life roles. Dealing with him at close quarters, I admired his mastery of almost all subjects, lucid articulation of ideas, penchant for planning and paying attention to details, hard work, integrity, affability and above all humility despite his age. I have tried to imbibe at least some of these sterling qualities.

It is in my current capacity as consultant to the American Business Council (ABC) of which he is president that I have worked closest with him. Dick was the pivot of the brainstorming sessions that defined the role and activities of ABC at inception as a business association/think tank, promoting commerce and investments between Nigeria and the US.

Under the general guidance of the board of directors chaired by him, we have made perceptible impact in our advocacy role with the Nigerian government in the selected areas of power, infrastructures (including the ports), finance and intellectual property rights.

With regard to social responsibility/consciousness, I am the chairman of the African Cancer Centre, Lagos which is envisioned to be a world class comprehensive centre for cancer

treatment, research and training that will serve Nigeria, and other African countries. I also serve on the board of trustees of a newly registered NGO, New Generation Change Education Foundation (NGCEF) which is committed to the national rebirth of our core values and morals - honesty, integrity, discipline, religious tolerance, patriotism, etc.

Mine has been a work life much dedicated to serving Nigeria and it has been a pleasure seeing Dick, an American, live much of his to ensure Nigeria actualizes her potential. I hope that in our lifetimes, we can see the results of our efforts. In my opinion, for this to be the case, Nigeria's key priorities should be power, security and corruption.

In respect to power, reforms by the current government have led to some welcome changes in the sector, but actual generation of power is under 4,000mw while transmission capacity is inadequate. The next step or solution is for government to fast-track the implementation of the gas to power strategy and the passage of the Petroleum Industry Bill (PIB), the non-passage of which accounts for the delay in new investments to develop gas fields and produce adequate gas for the power plants.

Security is another priority as parts of the country appear to be sliding into anarchy. Apart from the Boko Haram insurgency, the Jos crisis, epidemic of kidnappings, miscellaneous communal/religious violence, oil theft, sea piracy and so on are creating a spectre of instability and chaos which needs to be reversed urgently.

The next step or solution is for government to tackle these intractable problems decisively as security issues, particularly the Boko Haram insurgency, and then take parallel action to ameliorate the socio-economic conditions that contributed to the alarming state of affairs in the first instance.

The third priority is the hydra-headed evil of corruption, as no country can develop on the basis of corruption, which has become intractable in Nigeria because suspects are not effectively tried and punished to act as deterrence. There is need for the reform of the judiciary, law enforcement agencies and the public service while leadership by example should be enthroned at all levels of public/private governance.

CHAPTER 5

L – R

LADI JADESIMI

FOUNDING PARTNER,
ARTHUR ANDERSEN NIGERIA

From as early as I can remember, my position and disposition have always been that in order to achieve optimal results, one should start by making an assessment of the strengths, talents and best attributes of others in the group. I believe this stood me in good stead, as much through school and college days as throughout my career whenever I found myself in a position of leadership.

The saying that a tree cannot make a forest is most apt in this context because, in a sense, a leader is only as successful as the quality of the team he has built and the inspiration he evinces. I enjoyed a successful year as Head Boy of my school in England

and leader of the undergraduate students in Oxford College in my final year, largely because of my approach to leadership.

After the completion of my professional training as a chartered accountant with the then Cooper Brothers, later Coopers and Lybrand, and now PriceWaterhouse Coopers, I moved to strike out on my own because I relished the prospects of the opportunity to demonstrate creativity and leadership.

A key achievement and experience of my life however, was my role as the founding partner of Arthur Andersen in Nigeria, in September 1978. The firm was perhaps the largest of the 'Big Eight' accounting firms in the world and just about the only one that had not established a presence in the country. Dick Kramer, who at the time was already a senior partner in the firm arrived in Nigeria, as country managing partner, and we both opened shop at 74B Adetokunbo Ademola Street, in Victoria Island, Lagos.

Even though I had trained with Coopers in London and had a stint with another international accounting firm, Laventhol & Horwarth in Toronto, Canada, Arthur Andersen was, in my view, the real gold standard - the first among equals. The rigor of the students' training program and the one firm regime, made for exceptionally uniformly high standards, firm wide. Dick was a study in total commitment, boundless energy and relentless hard work. Not many people know this, but both Dick and Wanda - his wife, clearly at great inconvenience to themselves, lived above the shop for years, under very spartan circumstances, with very little regard for their own privacy!

Dick was truly an inspired choice to head the entry of Arthur Andersen into Nigeria.

I believe we worked very well together and in those early years, sharpened our pencils and did all the work ourselves, starting with an investigation of Studio Press, I think. Almost from day one, the success of Arthur Andersen in Nigeria was guaranteed, given Dick's leadership and the measured and deliberate business development module that was adopted. Messrs Munis and Bawa, were the first two qualified staff to join us - incidentally having trained with Coopers and Lybrand, perhaps the best firm in Nigeria at the time, before being swiftly and totally eclipsed by Arthur Andersen.

Those were very important years. Perhaps what I am proudest of is the opportunity I have had to demonstrate that hard work and honesty really are the best policies to live by, even in Nigeria. Arthur Andersen, without compromising its core values, has been a resounding success in Nigeria. There can be no greater testimony to this than the fact that the original firm smoothly metamorphosed to KPMG when the opportunity came calling. The firm was the last to come to Nigeria and now, in its new guise, is clearly the leader of the pack by quite some distance.

Over the years, I have learnt a few critical things capable of guiding future successes. Those lessons include the importance of:

1. Structured hard work.
2. Delayed gratification or continuous investment/

reinvestment in the future.

3. Absolute integrity.
4. Adoption of world best practices.
5. Consistence in upholding principles.

In addition to these, I will say to those coming behind my generation to always bear in mind that we learn each day and experience is the best teacher. Also, it is critical to always put one's best into all of one's endeavors and make the most of all the opportunities that come one's way.

And as Nigeria continues to strive for mature nationhood, the following should be our three priorities: (i) First and foremost we need to build/strengthen our institutions such that over time, they will become independent, professional and utterly consistent. (ii) We need to evolve and entrench a culture of accountability. This means, for example, that elections must count and be reflective of the choice of the people. This matters a great deal because one of the biggest handicaps to sustainable macro-economic programs is not a lack of well-articulated development plans over the decades, but the fact that all these plans are honoured more in the breach or complete disregard than in observance.

Those manipulating the levers of power and fully in charge of the nation's resources, at all levels of government, feel no obligation whatsoever towards the electorate; secure in the knowledge that the people have little means of bringing them to account, least

of all when the corrupt electoral cycle comes round. (iii) Third but by no means last, is the issue of corruption. In my view, one of the most effective ways to address this issue is by investing in quality education. Nigeria had an excellent educational system at independence, including a robust program of trade schools and technical colleges. The University of Ibadan, for example, was a college of London University, issuing London University degrees. Lagos and Ibadan University Teaching Hospitals were world class hospitals and so on.

For a variety of reasons, virtually all schools and colleges throughout Nigeria are not even remotely shadows of their glorious past. As a matter of the utmost urgency, we must retrieve the situation because human capital is clearly the most valuable resource by far. A productive, educated and aware populace is a powerful antidote for corruption.

With these priorities in mind, our next steps as a country should include devoting a sizeable percentage of the annual budget to education, especially technical education and vocational training institutions. Without adequate skilled labour, there cannot be any meaningful sustainable socio-economic development.

Another key area is the health sector, particularly primary health care, so as to drastically diminish relatively easily preventable diseases. The real economic cost of the current lamentable state of this sector is clearly unsustainable; not least because only a healthy workforce can be productive.

MANUEL R. GUILLERMO

CO-FOUNDER AND PRESIDENT,
KSEARCH ASIA CONSULTING INC.

I rose through the ranks, literally. At twenty two years of age and bored with the bookkeeping nature of my work in a commercial finance company, I mustered enough courage to approach our Harvard-educated company president one afternoon and with knees shaking I uttered: “Sir, I could add greater value to the company if given higher responsibilities.” He was dumbfounded, unable to respond other than to nod his head and say: “I’ll think about it, Manny”

Three months later, the president asked me to supervise our fledgling credit card unit. That was in 1962 when the only franchised international credit card available in town was the

Diners Club. I was later on given a quick succession of leadership roles that primed me up to be, at age twenty, the manager of our company's first franchise operation in Davao, Mindanao; later to be assigned, at age twenty six, as general manager of our international joint venture in Thailand.

That fateful afternoon when I dared approach my company president was to be the first turning point in my career. The rest would be a history of turning points in various stages of my professional life - all triggered by an initiative. Others would refer to it as the will to create one's future. Thus, having a high initiative level would rank highest in my advice to future generations. In perspective, the world, for that matter, has been shaped and continues to be shaped by people who took initiatives.

My professional career went on to be one full of learning and interesting experiences. I was vice president for marketing and administration of Sterling (Philippines) Airways, Inc. (1975 to 1978), an affiliate of Sterling Airways, Denmark and then the consulting partner of Andersen Consulting (AC) Philippines from 1978 to 1988 before I was seconded to Andersen Consulting Nigeria where I worked till 1994.

At AC Philippines, I served as financial management and institutional development consultant and project manager for World Bank and Asian Development Bank funded projects, covering a wide range of infrastructure development projects in such countries as Indonesia, Malaysia, Thailand, Myanmar and Bangladesh. At AC Nigeria, I led the start-up of the

change management services practice and helped develop its professional management education practice.

Presently, I am the President of KSearch Asia Consulting Inc., a firm I co-founded. KSearch is an executive search firm which has, since 1999, supported the senior executive and managerial requirements of mostly multinational companies operating in the Philippines. A pace-setter in supporting the leadership roles in the country's dynamic outsourcing industry, KSearch's corporate social responsibility programs have revolved around promoting the proficiency in the English language among the under-privileged Filipino youth.

But perhaps the best thing that ever happened in my professional career was to be seconded by SGV&Co. / Andersen Consulting Philippines to the Arthur Andersen/Andersen Consulting Nigeria under the overall leadership of Mr. Richard L. Kramer simply called Dick by all of us who know him. Of the over twenty five years of working abroad as an expatriate, the last seven - easily the most professionally fulfilling - was with Andersen Consulting, Nigeria.

Having worked altogether in vastly different cultural settings, I had encountered challenges that tested my resolve where I gained invaluable lessons in the process. Some of these have called for initiative, courage and a healthy dosage of ambition; personal and professional convictions and sticking to one's moral principles; sensitivity and adaptability to work with distinctly different cultures and languages; avoiding becoming a captive to one's previous experiences while being open to embrace

change and flourish from the change; being consistently firm and unflinching in times of crisis; learning and knowing more -- or perishing!

During my time in Nigeria, Dotun Sulaiman headed the Andersen Consulting Division and he was just as passionate as Dick in upholding the highest professional standards with our clients and our people. Dick didn't suffer fools, so to speak. He expected much from those who worked with him. Consequently, I started to expect much from others as well. 'Think straight, talk straight' were no mere by-words or slogan. Dick personified these and expected no less from his partners and everyone else in the firm. I must have coped eventually, being both inspired and challenged. I was also very impressed with my bright, greatly focused and high-performing colleagues among the Nigerian partners and staff.

Thanks to Dick, I was introduced to the inner circles of the Harvard Business School Alumni Association of Nigeria (HBSAN) where I found myself quickly initiating or being in the middle of its various leadership-oriented programs and social activities. Dick was always its dynamo who would be relentless in inspiring HBSAN to take some leadership in Nigeria's crucial nation-building imperative at the time.

Dick's passion for excellence was surpassed only by his love for Nigerians and Nigeria as a whole. The periodic economic summits he initiated in the 1990s -- in collaboration with captains of the Nigerian industries, working in close consultation with government leaders must have provided a blueprint for what

Nigeria was to become later on. It could be that those initiatives were ahead of their time, but as it turned out, they would set the foundation for thought leadership and positive actions toward nation-building in what is now becoming an economic power house in the African continent.

In 1990, I wrote an article for a business daily in Lagos where I cited three underlying issues that gave rise to what was then a serious manpower gap in the private sector. They were:

- basic education was not tailored to meet the requirements of business organizations;
- since improving the education system was a long term process, business organizations must fill in the qualification gaps through corporate training;
- the overriding challenge to the country was to develop a competitive workforce.

Certainly, solutions to these would require coordinated involvement of government, businessmen and educators; requiring a range of bold, decisive and far-reaching approaches.

With the unabated advances in technology enabling unhindered globalized transactions of transnational companies, it would make sense, I think, for Nigeria to develop a globally competitive workforce. The country's abundant college graduates can be tapped to participate in the huge outsourcing market estimated by McKinsey & Co. four years ago as having an addressable market of US\$450 billion. The firm estimates that the \$450 billion

represents only 11% of all service jobs in the entire world that can be outsourced to foreign countries. India has already captured roughly 10% of that market.

MANSUR AHMED

GROUP EXECUTIVE DIRECTOR,
STAKEHOLDER RELATIONS
AND CORPORATE COMMUNICATIONS,
DANGOTE INDUSTRIES LIMITED

In 1984, I joined the New Nigeria Development Company (NNDC) as the divisional executive director and in 1985, the NNDC invited Arthur Andersen to provide management consultancy services to support a bold initiative for corporate development and institutional strengthening, with the goal of transforming the organization into a 'world class' development finance institution. That was the beginning of my thirty year relationship with Dick Kramer, which has contributed significantly to my personal and professional development.

I left the NNDC in 1988, to take up a challenging position at the Nigerian National Petroleum Corporation (NNPC), as the

managing director of the Kaduna Refinery and Petrochemicals Company. Just a year earlier, the NNPC had embarked on a major strategic transformation initiative aimed at turning the corporation into a fully commercialized and performance-driven organization. And for me, it was a happy coincidence that Arthur Andersen (AA) had been engaged to support and facilitate the Transformation Project. It was an opportunity to renew my relationship with Dick Kramer and resume the process of learning and self-development under the guidance of this consummate mentor.

In 1992, following the exit of the AA team, many of us among the management team tried to continue the transformation effort. Sadly, the socio-political environment in which NNPC continued to operate, was not conducive for a successful transformation of the corporation into a more commercialized and competitive organization. Public sector ownership and oversight made transparent commercial operation and performance-driven management practices, virtually impossible.

The effort to transform the NNPC into a world class oil and gas company ultimately fizzled out. In the meantime, Dick had turned his attention to the broader Nigerian economy. He had begun to cast his sight on the role of the private sector in the economic development process. In collaboration with many of his eminent friends and corporate leaders, he had begun to articulate the strategy by which the private sector could interact with and assist the government to re-direct the economic management process towards – modernization and growth.

This led to the creation of the Nigerian Economic Summit Group (NESG) in the early 1990s. In 1993, the NESG, in partnership with the Federal Government, convened the first Nigerian Economic Summit (NES) – a high level forum for private-public national dialogue on the future of the Nigerian economy. I was privileged to be invited to participate in the work of the organizing committee of the summit. Thus, once more, regaining the opportunity to work with Dick and benefit from his mentorship.

The annual summit, which the NESG introduced and anchored, became the flagship forum for dialogue and debate between public and private sector leaders in the Nigerian economy. Dick Kramer became a leading advocate of the summit process.

Dick and his colleagues embarked on a robust advocacy for the introduction of necessary changes in public policies and economic management strategies that would facilitate the attainment of the NESG objectives. Key among which are the opening up of the economy to global competition and trade; the reform of the government and public institutions that will support transparent governance processes; the eradication of corruption and entrenchment of open and effective public administration, and the diversification of the economy through efficient and competitive resource allocation.

One of the key policy reforms strongly advocated by the NESG was the privatization of government-owned commercial enterprises including several NNPC subsidiary companies. Many of these enterprises had been operating in a most inefficient and unprofitable manner due to the constraints imposed by

public ownership, political meddling and endemic corruption. Encouraged by the NESG efforts, I became an advocate of privatization of the NNPC refineries.

Sadly, the socio-political environment was yet to respond fully to the NESG advocacy. The corporation and its strong grip on Nigeria's oil and gas industry has become the epicenter of rent-chasing and corruption. Every effort at reform and privatization was frustrated by the powerful cabal of rent-chasing and highly connected individuals. The situation became even worse following the restoration of democracy and the reform of partisan politics in 1999.

In August 2003, I retired from the corporation and by some wonderful coincidence, the NESG Board was looking for someone to replace Professor Anya O. Anya who was then about to retire from the position of director general and chief executive. So when Mallam Mohammed Hayatu-deen - then chairman of the NESG Board - approached me on the matter, I had no hesitation in accepting and with this came the opportunity to work with Dick over the following five years.

The topsy-turvy of Nigerian politics and the chronic weakness of public institutions made progress difficult and slow with frustrating reversals and back-tracking. None the less, the strong commitment of the NESG Board and the support of many of its members within the organized private sector enabled the group to sustain and indeed deepen the advocacy effort.

In 2004, the NES10 urged the Federal Government to adopt the emerging concept of Public Private Partnership (PPP) as a vehicle for partnering with the private sector in the provision of economic infrastructure services. This eventually led to the enactment of the 'Infrastructure Concession Regulatory Commission' (ICRC) Act (2005) by the Obasanjo administration and the establishment of the commission by the Yar'Adua administration in 2008.

The Yar'Adua Government, recognizing NESG's role in promoting the PPP policy, invited Chief Ernest Shonekan (one of the prime movers of the NESG) and I, to lead the new commission, as pioneer chairman and director-general, respectively. Dick Kramer naturally continued the role of chief mentor for me and a great sounding board for the ICRC.

Under Chief Shonekan's eminent guidance and direction, we had a great opportunity to establish a really professionally-oriented and best-practices-driven institution. Dick Kramer's valuable insights and constant admonishing not to try and reinvent the wheel but to always seek to adopt best practices helped to guide our progress. Our mentoring sessions were most often held in the course of a leisurely lunch in the quiet and convivial environment of the American guest house in Ikoyi and always at Dick's expense.

In November 2012, the tenure of the pioneer board ended and I decided not to renew my tenure as director-general. I felt that my mission had been accomplished. Six months later I returned to the private sector taking up a new appointment with the Dangote Group as executive director. The Dangote Group, in

my view, not only symbolizes the significant progress Nigeria has made in the direction Dick and the NESG have advocated, but it also points to the future of the Nigerian economy- the Nigerian economy that Dick Kramer has so tirelessly worked to promote over the past three decades.

As I look towards that future, however, I feel rather disturbed by the huge challenges our country is presently facing. The overwhelming poverty in some parts of our country, the widening circle of conflict and breakdown of social cohesion, the huge infrastructure deficit, the deplorable state of public education, the chronic mal-governance and the endemic corruption in our society; are combining to cast a dark shadow over the horizon. But somehow, I believe we will surmount these challenges and attain the Nigeria of our dream- of Dick Kramer's dream. Dick once said that, "Nigeria is like a super tanker, it would require a huge effort to turn it around, but once it begins to turn, there is no stopping it!"

It is my submission, that we must first focus on addressing the most critical of our challenges, and for me, solving the challenges of poor governance, the enormous infrastructure deficit and the appalling state of public education, are the three things that will get this super tanker to turn around.

MICHAEL OMOLAYOLE

FOUNDER,
OMOLAYOLE & ASSOCIATES

I consider my main role in life to be human capacity building. I have engaged in this, firstly as a student /learner all through my life and secondly as a teacher, adviser, promoter, mentor and advocate of human capacity building. I will be glad to be referred to as a perpetual student of human capacity building and a human capacity builder-in-chief!

I always feel highly fulfilled when I see what a lot of my former students, protégés and mentees have become in life. At work, no less than twenty of my former subordinates, colleagues and students attained the status of chief executive officers in organizations and institutions - big and small.

I have also helped to select dozens of top executives. I founded a management consultancy company thirty years ago which has carried out human capacity building assignments for The World Bank, African Union, International Labour Organisation (ILO), The Kenyan Government, The Lesotho Government, The Ugandan Government, CIGAR/ITTA and a French tobacco company in Paris.

As a student, I believe 'We learn everyday' i.e. 'Learning is coterminous with living', I take that cliché most seriously. I was lucky to be connected with some of the most prestigious universities in the world, namely: Universities of London, Ibadan, Oxford and Harvard Business School, in chronological order.

My Link with Dick Kramer started with Harvard Business School (HBS), Soldiers Field Boston, Massachusetts, USA. Dick, an alumnus of HBS, organised the first meeting of Harvard Business School Association of Nigeria. I was invited to join as a member of the 65th Advanced Management Programme (AMP) of Harvard Business School. Dick Kramer was the moving spirit behind the formation of the association in Nigeria. At some point, he was its president - a position I later held in the same activist mould as Dick.

We organised the pre-budget and post-budget seminars for the general public. Working closely with Dick was a delight. In the process of close collaboration, he came to appreciate my expertise and passion for human capacity building. His firm, Arthur Andersen, in 1987 recommended me for an assignment

involving human capacity building at the International Institute for Tropical Agriculture, IITA, Ibadan. The assignment took a year and was performed to the satisfaction and admiration of the clients and Dick.

Dick was also deeply involved in the formation of the Nigerian Economic Summit Group. I featured fairly prominently in the first three series. The group also had a hand in the organization of the Vision 2010 assignment which lasted almost a year. I was an active participant and chaired one of the sub-committees. Dick and his office were firmly behind the planning and organisation of the conference procedural meetings. For the first time, I started appreciating the intelligence and worthiness of two members of his staff namely, Dotun Sulaiman and Ifueko Omoigui a.k.a. Omo Medium.

Three lessons stood out for me during my intimate interactions with Dick:

- An effective leader must recruit extremely intelligent subordinates, must train them well, and give them encouragement to perform. Simply put, an impeccable, comprehensive, progressive and high flying management trainee system is one of the keys to running an effective, efficient and result-oriented organisation.
- Diligent planning based on facts and accurate statistics must precede any operation that aims at resounding success. The place of strategic planning in the system cannot be over emphasised.

- Team work that is characterized by good team spirit, hard work, discipline and persistence will always lead to good execution of assignments, and successful implementation of plans. It must be remembered that, 'the doer is the hero.'

Undoubtedly, these are lessons we can do with at all levels in Nigeria both within the private and public sectors, if we are to have a changed country. But I will say that Nigeria's priorities should be electricity, electricity and electricity! That's putting it as humorously as I can. However, in addition to electricity, are issues concerning ethical values, integrity and financial prudence, which come into the second category. The third category concerns education, i.e. improving facilities and standards of quality; paying more attention to technical and vocational studies; and general commitment by providers, teachers and students.

Nigeria must, in the light of these, work hard on: lowering the cost of governance; maintaining territorial integrity and security; diversifying the economy beyond oil and gas, prospecting for talents for the work place, and developing those talents to the highest levels.

Some of the multinational companies that were in the forefront in the 1970s, 1980s and 1990s have abandoned the subject matter of human capacity building to the highest level. Whereas all the big multinational manufacturing companies once had Nigerians as CEO's, there are no more than three of these today. As I am writing this, the CEO's of WAPCO, Cadbury, Unilever, PZ,

Nigerian Breweries and Nestle are expatriates. The CEOs of CFAO, SCOA and Total all French Companies (some of them over 90 years old in Nigeria) have been expatriates since their inception. This attitude shows complete lack of faith in the Nigerian human enterprise.

We must also work hard at developing and maintaining infrastructure. It is obvious that in this area, the future belongs to the Public-Private Participation (PPP). The Civil Society Organisations in Nigeria also need to be more active in a prolonged fashion, not just as a flash in the pan. Persistence should be the name of the game until a tangible result is achieved. The culture of peaceful protest should be cultivated. As Edmund Burke said, "Nobody makes a greater mistake than he who did nothing, just because he could only do a little"

Young people are key in actualizing these. It is critical they realize that much of what one gets out of life depends on what one has put in. They should have faith and hope. 'The glass should be half-full and not half-empty.' Positive thinking beats negative thinking any day. Optimism is a virtue, pessimism is a vice. Dependability outclasses lack of seriousness. Youths should make their words their bond.

Let me end this piece by quoting Theodore Roosevelt, a former president of United State of America, "Far and away the best prize that life offers is the chance to work hard at work worth doing"

MO ABUDU

CEO, EBONYLIFE TV

It is indeed a humbling privilege for me to contribute this piece as one of those considered to be nation builders alongside many leading lights of our time, including Dick himself, who has spent the better part of his ever glowing and illustrious life as an architect of change, a master builder of people and institutions and a protagonist of partnership for growth and development.

I have been living in Nigeria for twenty two years, a period within which I worked in the corporate world as an executive in ExxonMobil for nearly a decade before I went on to set up Vic Lawrence & Associates (VLA), Nigeria's leading outsourcing company whose unique selling proposition is, 'Building people,

building organizations and building the future.’ Our work at VLA has been fundamental in terms of capacity building as well as developing a workforce that is crucial to building the nation’s economy.

During this time also, I became the promoter behind Protea, Oakwood Park, the unique, purpose-built, training and conference hotel located in the beautifully serene, yet busy, Lekki Peninsula axis of Lagos. The Protea Hotel, Oakwood Park, plays a special role in terms of being the first of its kind in hospitality, training and conferencing solutions.

After this, I set up my own TV talk show called, ‘Moments with Mo’, which is now renowned as Africa’s first and only syndicated daily talk show. ‘Moments with Mo’ is a unique platform for engagement; helping to project a new, stronger, more independent and confident Africa that speaks for itself, celebrates its people and achievements, and solves its own problems.

Subsequently, I became the first woman in Africa to own a TV channel, EbonyLife TV, according to Forbes. At EbonyLife TV, we are positioned to be the platform for showcasing the continent’s most inspiring content that truly represents people of colour all over the world; telling compelling and human stories with an African attitude, heart, understanding and compassion.

Dick became my mentor around the year 1999. I had regular monthly sessions with him as his mentee. He was always very giving of his time and of himself. A session with him lasted for

two hours or more sometimes and there were periods when I had emergency meetings that ate into his personal time.

It was Dick who introduced me to the Protea Hotel Group. Since then, he has become a very influential figure in my life and in everything I have done. He offered valuable advice that proved very helpful in setting up 'Moments with Mo', as well as EbonyLife TV. Dick is sincere, authentic and down-to-earth. He is able to distinguish between what is realistic and what is simply a pie in the sky.

One of the lessons I have learnt from him is the ability to create value. Another lesson is the ability to clone myself in many other areas to create even greater value. I also learnt from him the importance of building a business with regular income streams, as well as the significance of what he called an annuity income. He also taught me the noble value of giving back.

These are lessons we need not just as individuals but collectively as a people. They ought to become 'cultural' for us in Nigeria if we want to see the type of changes we desire for the country. Dick has always advocated these values due to his passion to see Nigeria realize her potential. It is a passion today's leaders at various levels should share with him and it is important to transfer the same to our future leaders.

Besides these, we also need to focus on economic, social and institutional objectives. Economically, Nigeria needs to evolve into a diversified and globally competitive nation with reduced dependence on petroleum, focusing on sectors like

manufacturing, agriculture and entrepreneurship.

Socially, we need to build a peaceful, just and united society where everyone has a true sense of ownership, patriotism and national identity – where power, healthcare and education work and where security and other infrastructures are not a mirage. Thirdly, we must fix the institutional aspects such that we have a society where the rights of the citizenry are respected, one that encourages good governance, promotes true democracy and allows the people to freely choose their leaders in free and fair elections.

These are the priorities that I believe will help restore Nigeria on the path of sustained and rapid socio-economic development. They are priorities that require us to resolve our security issues, fix the power sector, create an enabling environment for sustainable economic growth, and lastly, work towards promoting national unity so that Nigerians, of all ethnic, religious, political or economic status, can be one.

MOHAMMED HAYATU-DEEN

FOUNDER, ALPINE INVESTMENT SERVICES

It is more difficult to talk about yourself than have someone talk about you because of the risk of self-indulgence. Raised by a family of educationists, my formative years were shaped by good old-fashioned family values of industry, hard work, honesty, faith; love of family, community and country. Strong grounding in English language and mathematics provided much of the fuel for my academic journey.

The demands and rigors of a tough boarding school instilled a good measure of discipline and focus; while the sheer diversity of the student body and faculty gave me an early peep into the rich mosaic of my country and crystallized my impressions

about its greatness and the continuing challenges along its path to fulfilling its potential.

The university years were times of high rhetoric based on a global contest of ideas between communism and capitalism. Graduating as an economist in 1976, I had a foggy vision about which social and economic philosophy would work best for my country. I found the answer in the New Nigeria Development Company (NNDC) - which was then Nigeria's single largest diversified holding company sitting on a portfolio of one hundred and forty companies - where I rose to become the group chief executive at the age of thirty.

It was quite evident upon taking the mantle of office that I needed to chart a new path for the group in the fast changing and complex world of the mid-1980s. So we turned to Arthur Andersen for help in steering this behemoth in a new direction; thus marking the beginning of an enduring mutually beneficial professional and personal relationship with Dick Kramer.

Working together over a twenty four month period, we developed and started implementing a maiden and bold strategic planning exercise, which was aimed at repositioning NNDC to become more commercially oriented, more muscular and efficient, more dynamic, innovative and globally competitive.

Dick's influence was deep and profound - challenging existing assumptions and taxing the collective imagination of our management, relative to what works and what does not work in the real world; what it means to sacrifice for a better tomorrow,

and pursuing the higher ideals of working for the national interest rather than vested interests – just to tick off a few of the many dictums so translucently and relentlessly preached by Dick in all of my thirty years of interaction with him.

In 1990 when the Federal Government hired me as a turnaround manager for the Federal Savings Bank (FSB), Dick placed the resources of Arthur Andersen at our disposal. The fact that the turnaround and transformation of FSB into a shining success story, was universally acclaimed as the best example of public enterprise change management in the annals of Nigerian history, and must in part be due to the excellent mentoring, help and facilitation bestowed by Dick and his team.

Perhaps even more remarkable and enduring is the work that I and many others did with Dick in the Nigerian Economic Summit Group (NESG) and the Vision 2010 project. The NESG was all about creating the right conditions for fostering sustainable long term economic development in Nigeria, by nurturing partnerships across a large spectrum of the nation's stakeholders; Vision 2010 is the companion piece focused on taking Nigeria to a much better place by embracing a culture of long term planning.

While Vision 2010 is still work in progress, the NESG has been a remarkable success. In all of this, Dick has been the instigator, propagator and cheerleader-in-chief of these brilliant and laudable national programs. I therefore make bold to say that without Dick, perhaps there would have been no NESG and no Vision 2010. Such is the crusading zeal, enormous sacrifice and

power of ideas exhibited by the man. His rich and pervasive influence on the psyche of so many is such that it would be totally appropriate to refer to him as, 'Mr. Nigeria.'

As one of the founding partners of African Capital Alliance, I vividly remember how Dick conceived the project based on a very simple premise - that as leaders of the NESG, our case for asking others to invest in our country can find greater expression and strength if we ourselves lead the way by 'putting our money where our mouth is.' These simple but powerful words have since found full illumination in one of Africa's leading private equity firms - thanks in large part to the untiring efforts of this imaginative and unyielding work horse.

There are many lessons to be drawn from my own journey - a part of which I am proud to have shared with Dick. I was trained all through with public funds in public schools and I owe whatever I am today to those early beginnings. Millions of children today cannot write a similar story. Formative years are crucial and the nation must invest heavily in its children's education, health and nutrition.

Secondly, an agent of change can become a victim of change. For daring to introduce bold change at NNDC, I was denied a second term in office by status quo forces. Therefore, it is important to know how to manage change while adhering to core principles. Thirdly, building talent and putting it to work in a highly energetic and motivated team environment is crucial to success. Fourthly, you often times fall down but don't be deterred, for in standing up and running again, you become a better person.

Also, keep in mind that nothing good and enduring can be achieved through quick fixes but by sheer dint of hard work, long term planning and sacrifice. Keep in sharp perspective that a tree does not make a forest and therefore build networks and alliances – they are one of the golden keys to success. Equally profound is the recognition that the bar for leadership is set high and very few are able to meet the test but be true to yourself in striving to meet that bar. Finally, you draw a great deal of strength, character and happiness in the effusive love of family.

As I reflect on my life, I take satisfaction in some modest accomplishments. I have handled two very difficult turnaround management assignments with skill and success. Building a large talent pool of managers and leaders who continue to make decisive difference to the financial services industry and the country bears reckoning.

We took banking to new frontiers of cutting edge technology, innovation in product design and delivery; and altered the landscape of customer service and corporate branding. Because of my work and that of many business leaders over the last twenty years, we have had a huge catalytic effect on changing the face and character of the Nigerian economy. Finally, my wife and I take enormous pride in raising five beautiful children who are training hard to become global citizens and future leaders.

Nigeria has come a long way. Its macro-economic fundamentals are strong and global capital is shining over the country. However, significant work lies ahead. The political class has sowed deep divisions in the country along some structural fault

lines. We need strong, responsible and patriotic leaders who will heal these deep wounds by governing the country well in accordance with the Rule of Law and delivering high quality of life for citizens.

Secondly, we urgently need a Marshal Plan for building a world-class physical and social infrastructure as the bedrock for creating a leading and globally competitive economy. Finally, we need to invest heavily in the future of our children by creating a world-class education sector. This is critical in developing the type of manpower required for nation building.

***Mohammed Hayatu-deen is an Officer of the Order of the Niger (OON)**

NIKE AKANDE

FORMER MINISTER OF INDUSTRY,
FEDERAL REPUBLIC OF NIGERIA

I consider the chances I have had to work in the private and public sectors of Nigeria as special privileges. Serving as Nigeria's minister of industry provided me with the opportunity to give industrial policy formulation and implementation a new direction, so as to accelerate the industrialization process of the country. It also allowed me to prompt the growth and effectiveness of the Industrial Development Centres (IDCs) across the country. The major beneficiaries of this scheme were the small scale industries.

I was able to pay special attention to standardization and quality assurance issues to protect the economy from the ravaging

effects of substandard products; initiated policies to strengthen some critical sectors including the automotive industries, cement industries, pulp and paper industries and sugar industries; and led government delegations to bilateral and multilateral discussions both within and outside the country to enlist support and create new opportunities for investors in the industrial sector to increase foreign investment and capital inflows.

In line with my commitment and passion for private sector development, I played (and still play) active roles in the major business associations and advocacy groups in the country for over three decades. These roles include being vice-president of the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture NACCIMA; president, Lagos Chamber of Commerce and Industry LCCI; director of PZ Cussons Foundation; board member, Bank Directors Association of Nigeria (BDAN); A director of Union Bank of Nigeria Plc; member of the Vision 2010 and Vision 2020 of the Federal Republic of Nigeria; president of the National Association of Nigerian Women in Business (Lagos Chapter) and the first female president of Harvard Business School Association of Nigeria (2010 to 2012).

In broad terms, via these roles, I have been able to contribute to: solving problems and removing bottlenecks to Nigeria's industrial development and supporting key operators in overcoming challenges facing them; promoting good political, economic and corporate governance; bringing into focus, gender issues in Nigeria's growth and development and supporting

entrepreneurial development in various sectors of the Nigerian economy.

I had the privilege of interacting and engaging with Dick Kramer on a number of platforms and I truly treasure the outcomes of those interactions. The major platforms were the Vision 2010 Committee; the Nigerian Economic Summit Group; the Harvard Business School Association and Union Bank of Nigeria Plc.

Dick made a great impression on me by his intellectual disposition, comprehension of business and economic issues, strategic outlook, commitment, hard work and his passion for the progress of the Nigerian economy. Indeed, some of us characterize him as 'Mr. Strategic'. He exemplified excellence and appetite for results. Those interactions deepened my knowledge of economic policy issues, business environment variables and general outlook of domestic and global economies.

At the Harvard Business School Association, my relationship with him was that of a mentor and mentee. On my admission into the Harvard Business School, Dick got Dotun Sulaiman to give me a comprehensive briefing on the curriculum and outlook of the school. This singular action helped me to optimize my stay at Harvard. Dick may not remember because it is a long time ago but I will forever be grateful to him and Dotun Sulaiman. I must place on record the invaluable support I got from Dick during my tenure as the first female president of the Harvard Business School Association of Nigeria.

It was through Dick's goodwill and recommendation that I became a director at Union Bank. When the CBN intervened in the banks that were affected by the 2009 financial crisis, African Capital Alliance (ACA) - a company headed by Dick Kramer - won the bid to restructure Union Bank.

We were also both members of Vision 2010 Committee. Dick was extremely active and shared experiences with us. I gained a lot from his wealth of experience and we worked very hard. I was always given assignments to do, and shortly after that I became the Minister of Industry.

For too long, our dear country has been a nation reputed for its huge potentials. These potentials need to be translated into concrete values for the development of the country and welfare of the citizens. Our national priorities should therefore be the creation of an environment that would unleash these potentials. For this to happen, the following priorities are imperative:

Governance and leadership orientation at all levels of government need a complete review. If we get the leadership right, many other things would fall in place. Secondly, entrenching a true federal structure will serve the country much better. Finally, insurgency and terrorism is a new dimension to our national challenge which needs to be firmly and creatively dealt with. Nothing else would happen in an economy where the security of lives and property cannot be guaranteed.

***Nike Akande is an Officer of the Order of the Niger (OON)**

OKEY ENELAMAH

MINISTER FOR INDUSTRY,
TRADE AND INVESTMENTS,
FEDERAL REPUBLIC OF NIGERIA

Mine is still a work in progress. I am committed to working through the various platforms and institutions I am privileged to be a part of, to build the Nigeria of our dreams. These platforms include ACA/ACA Foundation, Apostles in the Market Place (AIMP), African Leadership Initiatives West Africa (ALIWA), Young Presidents Organization (YPO), Nigerian Economic Summit Group (NESG), Pan African University/Lagos Business School, Harvard Business School Association of Nigeria (HBSAN) and the Federal Ministry of Industry, Trade and Investments.

My relationship with Dick has spanned the entire length of my business career – over twenty five years. Following a medical

training, I joined Arthur Andersen in 1988, and under Dick's leadership, over a four year period, I received the basic training and foundation for a successful business career. When it was time to go to business school, Dick provided a key reference and endorsement, without which I doubt I would have been admitted to study at Harvard Business School. Dick went further to guarantee the loans with which I paid for my business education.

Following business school, I pursued a private equity career by partnering with Tom Barry to launch a South Africa-focused private equity fund. Dick visited me in Johannesburg in 1996 and planted the seed of bringing private equity to Nigeria. It was his conviction that, "If you apply the right success formula for long enough in Nigeria, you will succeed", that galvanized us into launching African Capital Alliance (ACA) in 1997. Dick worked closely with me to draft ACA's initial business plan, and our first office was one of his bedrooms at 22B Bourdillon Road, Ikoyi, Lagos.

Dick and I worked closely together, in a highly synergistic partnership for over sixteen years, to provide leadership for ACA. This partnership transcended ACA's core investment business to embrace nation-building. ACA, itself, was forged in the crucible of the nation-building efforts of its founding partners. I remember going to Abuja in 1997 with Tom Barry during the Vision 2010 exercise to meet with Dick and our three other founding partners: Chief Ernest Shonekan, Pascal Dozie and Mohammed Hayatu-Deen. In a subsequent meeting in

Zurich, in the summer of 1997, we agreed to terms and shook hands. Again, this occurred during a retreat of key foreign and local business leaders interested in charting the right economic course for Nigeria under rather difficult conditions.

Dick has influenced me immensely over the years. His commitment to discipline, even in the midst of chaos and considerable uncertainty, has been truly inspirational! Some of the key lessons I have learnt from him include:

- Invest your time, energy and resources in training and developing the right people – this is the path to building enduring institutions and businesses.
- If you apply the right success formula for long enough, you will succeed, especially in Nigeria.
- Take a long term view. Life is a marathon not a 100 meter dash – let the power of compound interest work for you.
- Don't retire and rust out, it is better to wear out! This is a commitment to lifelong learning and service, and continuing to engage one's mind, body and resources. As the Holy Scriptures say: "So let's not get tired of doing what is good. At just the right time, we will reap a harvest of blessings if we don't give up."

These lessons and the many other experiences I have had throughout my working career, form the basis of lessons I am happy to share with those of the future generations. These include the following:

- Who, then What? First build the man and character before dealing with the 'what' and mission.
- Invest heavily in people and their development – this is by far the most important ingredient in any success formula.
- Take a long-term view and always be prepared to 'delay gratification' – self-discipline first!
- Run your own race – if you make the most of your talents and opportunities you will succeed beyond your wildest dreams.
- It is more blessed to give than to receive. Live a life of service and sacrifice – it is by far the most fulfilling life. 'Seek first what you can do for your country (and others), and not what your country (or others) can do for you.'

Nigeria has a lot of issues to attend to but I believe the three priorities to create a system that would attract our best people to government to solve the leadership crisis we face as a nation are: (i) create an enabling environment (ii) create institutions that reward good behaviour and discourage bad behavior and (iii) shift emphasis to integrity and discipline in execution – we must walk the talk!

With these in consideration, the next steps Nigeria ought to take should include solving the leadership crisis while instilling a culture of commitment across government. We should also invest heavily in rebuilding key institutions, education, healthcare, and

the soft infrastructure of the country. Finally, we should forge a viable partnership between business and government to create jobs and solve critical infrastructure challenges.

As Dick taught us: "It takes only one committed generation to build a nation." Why not our generation? Why not now?

OLUFEMI AKINSANYA

CHAIRMAN,
ARM SECURITIES LTD.

Following my initial professional development at Arthur Andersen, the bulk of my career has been in investment banking, beginning with my nine years - 1st February 1985 up to till 30th September 1993 - at the then First City Merchant Bank (FCMB) - now transmuted to First City Monument Bank. I left FCMB to form and operate what may now be regarded as one of the earliest non-licensed and genuine investment banking firms in Nigeria, Hamilton Hammer & Co. and concurrently, its share register administration subsidiary, United Securities Limited (USL).

Hamilton Hammer was modelled to operate as a typical Wall Street type boutique, offering a full range of investment banking services; including issuing house, underwriting and corporate finance advisory services, which then in Nigeria, were typically the domain of only Licensed (Merchant) Banks, regulated for that line of business by the Nigerian Securities & Exchange Commission.

It was also set up to offer stock broking and portfolio and general investment advisory services, which was then only the domain of stockbroking houses, regulated by the Nigerian Stock Exchange and the Nigerian Securities & Exchange Commission. It is my pride that the trail blazed by me, together with a few others who set out about the same time, especially Tola Mobolurin (Capital Bancorp) and Wale Edun (at the then Denham Management), helped to create a new industry and professional cadre in Nigeria.

As for me, I ran both Hamilton Hammer and United Securities for fifteen years and managed to keep both companies in the very top tier of their respective business niches throughout. United Securities, though operating in the already established share registration space in the Nigerian capital market, was itself nevertheless, a trailblazer, as it can confidently claim to have revolutionized and modernized the share registration business in Nigeria. Prior to our exploits in United Securities, share registration was up the weak link in the capital formation process in the Nigerian Capital Market, which was the reason I became interested in the business to start with.

However, the seeds of my professionalism and latter career in investment banking and whatever I might have accomplished, or contributions made thus far, were sown in my formative years in Arthur Andersen under the unique, inspirational leadership and mentorship of Dick Kramer. What I took into building my investment banking practice and other professional engagements since, were essentially the building bricks laid down by Dick.

The first of these 'bricks' was the importance of finding the best people for the job at hand, then arming them with unparalleled and continuous training and professional exposure while emphasising the need to gain deep understanding of and insight into the client's business. The next 'brick' was the importance of setting to any task with carefully selected, knowledgeable and competent people, and trusting them with great responsibilities from early on, generally at progressive levels which many around would ordinarily consider way beyond their age or status.

The corollary of this of course, is my appreciation of the huge responsibility I have, deriving from the trust and mandate given me by my clients and therefore, need to do everything in my power, to not only meet, but also surpass their expectation. Our essential orientation at Andersen under Dick, was to seek every opportunity to help our clients better succeed at what they do (that is, always seeking out, creating and adding value), believing that we would thrive more, as our clients succeeded.

We were comparatively much smaller relative to our competition, yet we prevailed exceedingly over all. And we were not cheap! Dick's mantra was, 'Premier service deserves premier pricing.'

The discerning would easily appreciate the superior value you bring to the table and would happily pay your price and on top, form long lasting partnership with you. How very true this has proven to be, not only for all the successive firms emanating from Dick's business endeavors in Nigeria - KPMG, Accenture and Capital Alliance - but also for many of us, Andersen alumni and Dick Kramer's protégés, as well.

What defines Dick Kramer for me, are his vision, commitment, passion, depth and rigorous approach to whatever he does. I remember him saying, "Life is a marathon race and not a 100 meter dash". Hence, I have learnt from him that great results are not about quick wins, but more importantly, tangible, long-lasting benefits accruing variously to all one has interacted with in business, or private endeavors.

Although I left Arthur Andersen relatively early to pursue a career outside audit, tax and consulting, I have been fortunate to have continuing professional interaction with Dick over the years. In Hamilton Hammer, Dick and Wanda were to trust me over many years to help create and manage a substantial Nigerian investment portfolio for their family, including their two sons.

As always, managing the Kramer Portfolio was all rigor. We would unfailingly have our regular quarterly portfolio review meetings where we reviewed major world developments; then, the macro economy, then sectors of the Nigerian economy, before narrowing down to industries in which we were represented, or interested, and finally, evaluating each investment in the

portfolio. It was an exceedingly hard, but most satisfying and gratifying work. Thankfully, we did exceedingly well. We saw the market meltdown, which eventually happened in 2008, way ahead and were able to ride that event totally unscathed.

When I felt, I had done my bit at Hamilton Hammer and United Securities and that the businesses needed restructuring to ensure they would not only survive the on-coming onslaught, but also be better equipped to thrive in the afterwards; I embarked upon and realised the successful business sales of both companies in 2008, and now work as a freelance expert financial adviser. I am fortunate to have continuing opportunity to date, to work with Dick as the only independent member of the Investment Committee of the SIM Capital Alliance Value Fund, chaired by him.

It is particularly instructive that the bulk of Dick's sterling and progressively important accomplishments have occurred in Nigeria over his very many years in the country, in spite of the corresponding deterioration in the society at large during the same period. This makes the enduring lessons of his work even more glaring. He has shown us that a few people working hard, doing things right, with vision and commitment, and on sustained basis, can make a huge and enduring difference.

Nigeria must therefore empower her people, giving every one opportunity for sound education, creating a challenging environment for each to attain his/her best; granting responsibility to the most capable, enthroning merit as the fundamental basis in all we do, and ensuring all can participate

to the best of their ability and share fairly in the benefits of our collective success. In addition to that, Nigeria needs to build enduring and reliable structures and institutions to be operated by competent people for the benefit of the citizenry, not the privileged few, or the political, or business elites. We also need to restore respect for order and the Rule of Law, which, in my view, is the basis for justice, human dignity and progress in any society.

OLUFUNKE OSIBODU

FORMER GMD/CEO,
UNION BANK NIGERIA PLC.

I count myself fortunate to have had the opportunity to lead different organizations throughout my career in the banking, financial services, and now, energy sectors. At the early part of the commencement of my banking career in Chase Merchant Bank, I was unexpectedly thrust into acting as the treasurer when my boss left for further studies. In Citibank I was also the treasurer and most senior Nigerian in the organization during my tenure there.

Nineteen years after leaving Chase, I was appointed as the Managing Director of Merchant Banking Corporation which I later helped to convert to a commercial bank called MBC

International Bank. That was my first chief executive role and it was a pivotal point in my professional development because members of my board of directors were accomplished elder statesmen (Chief Majekodunmi, Professor Bello Osagie, Ambassador Sanusi, etc) who exposed me to the nuances of board procedures.

After that, I was made the chief executive of Ecobank Nigeria Plc, where I oversaw the recapitalization and growth of the bank. Guiding Ecobank helped me to learn about the intricacies of managing in a cross culture Franco- Anglo environment.

Through this period, I was appointed to the Vision 2010, the first initiative by the Nigerian Government aimed at designing a pathway forward for the country. I was also a founding director of ValuCard Nigeria, and Nigeria Interbank Settlement System, thus playing a key role in the evolution of the use of non-cash transaction channels in the country's financial system. I then proceeded to pioneer a financial services company - Citi Asset Management and Citi Investment Capital, before being asked to lead a banking institution again, as the group managing director of Union Bank Nigeria.

At Union Bank, I was tasked with the turnaround, and overseeing of the inflow of new capital through the bank; a process which culminated in stabilizing the bank through the introduction of new investors. Union Bank was the only bank out of the adjourned distress banks that was not acquired by another bank or liquidated by the Central Bank of Nigeria. I have taken that turnaround experience and applied it to the power industry,

where I am currently the CEO of Benin Electricity Distribution Plc.

Throughout this long professional career with many twists and turns, I feel privileged to have been instrumental as a pioneering force in the field of the development of market-based money and foreign exchanges instruments in Nigeria, as well as cashless banking transactions and to have led or been part of teams behind the first commencement of the establishment of Nigerian Interbank Settlement System (as Nigeria's own model of Swift Payment System); establishment of Nigeria's two way money and FX market quote system; establishment of commercial paper as a financial debt instrument in Nigeria; establishment of a common, integrated and shared banking platform for electronic smart card payment called Valucard (similar to Visa and MasterCard) with a common POS platform shared by most banks.

To have met Dick Kramer has been a significant part of my professional and business career. I met him whilst serving at Citibank. He was constantly engaged with me on Nigerian economic matters, both informally and formally, through the American related institutional channel (Citibank). We were both part of the Nigerian Economic Summit Group as well as Vision 2010. That was in addition to his invitation to me to be a member of the BusinessDay Advisory Board.

When Capital Alliances consortium emerged as the successful core investors in Union Bank, Dick became my chairman. Through all these, he never failed to impress me. I have always

admired his resolve, focus, tenacity, and wisdom, especially when it comes to dealing with the nuances of daily living in Nigeria – a country in which he has spent over thirty five years of his life and one that he is passionate about.

There is so much we can learn from Dick Kramer's life. One that stands out is his optimism about the country's ability to change for good. We ought to share such optimism and back it up with commitment to turn Nigeria around. Such optimism can form a much needed anchor while, in my opinion, we make as priority, the establishment of visionary, responsible and accountable leadership across federal, state and local government systems, whose goal must be to facilitate private sector-led economic growth.

In addition to that, we should also make as a matter of priority, the development of critical infrastructure (roads, power, education, health, etc) to enhance the quality of life and the economy. And of course, we must enforce the Rule of Law and public safety. These three priorities then require us to make the provision of moral leadership for people; the stabilization of the power industry and the establishment of an industrial base, our next steps.

Critical to the success of all these is the need to engage our young people; because they hold the key to change and will take the driving seat of governance and leadership in the nearest future. In view of this, I hope that every future leader will learn some of the things I have learnt throughout my professional career; like the fact that nothing beats clarity of vision and hard work, in

defining and achieving what you want. In successfully achieving result; focus, passion, commitment, drive and most importantly, faith play a very big part.

Another of such lessons is that people make things happen. Work is not automatic; and making things happen will require the ability to think outside the box and force yourself away from your comfort zone. Also, a certain level of naiveté can be useful in defining your future, as it gives you the confidence to believe everything is possible. It is that confidence that will allow you reach for greater heights. But perhaps most importantly, I hope that young leaders can take out time to study the Dick Kramer example. That will surely lead to the much desired change in Nigeria.

OMOBOLA JOHNSON

FORMER MINISTER OF COMMUNICATION TECHNOLOGY,
FEDERAL REPUBLIC OF NIGERIA

The experiences of being the country managing director of Accenture, Nigeria and the pioneer minister of communication technology of Nigeria, probably stand out in a working career in which I have promoted the notion that women should aspire to succeed. Being married to an amazing husband; and having three wonderful children have helped in no small way in providing me with the support to make the little, yet significant strides I have made in my working life.

One important thing any young person will do well to bear in mind is that the people that you encounter early in your career, in many ways shape your outlook and approach to life, your

aspirations and consequently, what you might become or achieve.

I was fortunate to have met Dick Kramer at the beginning of my career. I worked on engagements where he was either the engagement or client partner and more recently during the acquisition of Union Bank by Africa Capital Alliance. First of all, Dick is consistent. There was probably a fifteen year hiatus between these interactions with him and I found that he really hadn't changed a bit and that was quite reassuring.

Without coming across as a perfectionist, he expects you to be thorough in your thinking and your work and I have learnt to demand this from my colleagues, co-workers and even my children. With Dick, you have to have an opinion – he may not agree with it or subscribe to that opinion, but you have to present one. Dick believes that opinions are formed from broad and deep perspectives of the issue or the context; and the implication is that you have to read and engage widely. I have learnt to do these and today my opinions are based on not only what I know, but what I have read and who I have had the opportunity to engage with.

Dick always insisted on planning well before execution – which may appear like a given in business, but you would be amazed by how many of us do things instinctively or in Dick's words just "shoot from the hip" and hope for the best. Learning this was particularly useful for me as I took on my most recent role as the minister of communications technology of Nigeria. Despite the pressures from a very impatient media and public to

talk about my 'achievements' barely three months into a brand new ministry and role; I did not succumb but spent time with my team carefully understanding the industry sector, laying out plans to improve and grow the sector and then moving into execution.

One other thing that stands out for anyone who observes Dick well enough is that he is a great listener – he would never interrupt; and with him, as many of us are wont to do so, could get our voices or those carefully formed opinions heard. This was probably the hardest thing to do; but working with him over the years, I have learnt the art of listening before speaking and this has been beneficial both in my personal and public interactions.

It's difficult to predict how far any young person who pays attention to these lessons will go. I certainly benefitted tremendously from them. In addition to them, I will add the following:

- There is no short cut to sustainable and lasting personal success than hard work and staying the course.
- Don't be afraid to think big and be optimistic about your chances of success.
- Never do anything just for the money or out of fear – chances are you will live to regret it.
- Listen to others; respect their opinions even if you don't agree with them.

- Keep a trusted circle of friends, advisers, mentors (whatever you want to call them) who owe you nothing but the truth; and will never be afraid to tell it to you.
- Your job and career is important but never more important than spending time with friends and family whom you love and who love you. Rest and relaxation are critical success factors for current or future successes.
- Trust God and keep your faith; no matter what is going on around you.

Dick demonstrated these and they are lessons that will still guide me in the future as I commit myself more to contributing my little to Nigeria's development; which is something I presume is in the heart of every concerned citizen now.

My role as a cabinet minister has helped me to see from a wider perspective, the opportunities and problems Nigeria possesses, as we endeavour to realise our potential as a country. The values Dick has promoted for decades are values that when imbibed as a people, can help us realise that potential. Such values should form the basis of our national life as we focus on what I believe should be our key priorities: Education and the development of skills that will propel our growth; building of ubiquitous infrastructure (power, water, transport, ICT) and tackling corruption.

These priorities must be attended to if Nigeria wants to stop being measured only by her potential. Our latest measures of potential are captured in the MINT acronym and also the rebasing of our

economy that has now made us the largest economy in Africa; but one with great contradictions and disparities. Nevertheless, we should move from potential to reality; and to do this, we must all be prepared to work very hard indeed – both leaders and followers, the public sector and the private sector. Our challenges are many but there is none that cannot be overcome with hardwork, discipline and commitment. Nigeria must be the country that ‘has done...’ not the country that ‘may do, if...’

Young people ought to be optimistic, proud of our country and speak well of it. Jesus Christ is the only Messiah so we should stop looking for the perfect leader(s) to save us. We are the ones that will save ourselves. We all have to work to make Nigeria what we want it to be. Let us write and tell our own stories as individuals; and then collectively as a nation - don’t let others who are not as well informed or involved tell it for us.

My expressed optimism is one you will easily perceive in Dick Kramer. Such is his faith in Nigeria’s future and his hope that those who represent the future generations of our country will develop the right values required for nation building.

PASCAL DOZIE

CHAIRMAN, MTN NIGERIA LIMITED

I have, in my professional life, participated in various sectors of the Nigerian economy which include the development of indigenous techno-economic and finance consultancy services. African Development Consulting Group Limited established by me in 1972/73, was one of the foremost indigenous consulting companies in the country. Its services were very national in scope and helped in the formation of industrial and economic policies of some of the state governments as well as the establishment of several commercial projects in Nigeria. It was sold off to another organisation that wanted to exploit its techno economic research capabilities.

In between 1971 and 1991, I wore several hats in various sectors. In the aviation sector, I was the chairman, Management Audit Panel on Nigeria Airways (18 months) and a member of the Presidential Task Force on Nigerian Airways. In the commercial banking sector, I was the chairman of Progressive Bank of Nigeria and I founded in 1991, Diamond Bank Plc which now has offices in London and four francophone countries and quoted in both the Nigerian and London Stock Exchanges. I also served as president of the Nigerian Stock Exchange during that period. In 1972, I was appointed consultant / representative, Business International SA for Nigeria. It was under the auspices of the position that Business International organised round table conferences with Nigerian enforcements.

I will never forget how I met Dick for the first time. In 1978, Business International had agreed on a roundtable conference with the Nigerian Government. On the first day of the conference, we had all lined up to welcome the head of state of Nigeria. A few minutes after we lined up, an officer dressed in immaculate white uniform appeared. We thought he was coming to ensure all was ready for the head of state to come. How wrong we were! He came with a letter to inform us that the Nigerian Government would not participate in the roundtable. Already, foreign participants as well as their Nigerian counterparts had filled the conference hall. Confused, confounded, disappointed and downcast, I was beset by introspective silence, speechless and motionless. I was in this terrible mood when someone, probably guessing my despondency, tapped me on the shoulder and asked "Can I be of help?" It was Dick.

Since that day, Dick and I have grown to become partners and great friends; and together with other like-minded friends, Nigerians and expatriates, went on to be deeply involved with projects such as the Enabling Environmental Forum (EEF), establishment of the Lagos Business School, Pan Atlantic University, Nigerian Economic Summit Group and Vision 2010. Some of these projects have helped to shape the positive elements of the Nigeria we now see; for instance, the de-bottlenecking of policies and practices that hinder the acceptance of the market on the dynamics of economic policies.

In all these, Dick has been the key man piloting our activities and all these years, one has learnt from him that to ensure success, it is necessary to have the objective well defined, focus to the finish and never give up. In Dick's own parlance, *"Never a quitter be; it is always a marathon not a dash."*

Dick was the fulcrum around which many national transformational activities revolved. He is the catalyst in the formation of various groups: these groups would meet regularly to articulate and proffer solutions to intractable challenges to the nation's development. There was the monthly Dinner Club which met every third Thursday of the month and hosted by a member in their respective homes. The Monthly Dinner Club provided a forum where senior citizens of all walks of life met to share experiences and proffer solution to national issues. It was a very intimate club where one could speak freely without fear of ever being quoted. (The Charter House Club Rule).

We had the Harvard Business School Alumni Association. There was also the RMC - Rich Man's Club of Four Persons, which travelled now and then to various capital countries of West Africa; and later on together with Okey Enelamah and Tom Barry, established the first Private Equity Firm in Nigeria - African Capital Alliance - the foremost private equity firm in Nigeria if not West Africa. There were several other groups too numerous to mention, established over the years; which in one way or the other made various contributions, no matter how small, to the development of this country.

The beauty of Dick's style is that even if he is the initiator, which invariably he directly or indirectly normally is, he would not make one conscious of it. He always tried to pass unnoticed, insisting that we all have 'work tables, not high tables'. His was thus like that of the biblical leaven and dough. Dick's style as a great motivator of people is legendary. He does this by nicely challenging you to push yourself to self-actualization by dint of selfless service.

Goodness, like love, is diffusive and spreads to all, who with receptive minds welcome it. It could be said that Dick has spent all his life in Nigeria 'doing good', positively touching the lives of people, displaying thereby, authentic Christianity and humanity.

From the many he groomed in Arthur Andersen, those he met in the course of his professional activities; and all and sundry - even casual acquaintances, Dick is an epitome of goodness. As far as he is concerned, one must be 'squarely clean.' In this wise,

he does not compromise. Several times, I have wished we could have him cloned to produce many Dicks for the good of Nigeria and its people.

The three key priorities for Nigeria, I believe, have to do with finding solutions to the three vital issues of leadership; the population 'bulge' and its impact on education, job creation and finally the enthronement of governance and the depersonalization of national institutions. For a successful and sustainable future, Nigeria has to embark first on a psychological war to change the mind-sets of the citizens.

For the youth, there is the urgent need to get them off the 'entitlement syndrome' mind set. For all citizens, there is the need for the revival of the value systems that have now been thrown overboard and the enthronement of good work ethics and proper ethical values of life.

On a final note Dick has spent more than sixty percent of his adult life working and giving selflessly to Nigeria. Dick hasn't just been a partner, he has and always will be, a dear friend, not just to us but to Nigeria which he has, by his actions, made his home.

***Pascal Dozie is a Commander of the Order of the Niger (CON)**

PAUL KOKORICHA

PARTNER,
AFRICAN CAPITAL ALLIANCE LIMITED

I met with Richard L. Kramer ('Baba' or 'Dick' as he is fondly called) for the first time in 1984. I had made one of the most important decisions in my life to pursue a career in accounting and audit and I had decided to choose one of two firms - Arthur Andersen and PriceWaterhouseCoopers - to kick start my pursuit. I went through the interview processes at both organizations and finally met with Dick who was then the country managing partner at Arthur Andersen. I was impressed by his charm, simplicity and professionalism. Following my encounter with Dick, the decision to join Arthur Andersen in July 1984 albeit on a salary of N6,084 per annum was relatively easy.

I spent the next ten years of my professional career in accounting & audit with Arthur Andersen and then moved on to banking. After eight years in banking, it was time for me to make a career change. I called Dick and met with him at his home /work place at 22b Bourdillon Road, Ikoyi, Lagos. The session, which included illustrations on a white board, helped me to clarify the career path to follow.

Subsequently, I got in touch with Okey Enelamah and then joined African Capital Alliance (ACA) in January 2002. I have been with African Capital Alliance since then. Accordingly, my professional career divides into three parts: (i) accounting & audit in Arthur Andersen (ii) banking in Liberty Bank and (iii) private equity management in African Capital Alliance. Consequently, more than two thirds of my professional career has therefore been with organizations where Dick played or continues to play leadership roles.

There are a number of dimensions to the impact and outcomes of working with Dick and consequently the lessons learnt. I will focus on three areas. First, Dick embodies, epitomizes and therefore exudes professionalism. Professionalism refers to the discipline, the high standards, skills, talents and conscientiousness that are expected from people that are well trained in any job. Professionalism continuously raises the bar in any field of human endeavor. One can only imagine the quantum leap that could occur in our nation's development if this sort of consummate professionalism is replicated in leadership in the private and public sectors.

Secondly, Dick's family life is outstanding. He cherishes and loves his wife, Wanda, to the hilt and clearly devotes time to the rest of the family. Thirdly, Dick is passionate about public good and leaving a desirable legacy for upcoming generations. He infuses and influences the people that work with him with so much passion. Let me illustrate how this third point has influenced me in three areas of involvement: youth empowerment, venture capital & private equity industry development and ACA Foundation.

Youth Empowerment - I share a vision and passion for empowerment of youth with a number of other leaders and friends. This passion and the understanding - one that Dick constantly passes on to people around him - that as a professional, it is important to invest in developing the community /society one operates in, is expressed across a number of platforms in partnerships with other people to make a difference.

I am involved in a Youth Empowerment Summit that regularly brings together young secondary school students in their hundreds, on a regular basis, to teach success and leadership skills. I am also one of the sponsors of Youth Enterprise Edge Scheme that provides financial and mentoring capacity to unemployed or marginally employed university graduates with entrepreneurial ambition.

Additionally, I am one of the sponsors of secondary school-focused anti HIV/AIDS Initiative and a few indigent students for university education. I believe that youths are powerful change agents whose energy and skills must be harnessed in the

pursuit of national transformation.

Dr Kofi Annan, a former secretary-general of the United Nations Organization, shares the view that “Young people should be at the forefront of global change and innovation. If empowered, they can be key agents for development and peace. If, however they are left on society’s margins, all of us will be impoverished. Let us ensure that all young people have the opportunity to participate fully in the lives of their societies.”

Venture Capital & Private Equity: This is a veritable tool for wealth creation and modernization of African economies. It is a powerful business model for attracting capital and expertise to under-capitalized, under-served and under-managed economies in Africa and Dick has spent a lot of his time promoting this idea. There are macro constraints that limit the inflow of venture & private equity capital such as political & policy instability, corruption and shortage of fund managers (GPs).

Inspired by the lesson to pursue ‘public good’, I have been working with the African Venture Capital Association in GP training, with other institutions, to promote the asset class in Nigeria, facilitating access of GPs to potential investors and lately in a Ministry of Industry-led effort, to craft a framework for further development of the industry in Nigeria.

ACA Foundation - Thirdly, working with Dick and all the partners of African Capital Alliance, ACA, has encouraged us to establish ACA Foundation, as part of our vision to create an environment where private sector, entrepreneurship and

ethical leadership could thrive. The foundation is working with a number of select partners, including Lagos Business School, Pan-Atlantic University, Harvard Business School Association of Nigeria, Junior Achievement of Nigeria and Apostles in the Marketplace, in furtherance of these objectives.

A key priority for Nigeria is the development of its people, particularly the younger generation, by providing access to quality and relevant education. An under-developed population is a huge setback and potentially a socio-economic time-bomb. Secondly, Nigeria must deal with the problem of corruption. It is a huge leakage and an abuse of the national psyche. Thirdly, we must build efficient and effective infrastructure.

Summarily, the key lessons which I hope those of future generations can apply include taking responsibility, prioritizing private and public accountability, faithful stewardship, developing partnerships and a knack for always leaving a place better than you met it.

PRINCETON N. LYMAN

FORMER UNITED STATES
AMBASSADOR TO NIGERIA

I have been a diplomat most of my professional life. It was an honor to serve as the United States Ambassador to Nigeria (1986–89) and to South Africa (1992–95), and also to be assistant secretary of state for International Organization Affairs (1996–98). Currently, I am a senior adviser to the president of the United States Institute of Peace (USIP) which was established by the U.S Congress in 1984 as an independent, federally-funded institution devoted to the nonviolent prevention and mitigation of deadly conflict abroad.

My career has afforded me the opportunity to help people displaced by war and natural disaster as well as to address the

root causes of such crises. I was USAID director in Ethiopia (1976-78) during a major drought there, and in 1984, as deputy assistant secretary for Africa, worked closely with Ethiopian officials to overcome the humanitarian crisis at that time which had attracted worldwide attention. As director of refugee affairs in the US State Department (1986-1989) I sought to address the needs of some fifteen million refugees worldwide. In conflict resolution, I led the U.S. support to the negotiations ending apartheid in South Africa. It was one of the great privileges of my life to work closely in that period with Nelson Mandela. As assistant secretary for international Organizations Affairs, I negotiated the approval of UN peacekeeping operations throughout Africa. More recently, the US government asked me to come out of retirement and be the president's special envoy for Sudan and South Sudan. I led the US effort to complete the negotiations that allowed South Sudan to vote on self-determination and achieve a peaceful independence in 2011. Unfortunately the situation in South Sudan today is very dire but we earlier ended a twenty year civil war between Sudan and South Sudan that had cost over two million lives.

Meeting Dick Kramer

I met Dick Kramer when I became ambassador to Nigeria in 1986. He was then the Arthur Andersen representative in Nigeria. As ambassador to Nigeria, I wanted very much to see Nigeria move forward on economic reforms as well as a return to democracy.

One of the most important priorities at that time was for Nigeria to deal with serious economic problems. That included reforming the foreign exchange policies that were not only hurting development but also feeding corruption. Such a reform and others were however quite controversial. The Nigerian government, in response to popular concerns, decided to undertake its own stabilization program rather than deal with the International Monetary Fund (IMF). During that time, I found that working with the business community was very important because members of that community were among the most important advocates of economic reform and were playing a major role in pushing for the reforms. I was also of course interested in improving America's investments in Nigeria knowing that it would support development. This required opening up financing from the U.S. Export-Import Bank and other means of support.

Dick proved to be of extraordinary help to me in these matters. He educated me on the issues of business and economics in Nigeria, introduced me to Nigerian business leaders who were making a significant contribution to Nigeria's development, and helped encourage American investors who were cautious about investing in the country. His optimism about Nigeria was infectious. We became both colleagues and friends.

Over the years, after my tenure as ambassador, I stayed in touch with Nigeria. At the Council of Foreign Relations (2003-2010), I directed a CFR program providing economic advice and support to the administration of President Olusegun Obasanjo.

Improving investment in the business climate was part of that effort. I followed the publication of Vision 2010 and Vision 2020. Again, Dick Kramer was at the forefront of those activities. He also became a successful investor demonstrating the potential of Nigeria and how to develop strong partnerships.

Dick, as a strong advocate of American investment in Nigeria, has always been determined to overcome stereotypes and concerns that inhibited prospective investors. When American investors would come to me to say, "How do we find our way in Nigeria? How can we invest? How do we find the right Nigerian partners?" I would put them in touch with Dick. No one could be a better guide.

Nigerian Priorities Today

Nigeria has always had tremendous but unrealized potential. The country is like a sleeping giant. Today, very clearly, the first urgent priority for Nigeria, is for its leaders to come together and reach a consensus on how to deal with the most immediate political and security problems facing the country. Political strife over rotation of power in recent years has broken down the informal understanding that has kept Nigeria together and allowed the country to unite in times of crisis. Unfortunately, that consensus has broken down and lack of it is undermining cooperation on the threats from Boko Haram and other security problems in the country. I think this is a very dangerous situation.

The second priority, which is one that Dick has concentrated on for many years, is to get the power infrastructure developed throughout the country. In terms of physical infrastructure, lack of power has been the biggest obstacle to Nigeria's development and this has been the case for many years. This problem has been holding back the country which has ample energy, and human resources to have a really outstanding economy. It has become even more critical as Nigeria faces competition from China, India, and other producers that Nigerians cannot compete with if they lack consistent power supply.

Nigeria's third priority should be to address the problems of transparency and fiscal responsibility in government so that the large amount of money being constantly squandered and carted away can be used to develop the country and improve the quality of life of the people. I have worked a lot on issues in the Niger Delta and observed that billions of dollars allocated to that region gets squandered and, consequently, very little has been done to clean up the environment or to develop the region. No country is free of corruption but the scale of misused and diverted resources in Nigeria is far too great to ignore. Progress has been made from time to time in creating more transparency, but then there is backtracking. There has to be a consistent and strong commitment to overcoming this challenge.

ROLI POGOSON

FOUNDING MEMBER,
ARTHUR ANDERSEN, NIGERIA;
DICK'S FIRST PERSONAL ASSISTANT

I was headhunted by a recruiting agency who was searching for a young multilingual personal assistant for the head of “a large American Firm” that was trying to establish offices in West Africa, with Nigeria as its West African hub and head office. I attended the interview with Dick Kramer alone, at Eko Holiday Inn, as there was no office at the time. This is how I first met Dick and little did I know at the time that it was the beginning of a lifelong relationship.

Dick has been described by various people as a visionary, a leader, a coach and a mentor, all of which I fully subscribe to. Among his many attributes I would like to focus on a few that

have largely impacted me.

First of all, he has an incredible gift of identifying the potentials in people. He would describe people after interviews as “rough diamonds”, and as it all turned out, his investment in those ‘rough diamonds’ paid off. He is very purposeful and never held back when it came to the probing professional attributes and personal dispositions at interviews. He wanted to make absolutely certain that only the best fit is hired for any position in the Arthur Andersen (AA) set up in Nigeria that he envisioned. He was very detailed in everything he did particularly when it came to selecting and building his team.

I was surprised when he requested to meet my fiancé at the time. In retrospect, I believe it must be because he wanted to gauge how he was likely to impact my work and career on the long term. He needed to carefully assess how my job and future family were going to meld. Besides work, Dick has strong belief in family values, and while he plants his feet firmly in the present he is always looking far into the future. This is one key attribute of him and his wife, Wanda, that I admire and sought to emulate.

In those early days the entire office was accommodated at the ground floor of a duplex wing and it ran somewhat like a home. Indeed, it often felt like a home office in that duplex because Dick and Wanda lived upstairs while the office was downstairs. Dick had the shortest commute to the office ever. Wanda organised and sometimes prepared meals and we had lunch together. Sometimes we would have dinner also whenever we didn't go

home by 10 p.m.

The vast majority of staff members then were inspired and well-motivated bachelors and spinsters who worked so hard that we sometimes thought it could adversely affect our families when we eventually got married but that didn't happen. In spite of the intensity of work and very long hours that we kept, Dick actively encouraged a decent balance between work and family. He incorporated spouses of staff into cutting edge educational and awareness programs, as well as socials. Luckily, partners that shared the same values soon began to emerge in the Firm and supported Dick and Wanda's style of carrying spouses along as much as is possible. For example, my husband had used mainframe computers in the course of his studies but still remembers today that his first hands-on experience on a desktop personal computer was through Arthur Andersen & Co in the seventies when they started being used as office tools. When personal computers (IBM) first emerged in Nigeria, AA organized computer training programs for spouses of staff, as they did with basic accounting and other useful self-improvement programs. Those are some of the things Dick did that demonstrated how far and forward looking he is in encouraging work and family balance.

Dick is hardworking, thorough, methodical, and professional. He sets the bar high with hectic schedules. He got us to focus on one central message that ran across our whole life in Arthur Andersen: doing the right thing and doing it consistently. We felt challenged, yet spirits were high and we were determined to

succeed, as we were all strong and young. The Firm placed great emphasis on training and devoted enormous resources to it at all levels, locally and worldwide within the AA organization.

He also placed great emphasis on integrity and drove the key Arthur Andersen philosophy of “think straight, talk straight” into us. He was laser focused and singled minded about building the Firm and developing future managers, partners and leaders for the firm and for Nigeria. Some of the leaders he developed were bound to become leaders in various sectors of Nigeria’s economy as well.

After I finished from law school, he created fresh challenges and charted a new career path for me that sought to maximize my newly acquired skills for vastly superior client service. Apart from me, the Andersen Business Support (ABS) unit was created with just one other staff. Today, more than two decades after, it continues to subsist and thrive. KBS, as it is now known, has numerous staff members and has consistently been a highly profitable unit in the firm. It trains and develops young men and women who deliver world-class services to clients locally and worldwide. This underscores the visionary attribute of Dick.

There is a humorous side to Dick though. For instance, when employee numbers were being assigned, his name fell on 006 while mine fell on 007. He immediately indicated that he preferred 007 to which I protested and asked why he was altering the natural numerical sequence. His response, in veiled reference to James Bond, was that 007 was not a woman! He eventually got his way and became 007. I also recall how he

would often tell me he was going to have a haircut that would take two hours. I almost choked with laughter the first time he said!

Dick's optimism about Nigeria is unparalleled. At a time when many may have given up, he remains full of hope. Through people he has mentored and coached, as well as numerous change programs and solutions he initiated, Dick has directly impacted and changed the fortunes of many Nigerian organizations for the better. They include private and public establishments, as well as not-for-profit organisations.

Dick is successful because of his mastery of partnering with individuals, large and small organizations and groups to achieve desirable developmental goals while at the same time preparing others to tread in his steps after him. Nigeria can learn from this model to raise committed, strong and selfless leaders that can guarantee a great future for this country.

RON CHAGOURY

CO-FOUNDER,
CHAGOURY GROUP

My brother, Gilbert R. Chagoury, and I, co-founded the Chagoury Group in 1971. We started out as industrialists but over the years, our portfolio of activities has grown to include construction and property development, flour mills, water bottling and purification, glass manufacturing, insurance, hotels, furniture manufacturing, telecommunications, transportation, IT, catering and international financing.

From the beginning, and through each stage of the development and expansion of the industrial, manufacturing and leisure segments of our group, the focus has been on maximizing the contributions of each of the companies in the group. We

had a vision to create a self-sufficient group structure for the companies in order to maintain their competitive edge in a rapidly changing global economy. It is this foundation that has enabled our companies to grow.

Perhaps one of our proudest accomplishments is to have created jobs for many Nigerians, many of whom have been with us since the 1970s. This was made possible by our resolve from the start to utilize the talents of Nigerian professionals and the Nigerian workforce so as to contribute positively to the growth of the Nigerian economy while growing our own companies. Today, we are a leading Nigerian employer with a workforce numbering tens of thousands of Nigerian and other African and international personnel.

The excitement for us today is connected to our real estate division through which we have embarked on the new Eko-Atlantic Project in Lagos, Nigeria, which is a dynamic new city in the making that will be built on land being reclaimed from the Atlantic Ocean. This new city will span one and half the size of Victoria Island, Lagos. So far, about half of the project has been completed and by the end of 2014, the first phase of the project which includes the roads, water distribution, and power, will be fully operational. It is being built to the highest international standards and we hope that it will be the future image of Lagos and Nigeria. We want it to be something that the whole nation will be proud of.

Ours is just one of many contributions and efforts going into building a great Nigeria. In the course of my interactions within

and outside the country in matters relating to it, I have met amazing men and women who are contributing enormously to helping Nigeria realize its potentials. One of them is Dick Kramer whom I first met about thirty years ago at an event held in the house of my friend, Faysal El-Khalil. Dick and I clicked immediately that evening. I was very impressed by how knowledgeable he was but much more impressive was how equally modest he was. Now that's a rare combination considering the fact that knowledge often puffs us up. I have come to the conclusion that perhaps Dick's modesty is linked to what he knows about people and life generally.

The Vision 2010 Project was what provided me with the opportunity to see him at his best in terms of knowledge, generosity and passion for giving back to society - especially the Nigerian society. Dick gave his time and knowledge without complaining just for the sake of making the project successful for Nigeria. We spent a lot of time together on it and I noticed he never once grumbled. He was always there to be part of the operations and contribute his knowledge and God knows he is incredibly knowledgeable.

Nigeria is fortunate to have Dick. He has always seen what most others don't see in the country and that vision drives him to help build people and institutions. I think that type of vision is key for nation building. Those who will lead the efforts for change must possess such a vision as Dick's. But it also applies to enterprises. Businesses that will succeed in Nigeria must be driven by the vision of a Nigeria that is capable of realizing its

potential despite the current numerous challenges facing the country. The excitement of working in Nigeria, which is one of Africa's strongest and most vibrant societies, never fails to inspire me and it has been one of the things behind the energy I bring to every venture I am part of in the country.

Nigeria has almost got it all: land, weather, location, mineral resources, oil and diversity of people. What the country needs to do is to focus a lot on education. We need to strengthen our educational system. I remember in the 1960s, education in Nigeria was of the highest standards. Our universities were producing first class doctors, lawyers and business people. I don't see why most of our youths that are now getting education in England, the United States and other places around the world, can't stay here to be educated if we get our acts together.

Nigeria must also focus on healthcare. One of the country's biggest advantages is its massive population. That population must not only be educated, it must also be kept healthy. Why should we be sending our people overseas to solve minor health problems? We have well trained and competent doctors and nurses in hospitals all over the world. If we create the enabling environment for them, we can bring a lot of them back to Nigeria. If we also provide good health facilities for our people, they won't have to go overseas for every treatment.

One other major priority should be fixing the power problem. Today, Nigeria can be globally competitive. We have the natural and human resources but we don't have the power supply to make our products competitive worldwide. Locally, our cost of

production, because of the power challenge, is much higher than many parts of the world. If we had power, it would encourage industrial development and this would provide a lot of job opportunities for our people and make us globally competitive.

The Nigeria Dick envisions is realizable. We just need to share that vision, educate our people, keep them healthy and provide the power supply to drive their businesses.

ROTIMI OYEKANMI

CHAIRMAN,
WEST AFRICA LAND HOLDINGS LIMITED

In the early 2000s when working with African Capital Alliance (ACA), I was very involved in the formulation of the Small and Medium Industries Equity Investment Scheme (SMIEIS) program that was established by the Bankers Committee (of the Central Bank of Nigeria - 'CBN') to ensure that Nigerian banks set aside 10% of their PAT for equity funding for the Small and Medium Enterprises (SMEs) in Nigeria.

The key objective of the program was providing equity funding required for SMEs to realize the potential of being catalysts for the economic development of Nigeria. Apart from my involvement in the formulation of SMIEIS, I (working with KPMG) was the

driving force in establishing the legal framework for limited partnership structures in Nigeria.

Subsequently, ACA registered the first two limited partnerships in Nigeria's history. These limited partnerships, which I managed, were registered with Nigeria's SEC and managed SMIEIS for fourteen local banks. These funds recorded the first equity investment and first exit in the SMIEIS. We partnered with the CBN to enlighten the SMEs in Nigeria on the benefits of their taking advantage of the funds available in the scheme.

With Dick, we worked tirelessly to ensure the relevant arms of government provided the incentives promised in the scheme. To strengthen ACA's chances of success, we partnered with Small Enterprises Assistance Fund (SEAF) to enhance our knowledge of working with SMEs; we also entered into a tripartite relationship with the Lagos Business School and UNIDO to support the ACA with research of sectors and technical skills for companies we invested in.

Later on, I was privileged to be the CEO of the Renaissance Group for West Africa. In this role, Renaissance Capital (RenCap) was very instrumental in developing the Nigerian Capital Markets by attracting international investors to invest in companies listed on the Nigeria Stock Exchange. RenCap's research across Africa, provided credible data which identified investment opportunities for the international investors who were able to take advantage of the opportunities.

From a standing start in 2009, RenCap's equity trading business became the second biggest stockbroker within twelve months; yet we did not have any PFA subsidiary nor did we have an asset management business, nor were we associated with a bank. RenCap's pioneering role in upgrading equity research activities in Africa is unparalleled and today, the group is quoted as an authority by both local and international investors.

Before departing Renaissance Group in 2012, I was involved in the establishment of two businesses. RenMoney MFB, a company that provides unsecured lending to individuals in Nigeria (soon to become a Pan-African business). The business is based on analytics. Decisions on loan approvals are given within fifteen minutes and disbursement within twenty four hours. This opens the windows for individuals to have access to credit to acquire goods/services rather than save for these. With this business, we expect the spending of the consumers to increase, hence increasing their power.

The other business is Rendeavour Development Company which has identified the lack of planning and the level of decay of infrastructure in cities across Africa. Rendeavour's undertaking is to develop new cities (with minimum of 1,000 ha) with thirty kilometers of the current major cities. Infrastructure in the new cities is planned for the next hundred years. Rendeavour is currently involved in projects in Nairobi, Kenya; Lubumbashi, DR Congo; Lusaka, Zambia; Appolonia, Ghana; Takoradi, Ghana and two opportunities in Lagos, Nigeria and Abuja, Nigeria. Apart from the above roles in executive capacities, I have also

served in various roles that have supported the development of the private equity industry in Nigeria and Africa. I was pioneer president of the Venture Capital Association of Nigeria; I was director of the African Venture Capital Association for six years and retired from the association as the chairman. I served on the SEC Committee that reviewed the Nigeria Stock Exchange in readiness for the demutualization (which is about to commence). I have been involved in transactions raising over \$3billion in equity and debt funding for major institutions in Nigeria.

The experiences and achievements (if that's what the above are called) were all as a result of the professional foundation and training that I received when I was undergoing tutelage at Arthur Andersen. I can say that Andersen and Dick Kramer were instrumental in my professional and career formation without which any of these 'achievements' may not have been attained.

After I joined Arthur Andersen, I was lucky to have worked directly with Dick on a few projects including the Ministry of Petroleum Resources reorganization project. The experiences of working directly with him, demonstrated his commitment, dedication and forthrightness which have been his ways since his first visit to Nigeria. These are all values that have stayed with me and I dare say, with all the alumni of Andersen in Nigeria.

I have always believed from the days at Andersen that Nigeria needs a few things to turn the country around. While these may sound simple, execution (or implementation) may be very difficult. My first priority would be having the right leadership at all levels. We can see the result of strong leadership in all

things Dick has done. His trainees have been well tutored and are now exceptional leaders in their own rights.

My second priority would be the privatization of Nigeria. Government in its current form is not set-up to run or grow businesses. It should simply provide the enabling environment to allow the Private Sector unleash Nigeria's potentials.

A third key priority would be the strict enforcement of the Rule of Law. Indiscipline, corruption, etc. can all be traced to the lack of enforcement of the Rule of Law.

In conclusion, Richard L. Kramer has been a very positive force in my life and will continue to be remembered for what he has done for my foundation and the building of this great nation, Nigeria. My story is just a very small piece. When put together with the stories of others, it will be realized that Dick has put Nigeria on the path of a nation with people whose foundation has been built on solid ground. It is now left for each of us to continue on the path that we have been trained in and use the skills to develop our country.

CHAPTER 6

S – Z

SAM OHUABUNWA

FORMER CEO,
NEIMETH INTERNATIONAL PHARMACEUTICALS PLC.

I joined Pfizer Products Plc in July, 1978 as a pharmaceutical sales representative and rose to become the managing director/CEO and regional manager for Pfizer West Africa in May 1993, the year Nigeria went through a major political turmoil, consequent on the cancellation of a popular election by the military junta headed by Ibrahim Babangida. Incidentally, that was the same year my path crossed that of Mr. Dick Kramer.

In May 1997, after four years of a major struggle to keep Pfizer in Nigeria, I led a Management Buy-Out (MBO) of Pfizer Inc's 60% shareholding in Pfizer Products Plc and the company's name was changed to Neimeth International Pharmaceuticals Plc. By

the time I retired in October 2011, after thirty three years in the company (Pfizer/Neimeth), eighteen years of which were at the CEO level, my colleagues and I had transformed the company into a medium-sized R&D led pharmaceutical manufacturing company with its array of locally developed products, some of which were developed entirely from our laboratories in Nigeria.

Of particular note is CIKLAVIT, the first nutritional based NAFDAC-approved pharmaceutical preparation for the management of sickle-cell anaemia, a genetic disorder of the red blood cells afflicting mostly Africans and people of African and Carribean descent. This product has become Nigeria's main contribution to global pharmacopeia.

Perhaps a major area of my work in Nigeria, is economic advocacy. I was, at different times, the chairman of the Manufacturers Association of Nigeria (MAN); the president of the Nigeria Employers Consultative Association (NECA); and chairman of the Nigerian Economic Summit Group (NESG), amongst many other positions that I held in other private sector and Non-Governmental Organizations and institutions. Currently, I serve as the National President of the Nigerian-American Chamber of Commerce (NACC). I was a member of the Nigeria Vision 2010 Committee and also served in the Vision 2020 Committee.

It is essentially in this economic advocacy domain that I came to meet, know and work with Mr Dick Kramer. On becoming CEO of Pfizer in the turbulent year, 1993, I joined the nucleus of several meetings and consultations that culminated in the birth of the Nigerian Economic Summit Group.

When I attended the 1st Nigerian Economic Summit (NES) in 1993, I was struck by the passion and commitment to Nigeria's political, economic and social well-being displayed by Mr. Kramer. From that first summit on, I got involved in almost all the meetings, consultations and presentations to the several key people and government officials who had any role to play in shaping Nigeria's economy and manifest destiny.

In 1994, when Abacha, having overthrown Chief Ernest Shonekan's Interim National Government (ING), decided to turn his back against the NESG, and tow a bizarre economic policy of self-exclusion that pitted Nigeria against the progressive world, Mr Kramer with other private sector leaders like Mr. Pascal Dozie, Mr Brian Anderson of Shell and Elder Felix Ohiwerei, led us through several rounds of advocacy meetings that got Abacha to change his mind and allow the NES to resume in 1995.

I am thankful to God that I have since been able to attend all the twenty summits. Looking back, it is gratifying that the work we started twenty one years ago (or slightly earlier, for the different groups that coalesced into the NESG), has truly yielded great results for our nation.

From a nation that entrenched itself in apparent isolation; closing its borders, adopting protectionist policies with the governmental sector occupying the heights of the economy, with high inflation, over-valued naira and price controls, our country has become largely an open country with progressive economic policies that promote market determined prices. We have moved from predominant government controls to a regime

of deregulation and privatisation, greatly enhancing inflows of foreign exchange, and making great efforts to diversify the economy.

In the last decade or so, Nigeria has had a sustained economic growth rate that has exceeded six percent and has become a significant player in the global economy and the fastest growing country in Africa, attracting large foreign investment flows and positive reviews and grading by international rating organisations like Fitch and Standard & Poors. I am certain in my mind that the work of advocacy which has been driven by NESG, MAN, NECA, NACCIMA and other membership associations like the Nigerian American Chamber of Commerce(NACC), many of which Dick has been associated with, has contributed very significantly to Nigeria's modest economic success.

It is not yet El-dorado for Nigeria and that is why people like Dick Kramer, even in old age, have refused to retire from the economic advocacy trenches. Our economic management is still tenuous. Government legislative work is still going at very low speed leaving critical legislation like the Petroleum Industry Bill (PIB), the Railways Reform Bill, and the National Health Insurance Bill unattended.

Secondly, the deregulation train must be driven to the final station with the full deregulation of the down-stream petroleum sector. The travesty of the subsidy regime must be halted so that the money wasted every year could be channeled to critical infrastructure-economic and social sectors.

Thirdly, we must restructure our public service to vastly improve its execution capacity. Related to this, is the need to also restructure the national budget to return to a more progressive capital versus recurrent expenditure. Next, the fight against corruption has to restart afresh as the corruption perception index has worsened after some improvement a few years ago. And finally, the worsening security situation in the country, especially the terrorist-ridden Northern Nigeria, has created a fresh challenge for us all.

In all of this, several lessons have been learnt, most important being that this country belongs to all the private and public sectors of the economy and that with persistence and well-articulated thoughts and positions, it is possible to redirect the course of the socio-economic development of Nigeria through public-private sector dialogue. And that represents the major legacy Dick and his likes are leaving behind for future generations. Nigeria is redeemable and what is required is the sacrifice of an enlightened private sector that will make the sacrifice to push for reforms without minding who takes the credit.

***Sam Ohuabunwa is an Officer of the Federal Republic (OFR)**

SAM ONIOVOSA

PARTNER & CHIEF FINANCIAL OFFICER,
AFRICAN CAPITAL ALLIANCE,

Two individuals have impacted my adult life the most – one is my friend, Sunday Makinde who guided me into obtaining the GCE Ordinary Level certificate through private studies, and then persuaded me to apply for undergraduate studies when I could not figure out how to fund it. The second and far more pervading influencer is Dick Kramer, around whom much of my career after National Youth Service has revolved.

Dick hired me into Arthur Andersen (AA) Lagos in 1980 and for four years, I worked within a small team of professionals which I consider were among the brightest and the best. My foundation of discipline, hard work, integrity and humility was significantly

reinforced there. Discipline, hard work and excellence were important. You had to do what you had to do and you had to do it smartly because results mattered even more than hard work.

You received world class professional training and supervision even as you grew rapidly to be an effective supervisor yourself. Then, for family reasons, I decided, painfully, to leave AA and moved to Benin City where I worked as cost accountant at the production plant of Guinness Nigeria Plc. But after two years there, I was made corporate treasurer at Guinness Headquarters in Lagos.

The allure of banking in the late 1980s and early 1990s took me to First City Merchant Bank in 1989 at the invitation of an AA alumnus. There, I served as manager for corporate finance, helping corporations raise equity and debts from the capital market and structuring leases. Then at the invitation of another AA alumnus, I joined a new bank, Credite Bank, to do credit & marketing at a senior level.

While this turned out to be a misadventure, my sound foundations helped me to keep my head high until my exit when, at the invitation of yet another AA alumnus, I moved on to the United Bank for Africa. There I served out my last seven years in banking, the first three as group head of corporate and commercial banking, and the last four as the deputy to the bank's chief credit officer. In that capacity, I played the key role of shaping the bank's credit policy, creating and managing risk products, and helping to keep the bank's risk asset book in productive health.

The AA Dick established in Nigeria in 1978 and which had under twenty professionals when I joined, had blossomed into the two respectable firms of KPMG Professional Services and Accenture, providing consistently, top grade professional services to both the private and public sectors of the nation and driven by the same fundamental principles and core values for which AA was known from inception. Even in its early days, with relatively few clients, the firm would resign from an audit engagement if professional integrity could not be maintained. Among AA alumni today are several hundreds of leaders serving in various capacities in Nigeria and across the globe.

In 2003, I returned to work with Dick in the firm of African Capital Alliance (ACA) which he and a few of his most respectable friends had formed in 1998, following the nation building initiative of the Nigerian Economic Summit and Vision 2010 they had championed. The firm and its people are guided by the same core values of discipline, professional integrity, excellence and humility.

Dick is a visionary who believes that people make the difference. He invests energy in building people and institutions. He believes that if you define the right thing to do and you do it consistently long enough, real success ultimately comes. That is the story of AA, and indeed ACA. For Dick and for ACA, wealth must be created responsibly, and you must work to improve your environment far better than you met it. ACA people continue to work through the ACA Foundation to advance the course of creating the enabling environment for business and ethical

leadership.

Dick's passion for excellence and integrity pervades all he does. He is always about 'The Big Picture' and 'The Details'. When, as a long-standing trustee of the Ikoyi Club 1938, he invited me in 2011 to assist in straightening out certain aspects of the financial management of the club, I was amazed at the quality of effort of the trustees that goes into maintaining the discipline and integrity of the club and ensuring its growth year after year.

My take on what Nigeria's three priorities should be are not much different from ideas Dick has advocated in the last three decades: leadership capacity, functional education, and job creation. Purposeful leadership is desperately needed to unlock the huge potential of the nation, both human and material, and for the benefit of the majority of the people, including the weak and vulnerable.

Nigeria has an unacceptably high population of unemployed youths, and its population growth rate remains one of the very highest in the world. The situation contributes significantly to all manner of crisis we face in various parts of our national life. Those sectors that offer the highest potential to generate jobs, such as power, agriculture, road and rail infrastructure, telecommunication and information technology should receive urgent and deliberate attention.

The quality of education in Nigeria is comparatively quite substandard. This is why billions of dollars are spent yearly by Nigerians to educate their children abroad, thereby dissipating

the nation's scarce financial resources. The education system is also geared towards producing employable products. Our educational system needs to be redirected to produce quality skills relevant to the needs of the nation.

For those who represent the future generations, particularly those who are keen on becoming positive influences in Nigeria, I say to them based on the lessons I have personally learnt: never compromise your integrity. If you do not compromise your integrity, even in a difficult environment, but consistently do the right things; people will sooner or later accept who you are and you will laugh last.

Also, bear in mind that the greatest attention must be paid to family as the bedrock of a people. I learnt this from Dick in the early years and even up till now. A life of 'Me, myself and I' which does not positively impact the lives of others and society, is a wasted life.

SEGUN OLUJOBI

CEO, VERTEX ENERGY

I left Accenture as partner and head of resources business in Nigeria in 2008. Prior to that, Dick Kramer's influence on my career had been pervasive particularly in the formative years. I worked very closely with Ifueko Omoigui Okauru, Dotun Suleiman and Dick on a number of strategy engagements and, for a season, played a key role in the leadership development program for the next generation of leaders for Andersen in Nigeria. Those roles brought me into a close working relationship with Dick and made me benefit greatly from his mentoring.

Towards the end of my career at Accenture, I decided to pursue an entrepreneurial career (setting up Vertex Energy Limited) in

the energy industry. I had some idea of what I wanted to do but I also knew that I needed partners that were ethical, had a long term orientation to value creation and who could complement me and the Vertex team. I did not have to think twice about who to approach and whom to ask to partner with on this journey – it was Dick and Okey Enelamah at Capital Alliance. Vertex Energy is still a story in the making but Dick’s support has been critical for the progress we have made.

It has been most fulfilling for me to be involved in three important non-profit organizations. LEAP Africa is the leadership-focused NGO founded by Ndidi Nwuneli. Ndidi invited me to be inaugural chairman and I accepted because the rationale for the NGO resonated well with me. LEAP Africa’s impact has been phenomenal in the youth and small business space and today is one of the leading NGOs in the country. The Apostles in the Marketplace is an NGO that was formed by a number of friends who had a deep burden for a more ethical marketplace and particularly to have Christians live lives that were consistent with the faith. The 360 Degree Foundation is an NGO formed with like-minded professionals who have a strong passion for education reform in Nigeria and have decided to intervene through personal commitment at the primary education level. The NGO is currently running a pilot with about sixty children on Lagos Island. We plan to codify our approach and roll out by recruiting other professionals in cities across Nigeria.

While Dick had no direct involvement in all the non-profit roles listed above, the ‘can do’ attitude and ‘giving back for greater

good' mind-set instilled through interaction with Dick; and supporting him on a number of activities over the years, helped in building the consciousness and willingness to take on these roles and participate in these initiatives.

The first time I met Dick was during my final interview to join Arthur Andersen in 1987. I remember sitting in his office and being puzzled as to why this accomplished gentleman, about my father's age, would be asking me deep questions about my past and future. Twenty seven years later, I am happy that in spite of my bemusement, I made it through and built a lasting and profitable relationship with Dick in every sense of the word.

The lessons I have learnt from Dick that guide my view of life and work are as follows:

- Always take a long term view.
- Don't sell from an empty wagon. This was something many of us who worked with Dick in Andersen learnt early. In our work with clients and in preparing for reviews with him, you had to know what you were talking about and if you were not prepared well enough, it was best not to see Dick or propose anything to him.
- Partnerships are important. Dick is very big on partnerships and collaborations with like-minded people.
- Character is key. Dick told a story many years ago that left a lasting impact on me. It was the story of a man that was unfaithful to his wife and Dick wondered aloud how

such a man could be trusted in business!

- Work for the greater good, you will benefit. Dick was always involved in a 'greater good' activity - Harvard Business School Alumni, Ikoyi Club, Lagos Business School, Nigerian Economic Summit, to name but a few, Dick believes that if Nigeria works better, then we will all benefit.

Moving beyond self, Dick has invested a lot in Nigeria and some may ask - has it been worthwhile? Those who can review Nigeria's development journey from a strategic context will agree that while we still have major challenges, we have clearly made a lot of progress in several areas. A lot of that progress can be linked to advocacy work that Dick championed, inspired or did with others. We are seeing reforms, that we thought were impossible decades ago, being implemented today.

As a nation, I believe that our three priorities should be:

1. Unshackling the economy to minimize corruption and create employment.
2. Investing in education and the critical infrastructures.
3. Significantly upholding the Rule of Law.

From the foregoing, I believe the next key steps for Nigeria should be to tackle endemic corruption by building a broad-based elite consensus on the most significant areas of reform and to transform the energy sector by reducing the role of the state to regulator and allowing markets to work.

SENI M. HAZZAN

CEO, GOING VENTURES LLC

I met Dick in 1991 while I was working in Mobil Oil Nigeria and was offered a position in Arthur Andersen (AA)'s Energy Group as an experienced hire. At the time, I was caught between continuing my career at Mobil as a well-paid rising star within a hierarchical culture and joining AA with a pay-cut, but with unparalleled professional development opportunities.

Unknown to me, Dick had told Valentine Ejiogu, the energy partner then, that I should not be expected to make such a difficult crossover, except I strongly believed in the firm's philosophy of 'professional development now and big pay later.' To everyone's surprise, I accepted AA's offer despite having

to forgo more than fifty percent of my salary at the time. That decision got Dick's attention and he regarded me at that time as someone who believed in the firm's outstanding professional development and deferred compensation philosophy.

Having qualified as a chartered accountant before joining AA and given the overseas training I was receiving at the firm, I was inspired to avail myself of the opportunities that would enable me to operate globally. I decided to apply to Yale School of Management, and was hoping that upon gaining admission, I would secure a scholarship. My admission expectation came through, but without a scholarship offer. However, Yale offered to give me a loan (about \$100,000), if I could have an American co-sign the loan.

It was at that point that Dick's philosophy of 'professional development now and big pay later' came strongly in my favor: he remembered that I had taken a pay-cut in order to join AA. He told me that though, I didn't need an MBA to excel at AA, my career decisions indicated that I had a long-term vision which should be encouraged and supported. He agreed to co-sign my loan and then admonished me that after my MBA, I should acquire the best experiences and return to help build Nigeria.

Today, I am the chief executive officer & managing partner of Development II, Inc. (USA), and founder & CEO of SHIELD Academy Group LLC (USA) - the parent company of SHIELD Academy Limited (Nigeria) - a global entrepreneurship and leadership development institute, which is a World Bank/IFC BusinessEdge Partner and the Implementing Agency for Central

Bank of Nigeria's Entrepreneurship Development Centers Initiative.

Through these and other platforms, I am involved in nation-building, global entrepreneurship development, intercontinental financial intermediation and national economic reconstruction; especially after major crises or disasters, as a leading global financier and business thought leader: all in response to Dick's admonition. Specifically, I was selected in 2002 by the US Department of Housing & Urban Development and the New York State Government to help in the rebuilding and restructuring of the businesses affected by the 9-11 disaster, while working on Wall Street.

In 1998 and 2008, I was selected by Salzburg Global Seminar (the foremost global leadership organization based in Austria; created in 1945 for the reconstruction of Europe after WWII and now a global development think-tank), to address the two major global financial crises during two periods: the East Asia Economic Collapse (1998) and the Global Credit Crisis (2008); by diagnosing the causes of the crises, proffering solutions and developing strategies for averting future occurrences.

Shortly after my participation in the Salzburg Global Seminar program in 2008, I was recruited from the US to lead the activities of FCMB Capital Markets Limited. During my tenure, I was appointed as a member of a special group created by the Bankers Committee to evaluate the role of the banking sector in the economic development of Nigeria; we recommended that Nigerian banks should give special consideration to agricultural

development financing. This led to the creation of the NIRSAL scheme.

Upon the announcement of the Amnesty Program for the Niger Delta youths by the late President Yar'adua, I approached the then Minister of Niger Delta Affairs, Mr. Ufot Ekaette on the transformation alternatives for the youths. SHIELD Academy Limited and its partners worked with the presidency in designing and implementing the entrepreneurship components of the Amnesty Program.

Subsequently, SHIELD Academy and its partners were selected by CBN in 2012 as the implementing agency for its South-South zone entrepreneurship development program with the aim of creating jobs, eliminating poverty, curbing youth unemployment and starting at least 10,000 new businesses in the region within the first five years.

Continently, I am currently the chairman of the Steering Committee for the establishment of AFRACA's (African Rural and Agricultural Credit Association) proposed Pan African Collateral Management Company - a Pan African credit agency that is expected to provide access to finance for Africa's rural population and those currently outside of the banking domain.

In recognition of my contributions, I have received awards nationally and globally: I received my MBA from Yale with letter of commendation for outstanding performance in 1996; was awarded my permanent residency in the USA as an Alien With Extraordinary Ability in 1999; recognized in 2003

by IBM/Network Journal as one of 40 under 40 Outstanding Professionals in the USA; awarded Entrepreneur of the Year in 2003 by International Dream Team in the USA; awarded Fellow of Salzburg Global Seminar in 2008; and one of 50 Outstanding Nigerians in Diaspora, in Commemoration of Nigeria's 50th Independence Anniversary in 2010.

Over time, I have come to know that human capital development, long-term perspective in seeking rewards and transparency in personal leadership are the key elements in transforming any organization and society. Nigeria needs the emergence of a united group of people who have passed through the tutelage of or had an encounter with Dick and are committed to put to work the experiences gained in solving the puzzle called 'Nigeria's Economic Development.'

Finally, the primary lesson I want to pass to future generations is Dick's simple philosophy: 'Professional development now and big pay later.' My life is a living example of this. It works!

SEYI BICKERSTETH

CHAIRMAN, KPMG AFRICA

I have spent over thirty three years providing tax, regulatory and business consulting services to various companies operating in major sectors of the Nigerian economy. It has been a professional journey with a much expected concoction of excitement, joy, difficulties and tough challenges but also notably, a journey rich with remarkable lessons, roles, achievements and most importantly, people. One of such people - and undoubtedly one of the most outstanding - is Richard (Dick) Kramer.

I became a partner and head of tax and regulatory practice in Arthur Andersen in 1990 and later became the national senior partner for KPMG Professional Services, Nigeria, a member of

the KPMG Global Council, the managing partner for KPMG, West African region and the chairman of the KPMG African Initiative called, "Project Africa". While I was the partner and head of tax and regulatory practice, I led it to become the most profitable division in Arthur Andersen, Nigeria and went on, via subsequent roles, to help make KPMG perhaps, the leading and most reputable professional services firm in Nigeria.

Dick was at Arthur Andersen that year I became a partner and he played a phenomenal role in my professional development that culminated into that particular accomplishment and successive ones. It is difficult to sum Dick up in terms of how much influence he has had on the likes of me and numerous other professionals who have associated with him. It is equally tough to describe the impact of his many contributions to Nigeria's development. One of those contributions worth mentioning is related to tax practices in the country. If you take a look at its history in Nigeria, you will discover that years ago, all the audit firms regarded tax practice only as an afterthought. Tax was never a stand-alone, highly prioritized practice. It was Dick who had a vision of making it a specialized practice in Nigeria rather than a mere afterthought of the audit process. That is why we decided at Arthur Andersen and later KPMG to focus on tax as a specialized practice. KPMG is today, the leading tax practice in Nigeria.

Dick is a pioneer and a true visionary, no questions about that; a pioneer in terms of developing organizations here in Nigeria and in terms of developing ideas for Nigeria's economic growth

and sustainability. It was his idea about twenty years ago to start the Nigerian Economic Summit Group (NESG) and make sure people like me got involved. Since its inception, the group has become an incredibly influential policy making body in Nigeria. Seeing such an initiative - and others that are too many to list in this write up - pioneered and nurtured, have provided me with a lot of inspiration and education.

One of the lessons I have learnt from Dick which I hope will guide my future successes and which I think those of future generations can imbibe, is his take on relationships in business. Dick believes that relationships should be regarded as long term issues and should be made to revolve around giving services and values rather than selling. Basically, if you offer excellent services and give value, your business relationships will translate into positive results and services for your firm but you should never go into a relationship thinking only of selling. Dick's philosophy is to develop long term symbiotic relationships in which one's role is to provide value to the other party.

Three other lessons stand out. The first is the idea of always working hard to get the very best people into your team. Dick always says that, "You have to get people who have the brain power to do this job." A second lesson can be summed up in this expression: "Think straight, talk straight". It was an Arthur Andersen mantra about clarifying your thinking at every point in time and communicating clearly, sincerely and boldly. The last lesson has to do with getting involved in building the community within which one functions. Professional services

firms don't operate in a vacuum, they operate within the framework of communities and the more those communities succeed, the better the chances of the firms also succeeding. You need a thriving society for you to thrive. That is what informed for instance, my getting involved in the Nigerian Economic Summit Group and making sure I am constantly contributing to policy making in Nigeria.

Young people who represent the future generations, need to pay attention to this last lesson. It hinges on the need to always contribute rather than simply complain about what is wrong with society. Wherever one is, within one's circle of influence, one must play his or her own role well – no matter how minor that role seems. The lesson also hinges on having the right paradigm for success. It is about contributing, sharing and thinking long term – an idea Dick drilled into those that worked with him. Goldman Sachs has a saying that, “We want to be long term greedy”. The firm says it is not keen on focusing on the short term but rather, it intends to make lots of gains in the long term. Young professionals should imbibe such a philosophy together with ones that encourage being driven by passion for one's work rather than money and like I mentioned, developing long term relationships.

Dick has spent a considerable part of his life contributing to Nigeria's development because he is very passionate about the country. Like him, I believe that even though things look bad, Nigeria can eventually turn the corner. In my opinion, to turn that corner, Nigeria's top priorities must include job creation,

ensuring inclusive growth, diversifying the economy and developing our infrastructure considerably. In line with these, Nigeria needs to take three key steps. First we have to become a nation rather than a collection of religious or ethnic groupings because, unfortunately, as at today, ethnicity and religion still drive most Nigerians. We have to go beyond that and if we don't, we will continue to struggle to develop. The second thing is to create a just society with opportunities for all. We cannot afford to make millions feel like they are unfairly denied, particularly by a few political elites, the opportunities to live their own dreams. Finally, we must align crime with punishment. This means that there are no sacred cows. It should be the same social justice for all.

STANLEY EGBOCHUKU

PUBLISHER/CEO,
MARKETING INFORMATION SERVICES LIMITED

“I don’t look to jump over seven feet bars. I look around for one foot bars that I can step over.” This quote by Warren Edward Buffet, the most successful investor of our time, sounds very much like Dick Kramer who has strongly influenced my life.

Unfortunately, I met Dick only during the twilight of my life’s journey, precisely at the beginning of this century. This was fourteen years ago right in his traditional meeting room at the tiny corner of his Bourdillon, Ikoyi, Lagos home. I went to him in the company of Frank Aigbogun who introduced me as the right man for the Capital Alliance media platform. What was supposed to be a formal interview ended up as a deep, friendly

and intimate conversation. I started work soon afterwards at the Octagon Towers in Victoria Island, Lagos.

That was the beginning of an unforgettable tutelage under Dick. It was a more intensive experience than when I was at the University of Strathclyde Business School, Glasgow. Dick and Co. taught me many things: how to do presentations, prepare feasibility studies, organize seminars, write mission and vision statements, lead a focused group interview, organize research and operate as a successful consultant, to name but a few. I met with Dick over a thousand times at the in-house weekly formal meetings, informal discussions, outside seminars and conferences and in-house routine sessions. I attended several events on his behalf and would always be debriefed.

Dick taught me most of the things I know today about affecting lives, focusing, serving selflessly, mentoring and family/work balance.

It was while in Capital Alliance that I was invited by the National Planning Commission (NPC) as a member of the Technical Working Group (TWG) and later Central Working Group (CWG) of Vision 20:2020. On March 20, 2011, NPC also invited me to serve as a member of the drafting team to assist in harmonizing the submission from the various thematic groups of the committee on the prioritization of policies, programs and projects for FY 2011-2015, consistent with the objective of enhancing economic growth and development.

I did a lot of the editing of the documents that emanated from the

First National Implementation Plan and the review of the plan. I was, in other words, a member of the committee that drafted, edited and produced the transformation agenda of the federal government. Dick particularly liked the idea of my commitment and involvement in these various national assignments because they are relevant to his ideas about nation building.

Some of the required key deliverables as vice president in African Capital Alliance included ACA Weekly Digest, a soft-copy in-house bulletin on views, issues, opportunities and strategic imperatives; delivering value in BusinessDay; web content management; database management; monthly hosting of individuals of repute to share with the ACA team; involvement in the Nigerian Economic Summit process where I was the then co-chairman, Editorial Sub-Committee; total involvement in the Dick Kramer, Okey Enelamah and Dr. Christopher Kolade initiative on nation building, using Apostles in the Marketplace as a platform and so on.

Warren Buffet also said: "In the business world, the rear view mirror is always clearer than the windshield." On that score, I probably was responsible for the involvement of Capital Alliance Private Equity in the setting up of BusinessDay Media Limited. Before BusinessDay, I had set up Business Confidential, Nigeria's first business newsletter with Pascal Dozie as chairman and Dick Kramer as chairman, editorial advisory board. The company, Business Media Nigeria Limited, operated out of ICON House, Idejo Street, Victoria Island, sharing a floor with the Nigerian Economic Summit Group.

I played significant roles in the processes involved in the setting up of BusinessDay, especially during the period of our relationship with erstwhile Johnnic Communications, South Africa. The company had partnered with African Capital Alliance to form Johnncom West Africa. I was, for eight years, the editor-in-chief/chief operating officer of BusinessDay before I left briefly as managing director/CEO/editor-in-chief on a failed mission to turn-around the giant media establishment, Daily Times of Nigeria Plc with the help of PricewaterHouseCoopers.

I agree entirely with Malcolm Gladwell (Outliers: The Story of Success) who states: "Achievement is talent plus preparation" because without preparation championed by Dick Kramer, I would not have achieved much. Dick teaches with his notebook and pen always by his side, a habit I have imbibed but have not mastered yet. He takes notes copiously as if he is a journalist. It will be interesting to know how he processes the information and how long the notes are kept before being discarded.

Dick made me a better journalist because he got me to learn to dig deeper and deeper. He taught me to be a good thinker. He got me to imbibe the values of integrity, excellence, professionalism and creativity. These lessons have been my guide and will remain my guide throughout the rest of my journey through life.

On what I consider to be Nigeria's three key priorities, I defer a little bit to ask that the country moves towards 'quite new rules of the social game', as was pointed out by Martin Wolf of the Financial Times of London, who also happens to be Dick's admirer. I insist that the country engenders true citizens, honest

guardians, proper markets and just laws. Those are like basic needs that must be followed as enunciated by James Ferguson.

As a nation, we need a proper check-up before administering drugs to cure our malaise. Every sector of the economy needs to be properly reformed by 'honest guardians'. The process of change must start by engendering true citizens with a healthy orientation. These citizens need honest guardians and stable platforms. What makes them guardians, as opposed to bandits, according to Martin Wolf, is that they use their positions not for personal material advantage, but in accordance with the objective rules or in favour of a notion of the common wealth.

Like Dick, I am a fan of Malcolm Gladwell's Tipping Point which explains that, 'the tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.' May Dick's ideas and those of his admirers, spread.

STEPHEN WEST

CO-FOUNDER, ACTIS CAPITAL LLP

I first came across Dick Kramer some ten years ago in his role as co-founder of Africa Capital Alliance (ACA). He asked me if I would be prepared to assist ACA on the investment side of their business and I gladly obliged. My relationship with Dick and consequently ACA and Nigeria, has since evolved into a long standing one.

Dick and the ACA professionals and staff have always treated me as 'one of the family' and whilst I may not have reached 'honorary Nigerian' status quite yet, the number of Nigerian visa stamps in my passport are an indication of the progress I have made.

Dick was integral to the decision to bring me into the ACA fold mainly because he recognizes that the transference of external skills, knowledge and know-how into Nigeria, is generally a plus for the country under most circumstances. The evolution of the private equity business in Nigeria is testament to his foresight.

I am a principal investor and senior business advisor and have been operating in a broad sub-set of emerging market economies for over two decades; co-founding and helping to develop a number of fund management private equity businesses. Whilst I may not be in the autumn of my career quite yet, I have experienced a number of seasons already which perhaps provides me with some insight worth considering.

In contributing to this book, I find myself amongst some illustrious individuals who will have far more relevance to the subject matter than I, but I will provide some observations that will hopefully resonate with the reader.

I have worked hard and diligently for over thirty-five years and during that time, I have learned a number of valuable lessons which have served me well. First, act honestly and diligently and in a consensual manner. Dick shares my inherent passion for doing the right thing. Secondly, one must operate with utmost integrity with the people you are dealing with on both personal and professional basis.

People may not like the outcome of your views or the position you hold; and you may not even be correct in the assertions you make or the beliefs you hold, but at least they will respect your

honesty and understand the rationale in how you arrived at your position. Again, this is something one will observe in Dick's life.

Thirdly, conduct yourself in a transparent and open manner - treat others as you expect to be treated yourself and show humility in your dealings with other people. It is important to be gracious in your dealings with people because everyone deserves to be treated with respect and their opinions heard and debated objectively.

Finally, exercise considered and objective judgement with an open mind when making key decisions. Nobody has the monopoly of knowledge or of being right all of the time; but acting in a reasonable and sensible manner with common sense and with sufficient humility, should prevent error of judgement most of the time.

Unlike Dick, I am no expert on Nigeria per se but my suggestions in terms of priorities would be to increase the level of transparency in the public and private sectors. Without transparency, markets do not function properly, which is detrimental to the parties having to operate in those markets and detrimental to the ultimate outcome for the most people and usually works to the disadvantage of the weaker party.

The establishment of first class infrastructure is an absolute imperative for Nigeria - without a properly functioning power sector, mass transport systems, water distribution and effluent collection and treatment systems, efficient and effective legal system that dispenses justice objectively, etc, Nigeria will not be

able to develop adequately to meet the aspirations of its growing population.

Inequality is endemic around the world and has been throughout history but I do believe that implementing policies designed to reduce inequality, i.e. through an effective redistributive tax system or through specific initiatives, serves the greater good of society and brings social cohesion which brings benefits to all in that society.

Being in the private equity capital business, it is also clear to me that without the provision of adequate levels of capital, no country or business can develop effectively. Nigeria's external profile has improved dramatically over the last few years but I believe Nigeria remains an undiscovered gem for foreign investment capital and more needs to be done to promote the country as a destination for the investor's dollar.

Of course, the road is rocky and events take place from time to time which greatly affect sentiments of foreign (and domestic) capital providers, but I truly believe that Nigeria is on the right road. With the continued right leadership and support from leaders like Dick, Nigeria will in the years to come, surprise (to the upside) many of the internal and external commentators who may not be up to speed with the improvements that have been and continue to be implemented.

Nigeria is the single biggest economy and population in Africa with tremendous under-exploited natural resources and with a wealth of human resources.

The country is integral to the African continent which is finally assuming its rightful place on the world stage. It would be a real shame for the one hundred and seventy million or so Nigerians if they and their leadership did not seize the opportunities available to them and stake out a key role as this century unfolds.

Dick Kramer is passionate about Nigeria and has contributed a significant part of his life in helping the country develop and grow. He has done this with tenacity and voraciousness but with a keen sense of balance and humor, all of which is to be greatly admired.

STEVE IWENJORA

VICE PRESIDENT,
AFRICAN CAPITAL ALLIANCE

I have over sixteen years of experience in the financial services sector, including investment management, private equity and financial control. My banking experience started from 1999 to 2003 during which I worked with the United Bank for Africa and Citibank, where my roles included trade services and financial control. In 2004, I joined African Capital Alliance, where I was instrumental to several private equity deals. In 2007, I joined Renaissance Capital, where I was a senior management staff for the private equity team that handled investments for the West African region; including a leading aluminum can manufacturing company, in partnership with Rexam Limited, a global leader in can manufacturing. In 2009, I joined SIM Capital Alliance, a

company largely promoted by African Capital Alliance (ACA) to provide asset management services, as fund manager.

Apart from my core professional life, I mentor a couple of young individuals who can be future leaders; I work with several groups to assist the less privileged in education, health and other needs; and I also work within a group that encourages private sector-led economies by providing funding and other ancillary services to investee companies.

While serving as the fund manager of SIM Capital Alliance Limited (SIMCAP), I had the great privilege of working with Dick Kramer, who is the chairman of SIMCAP. Prior to the role, I worked with him on one of the private equity funds managed by ACA. With the guidance of Dick and other experienced board members of SIMCAP, we have grown assets under the management of SIMCAP to circa N17b (seventeen billion naira) in about five years.

My experience in working with Dick has been phenomenal as he has the capacity to 'walk the talk'. Dick is able to build something from the scratch, create value and institutionalize a company. He brings a wealth of experience in building institutions, the society in general as well as individuals. The lessons I have learnt from him cannot be exhausted in this medium, but I will try to summarize some very notable ones. First of all, Dick's strong attention to detail is unprecedented. He often says, "You either know or you don't know. You cannot be half pregnant". Secondly, the love and regard Dick has for his family - especially his wife whom he fondly calls "My boss" - is

remarkable. In the midst of his illustrious career, he is fiercely family oriented. Thirdly, despite the traffic conditions in Lagos and our environs, Dick always keeps to time for meetings and does not give excuses. Indeed, he is not one to make excuses for things. I also remember some years back, I was waiting for the elevator in our office building to take me to the 8th floor; Dick met me there, greeted me and used the staircase. And I thought to myself that if he could be that energetic at his age, then surely I have no excuse.

Through Dick I have learnt there are no limits or boundaries to what one can achieve, once you apply yourself, working with the right team and believing in your Maker, you can achieve and be all you want to be. These are important values that one wishes could be more widespread in Nigeria as we endeavor to build a strong country.

Unfortunately, Nigeria at the moment, has issues that are too numerous to list but I will summarize what I consider to be the key ones.

- That government does not regard the private sector as a major source of its income, is an issue. Providing an enabling environment for the sector to thrive and in turn pay taxes to government will resolve the current disconnect between the government and the sector.
- Corruption has permeated all spheres of our society; this should be addressed as a matter of urgency.
- Nigerians need to see themselves as 'Nigerians' first

before any ethnic identification. We seem to identify more with our states of origin as against our country. This contributes to some of the sectoral violence and security issues we are facing in different parts of the country.

In view of these, I believe the next steps for Nigeria should include: building a more private sector-led economy where the government provides an enabling environment for the sector to thrive. This will help in job creation and improve other sources of revenue for government and hopefully de-emphasize focus on proceeds from oil. Also, there should be improvement of democratic processes, where more than one party will be able to produce the leaders of the country. Finally, Nigeria should strive towards becoming the leading economy in the continent, as we are endowed with both human and natural resources. Our ability to harness the opportunities before us will enable us achieve this.

As for the future generation of Nigerians, the following are some important lessons I have learnt that I wish to share with them:

- You can create wealth by working hard and staying true to your dreams and aspirations.
- There is a need to 'walk the talk' and stop talking. We have a lot of people who talk and don't act. Talk less and do more.
- In the midst of adversity and uncertainties also lie great opportunities for the discerning and informed.

- Anything good worth doing should be done well; no time for half measures and idle chatter.
- A balance between your faith as a believer in God, your professional career and your family must be achieved.
- It is a good idea to have a mentor to guide you personally, professionally and spiritually
- Finally, there is a need to live a purpose-driven life.

TANI FAFUNWA

MANAGING DIRECTOR,
RESOURCERY PLC

I returned from the US after finishing my MBA at Stanford in 1993, to manage Resourcery, which was a small computer company at the time. Since then, the company and I have grown through the years and we have weathered many a storm in the rough seas of growing a business for the long term in Nigeria. Many competitors have come and gone during this time but Resourcery has stood firm and is now a leader in Systems Integration (SI) in West Africa. It has the distinction of being the first Nigerian SI to become a public company.

Our longevity and success is due to many factors, some of which are based on practices, principles and values that are at the core

of the company and some of which have come from external sources. One such external factor that had a major impact and was a significant contribution to the success of Resourcery, was our association with Dick Kramer and his company, African Capital Alliance (ACA). Dick's and ACA's input and direction, helped us professionalize our business.

Dick and his team supported us in navigating the sea between a small informally-run company and a professionally-managed mid-sized firm. They worked with us to revamp our structure and gave us strategic advice that contributed to the growth and development of the company. ACA injected equity into our business because Dick and his team believed in us. He served on our board for about three years. During that time, he provided guidance and wisdom, during good and bad times.

Dick works from a solid foundation built on core principles and the importance of family. This is key to who he is. His advice is always well thought through and delivered with encouraging words. The position that Resourcery holds today in the SI industry and in the Nigerian business environment, is a testament to the support and input from Dick and his company, ACA.

Some specific lessons I have learned from working with him include the importance of knowing and staying true to one's core values. In life we may not be able to solve all problems but if you deal with them in ways that are true to your principles you will sleep well at night. Consistency of action is key; as it is generally not the big issues that come once in a while that determine who

we are but rather what we do every day and how we do it.

Nigeria is a country of tremendous unfulfilled potential. Nigerians have been talking about this potential for over sixty years; its rich natural resources, fertile lands, large population, etc. Unfortunately, it is the same conversation had by multiple generations yet we have not been able to convert that potential to reality.

Countries we were on a par with or ahead of at independence have now left us far behind. To unlock its potential, Nigeria needs to experience transformation in a number of key areas: power, education, agriculture, security and transparency. All are important but if I had to choose one area to ensure success in, one that would be a catalyst and affect all others, I would choose power.

According to the president's Roadmap for Power Sector Reform (Aug 2010), Nigeria's per capita electricity production and consumption is among the lowest in the world. It's about seven percent of Brazil's and three percent of South Africa's. This is all the more shameful when you think that electricity has been in wide use for about a hundred years. We are not talking about nuclear reactors here.

There is a very strong correlation between electricity and economic development. According to the same roadmap, Nigeria will lose \$130bn of GDP every year by 2020 if the situation does not change. That is a huge number and simply put, there is no other lever that would grow the economy and change the lives

of Nigerians like fixing power. It would create a massive amount of jobs, economic wealth, higher standards of living and a better quality of life.

Why isn't there more of an outcry when so many people are affected so drastically by this one issue? We 'shock absorber' Nigerians, never having experienced continuous electricity as a nation, discount its possibility and underestimate its effect. We know the personal effect but we haven't grasped the national effect. If a frog is placed in boiling water, it will jump out, but if it is placed in cold water that is slowly heated, it will not perceive the danger and will be cooked to death.

Nigerians, living like we do with a slowly degrading electric supply, are like the frog. We adjust to the worsening situation. Part of the reason for this is that individuals do not feel they can impact the situation and we do not have the culture yet, of demanding action from those who govern us.

Nigerians bemoan all the global rankings which usually show us bringing up the rear. What I hope future generations learn early enough is that nothing is given to us based on our potential except the opportunity to exploit that potential. The rest is in our hands. As a country, we have no rightful place in the world; we only have the place we earn.

THOMAS C. BARRY

PRESIDENT & CEO,
ZEPHYR MANAGEMENT, L.P.

I have been active in international business and investments for most of my professional life. For the past twenty years, as the founder and CEO of Zephyr Management, LP, I have been engaged in private investments in Africa. Zephyr Management, headquartered in New York City, promotes economic development through investment in private sector entities in emerging countries.

Zephyr Management secures capital, mostly in the USA and Europe, to invest in small and medium-sized private sector businesses to achieve local employment growth, skills development and wealth creation for employees as well as for

investors, including the clients of Zephyr Management. Over the past twenty years, Zephyr Management has mobilized and invested US\$ 2 billion in all regions of Africa, Mexico, Korea and India.

For many years I had admired the work of Dick Kramer in multiple developing countries, especially Nigeria where he settled. In 1994 I was privileged to begin working with Okey Enelamah upon his graduation with an MBA from Harvard Business School. Okey and I were partners in launching the first private equity fund in South Africa. Okey was a protégée of Dick Kramer's at Arthur Andersen in Lagos before attending Harvard. Okey introduced me to Dick in South Africa in 1997.

Dick was, and still is, an unending optimist about Nigeria's economic future. He was an active member of Vision 2010 - possibly the only non-Nigerian. Dick was **the founding chairman** of African Capital Alliance, ACA, which I was honored to join at inception. ACA's objective was to support economic growth in Nigeria through providing private capital to attractive private sector businesses. ACA was the leader in introducing the concept of private equity to Nigeria. The other founding partners were leaders in the Private Sector.

Under Dick's guidance and Okey's leadership, ACA became successful beyond any expectation. This success has promoted job creation, skills development, ethical business practices and excellent financial returns for investors, both Nigerian and international.

Of the many lessons I have learned from Dick, the most important is institution building. He taught me that an entity (business, state, and not-for-profit) cannot endure without making serious investment in people, training and procedures. These lessons have been practiced in ACA as well as in the many organizations Dick has influenced and inspired in Nigeria. I have watched the results with admiration and I aspire to implement the same priorities in my life.

These lessons in institution building are, in my opinion, the key priorities in Nigeria. Many of the economic and political challenges are the result of not having made the appropriate investment nor paid attention to building institutions which can implement priorities. Dick has taught me that a focus on a specific objective, like an infrastructure project, misses the point that these projects cannot be sustained without having built the relevant institutions to implement and sustain them.

I believe that the next priority for Nigeria is to develop consensus and support among the political class as well as the public and private sectors and that it is in everyone's best interest to build, step by step, the institutional framework for sustainable economic development.

TOM, JOHN & ANNE KRAMER

DICK'S GRANDCHILDREN

Our relationship with Dick Kramer is very different from that of most other contributors to this book because we primarily know him as our grandfather (and will refer to him as such in this piece). It is only when we look beyond the family relationship that he has become a mentor, collaborator and nation builder.

Granddad has been living in and dedicated to Nigeria for as long as any of the three of us can remember, well over thirty years. As children, we never thought twice about the fact that our grandfather was investing himself in a country we knew little about and had no direct contact with because he was always just a grandfather to us.

Our early memories are of him doling out seemingly endless love – all smiles, laughs and affection. When our grandparents came to visit, he would tease us by saying, “No kisses” and we would all laugh knowing that we would of course greet our loving and beloved grandparents with a kiss. With age and maturity, both his and ours, this relationship has evolved.

The first evolution was simply his life in Nigeria expanding our global horizons, particularly with respect to Africa. His dedication to developing Nigeria is amazing, and this soon became clear to us even as we were too young to fully comprehend it.

Our relationship with granddad has evolved from uniquely loving to a more sophisticated, supportive and nurturing one. He began to bring his life and priorities into our world. We began asking questions about Nigeria and his dedication to its development, and he asked the same about our evolving passions in life. He challenges us to be thoughtful about the educational and career choices that we make. He challenges us to have goals, aspirations, and vision, and to develop a plan for accomplishing our dreams. He challenges us to look beyond our personal and professional lives, and to understand how our work can bring change to our communities and the world. Granddad taught us these things directly, but he also taught us by example and as we came to understand his accomplishments, he became more of a mentor and a role model.

Though we have never had the chance to visit Nigeria, one of our fondest memories with our grandparents is a trip they took us on to South Africa. As with many things he plans, granddad was

able to make the trip as much about education and opportunity as it was about family and enjoyment. This trip exposed us to many experiences, values, and struggles far beyond what we had ever known in our everyday lives.

He planned the trip to juxtapose the socioeconomic education of a visit to Soweto, the culture experience of a traditional Zulu village, and the naturalist pursuits of an excursion in Kruger National Park. This was but one example of how our grandfather has worked to take otherwise abstract ideas (that we had previously only known through reading) and make them a part of our consciousness and personal value systems.

It is challenging to reflect on how our grandfather, once only a source of love and affection, has helped us to develop ourselves and shape our nascent careers. Suffice it to say that he has been a source of mentorship and inspiration professionally, while never ceasing to be loving, supportive and fun to be around.

Many of our co-contributors to this book will also offer their perspectives on the opportunities, challenges, development, and imperatives for Nigeria; we humbly admit that none of us have any expertise in these areas and know Nigeria primarily through the US news media that supplements the small bits we have learned from our grandfather.

Rather than offer minimal insight here, we will simply say that we are encouraged by the inputs of our co-contributors to this book. Nigeria clearly has many good hands and minds helping to guide it towards a promising future.

TONY EGBUNA

VICE PRESIDENT,
AFRICAN CAPITAL ALLIANCE

For over twenty five years, I have had varied experiences in financial management, banking, auditing, process improvement, strategic planning and enterprise risk management. I worked in Reynolds American, (Winston Salem, USA), Jefferson Wells, (Charlotte, USA), United Bank for Africa, ProAce Consulting, FSB International Bank and Arthur Andersen (Lagos, Nigeria) in various managerial capacities. I was a consultant on risk management and internal controls at Jefferson Wells. I am currently a vice president at African Capital Alliance where I am responsible for deal making and investment management in target sectors. Until a few months ago, I managed the firm's Environmental, Social and Corporate Governance (ESG) policies

and procedures. I am glad for the opportunities I have had to assist in developing human capital in my professional life. I did a lot of that while I was at Arthur Andersen (AA), by training and mentoring a whole lot of people just about the same way I was trained and mentored. I am also happy that I learnt to uphold the values I imbibed at AA which was reputed for being very ethical. Since my days there, I have strived to develop a similar reputation in my professional life not just in Nigeria but also when I was in the United States.

It is easy to observe Arthur Andersen's and consequently Dick Kramer's handwriting all over the pages of most of my working life. I got to know about AA when I was doing my youth service. At that time, the firm was clearly the best around and so I took advantage of an opportunity to attend an interview there. It was a dream come true to be hired and since my days at AA, it has been a bit difficult to find the kind of job satisfaction that I got there anywhere else. The environment at AA was professional and fun. It didn't matter whether you were a partner or a low entry person, we all knew ourselves by our first names and that helped to foster good relationships. We were like a family. Dick, who was the managing partner, was sufficiently accessible to everybody, even the low entry people like me back then. He was very friendly and that essentially set the stage for the relationship that I have had with him since then.

Dick places premium on people. He has the belief, which I have also imbibed, that people make all the difference and if you have the right people, you can always call on them to come up

with the right processes and plans and to execute them. Dick also has a deep sense of commitment. It is better not to make a commitment than to make one and not keep it. This is something that I basically learnt from Dick. Dick also advocates seeing the end from the beginning. This rubbed off on me. I am also someone who believes in an Asian proverb that it is better to measure seven times and cut once than to cut and find out that you have cut in the wrong place.

In our bid to change Nigeria, we must make leadership our top priority. I mean the type of leadership exemplified by Dick Kramer - one with vision, commitment, competence and integrity because leadership makes all the difference. With the right type of leadership, we can take bigger strides. An example is Lagos State. Look at how much progress the state made under Babatunde Raji Fashola's leadership. Maybe if we had someone like that at the federal level, Nigeria would be a better place.

Another top priority we should have is to fix our broken educational system. It is obvious that without the private sector, there would probably be no education going on in Nigeria because the government owned schools are constantly on strike and their standards have fallen badly. Unfortunately, not everyone can afford to go to private schools. There needs to be a lot of efforts to get our public schools to where they used to be. They may not be able to compete with private ones but at least they should not be dysfunctional.

Infrastructural development should be another top priority. The cost of doing business in Nigeria is exorbitant and prohibitive

for most people, simply because we don't have the basic things that work in other places and that in my view would require some special funding vehicles. One main reason why we haven't made progress in developing infrastructure is because we don't have the right funding structures. Fixing this problem will call for a re-examination of the way in which we are spending money right now, including all the money that we are spending on so-called 'subsidies'.

We live in a country, like many other countries, where the political leaders are elected through party systems that can only thrive when the electorates have real choices between candidates. That is not possible in a political environment where there is one dominant party. I am hopeful that the current changes in the political landscape will result in the formation of a credible opposition party. This will hopefully improve our political process to ensure that people are elected based on merits and track records. If there was a way to ensure that people are selected through merits and track records, then I am sure that the right leadership would come up. If we have the right people in the right places then the problems we have with resource allocation would be well taken care of. If we don't address the problem of resource allocation, we would probably never have enough funds to address the existing challenges in the educational system, the health system or the infrastructural problems that we have. If I have to select just one major problem that we need to tackle to move ahead to the next step, then it would be our leadership selection process. We can learn a lot from how Dick handled that.

TOYIN MUNIS

FIRST NIGERIAN INTERNATIONAL PARTNER,
ARTHUR ANDERSEN, NIGERIA

My relationship with Dick Kramer was unusual and unique because of the period in the firm's life when it happened. Dick came into my life at a most opportune time. I had just qualified as a chartered accountant with Coopers & Lybrand and Dick's presentation convinced Aruna Bawa and I to leave C & L where we had a relatively assured promising future. We were then sent off to work in the United Kingdom for a year.

Ladi Jadesimi who was the Nigerian partner, left the firm. Arthur Andersen had a philosophy of growing its own partners rather than merging or acquiring them. As a result, the firm decided to take a risk in continuing with Aruna and I and elevated us

to partners in the local firm. We were twenty nine years old. The firm then spent thousands of dollars on our personal development and exposure to the firm and its workings.

The next ten years were like a whirlwind. I assumed responsibility for developing the tax practice, recruitment and personnel matters, legal and regulatory compliance for the firm in Nigeria, and ensuring compliance with the internal AA reporting requirements. I became a partner in the worldwide firm six years after joining the Nigerian offshoot. As the most senior Nigerian officer, I was seen sometimes as the public face of the Nigerian firm locally and internationally.

I received my 'MBA' in real life business management. The firm was involved in most of the major international contracting that was done in the 1980s and early 1990s in Nigeria. Dick made sure I was personally involved in reviewing multi-billion dollar contracts like the Kaduna Refinery, the Kellogg contract to build the fertilizer plant and the LNG plant, to name but a few.

I remember representing the firm in 1981 at an international forum in Reston, Virginia, USA. I was given the task of convincing American businesses to invest in Nigeria. I had an incredible opportunity to learn and also be seen as the Arthur Andersen expert in Nigeria.

At the same time the tax practice was extended to include receivership and turn-around management. In addition to my AA responsibilities, I ran construction and manufacturing companies for banks, built roads and houses in Ondo State,

Rivers State, Kogi State and other places across Nigeria. The major sticking issue was protecting the firm from any liability.

I was exposed to negotiating with banks, creditors, labour unions and governments while struggling to maintain the AA integrity standards. Several of the legal precedence created by our practice, are now standards in the industry. Some of these issues presented challenges to Dick and I, which we had to resolve.

My internal responsibilities within the firm also meant I worked quite closely with Dick. It took the firm about five years to generate N1 million (then \$1 million) of revenue. Several times, we exceeded our bank facility and we had to work together with the Savannah Bank to request for some flexibility on our facility.

Dick was also an ardent speaker about how Nigeria could move forward and some of his speeches touched on the sensitive area of corruption (imagine a foreigner talking about corruption in Nigeria). One of those speeches resulted in us spending hours at the then State Security Service (SSS) office on Awolowo Road, Ikoyi, Lagos. I remember how much apprehension we had at that time. It was during a military regime.

The most important success we had was developing a recruiting process which ensured that we were substantially successful in finding the best candidates. This success is confirmed by simply looking at the alumni list and the success of the successor firms in Nigeria. Many alumni tell me how impressed they were that they were hired without knowing anyone in the firm. We started

campus visits which some of us felt was an overkill but it opened the firm to a lot of other opportunities.

Till today, I am very proud of being a part of creating an environment where people are provided the tools to develop themselves and are able to influence their environment positively. That's like creating something that lives beyond one's influence and life.

Working with Dick was quite challenging. However, I wake up every day in my businesses remembering and emulating the things he did that made him successful. One of the major lessons that came from working closely with Dick was that he always prepared in advance before undertaking any activity including meetings, discussions or any issue facing him. As a result, his success rate of completion was greater than most.

I have tried to adopt this approach in everything I do and also tried to impart the same discipline to other people who have worked or are still working with me. Another lesson, one that those who represent the future generations should note, is that to succeed, you should always have a plan which must be updated regularly, you should be able to organize the required resources for it and you should go about executing it effectively.

Dick always got us to think about Nigeria and ponder on how best to make the country realize her potential. This has become a trait you will find in many AA alumni and I am not different. In my opinion, Nigeria should find a leader who believes in the country and who can guide it in formulating and implementing

a realistic development plan, creating jobs for the millions of unemployed and under-employed graduates and youth. These should be matters of priority for Nigeria.

UDOCHUKU UWAKANEME

CEO,
UJAMAA CONSULTANTS LIMITED

I consider learning, education and contributing to community development as being critical to personal and societal growth; hence I have invested a considerable amount of my time and other resources on related causes, projects and initiatives over the years. On a visit to New York, I conducted, through voluntary effort by youths, a book drive and bibliography development project and set up the first immediate post-civil war public library in a part of my house (1972) in Aba. This library has proven to be very helpful to students and young professionals taking exams.

I was part of a very small group who founded the Harvard Business School Association of Nigeria (HBSAN) and another that founded the Enabling Environment Forum (EEF); serving as president in both. I was instrumental in introducing the Harvard Business School Association of Nigeria (HBSAN) Workshop series on 'General Management' which is open to the public. I helped to create strategic linkages with Harvard in the mid-80s, under the Public and Private Sector Chief Executives Development Program of the HBSAN.

I was instrumental (with the board's encouragement) in securing assistance from Harvard's Institute of Educational Management (IEM), which offered scholarships for four years in a row to Nigerian vice chancellors to enable them attend a program for developing university presidents. What enabled me to impress was my emphasis that HBSAN was a serious and effective agent for development in Nigeria, and that we were (unlike most alumni clubs in the world) not known for parties and seeking privileges.

I worked (in each case with a handful of truly dedicated Nigerians and non-Nigerians) to pioneer, from scratch, the following professional accreditation organizations: Institute of Management Consultants of Nigeria (IMCON) (for the individual consultant) and the Nigerian Association of Management Consultants (NAMCON) (for private and public sector institutions); serving as president of both.

In 2009, I founded the CYLAGE (Challenging Your Limitations and Growing Everyday) Institute. It teaches individuals

(especially students and youths) and organizations how to begin to grow in quality performance, change one's mind-set to begin to crave only the very highest standards and values in everything, and never stop growing.

Our being HBS alumni brought Dick (MBA 58) and I (MBA 66) together. With a few others like Chief Ade Adepaju, Ajulu Uzodike, Hayford Alile and Michael Omolayole, we founded the Harvard Business School Association of Nigeria (HBSAN). For all of us, we saw HBSAN not as a club of privilege, but something to leverage on to enable us to serve. Together with others, we established EEF, Nigerian Economic Summit Group (NESG) and the Vision 2010 project.

Dick and I drafted the constitution of EEF, he doing the lion share of the creative work. I derived much guidance and inspiration from his reasoning power and vision. I was awed by his considerable mental skills, when he summarized with great ease the proceedings of an entire workshop in his wrap-up. I began practicing to do the same thereafter.

My involvements with Dick have, in many ways, been about making positive impacts on Nigeria perhaps mainly due to his firm belief in the greatness of the country and our similar thoughts on the state, capabilities and priorities of Nigeria. Sadly, Nigeria keeps moving in a roller-coaster fashion.

The 2013-2014 Global Competitiveness Index (GCI) report, as published by WEF puts Switzerland, Singapore, Finland, Germany, Sweden, the Netherlands, Hong Kong, UK and Japan

currently at the top of the GCI table ranking 148 countries. It is impressive that Malaysia, which launched its Vision 2020 project in 1991, is now ranked in the 24th position. In fact, it is the 2nd most competitive country among the ASEAN countries, just behind Singapore.

Nigeria ranks quite low overall, being 120th out of 148. Her most important global competitive positive factor is its relatively large market size (32nd), seen by investors as having the potential for providing economies of scale, followed by the relative efficiency of its labor market. On the harmful side, Nigeria's weakest factors are corruption and use of influence, the security situation (now down to 142nd position in the world out of 148), and weak institutions with insufficiently protected property rights.

A competitiveness 'war' is on. I suggest that a potent way of selecting leaders, is one based on their ability to lead critical sectors and institutions, in order to achieve (and be rewarded for) competitive outcomes across countries, using available resources. They would not be compelled to work under functional budgets unrelated to competitiveness needs.

We should be alert as on a battle ship unlike on a cruise ship. We must begin to identify the actual competitiveness strengths and weaknesses of not only Nigeria as a whole, but of her key-driver sectors and institutions, comparing them with those of other leading economies we wish to match and surpass.

Key-driver sectors like industry, agriculture, tourism, banking and the institution of the Civil Service, for instance, should

be constantly compared in competitiveness terms with their equivalents in other leading countries. The Nigerian civil service, in particular, is really up against serious competition in performance power, from the civil services of rival countries. Without their vital support we would be lost.

It is heartbreaking watching major national visioning projects, such as Vision 2010, FSS 2020 and Nigeria Vision 2020, flounder and die at the phase of implementation, in spite of sound reports. Only when the effort at buy-in succeeds in securing stakeholders' willing and wholehearted participation in its implementation, can the validity and lasting merit of a beautiful technical report be proved.

By and large, these are things Dick also points out while maintaining a resolute faith in Nigeria's ability to survive the current phase

UDOMA UDO UDOMA

FOUNDING PARTNER,
UDO UDOMA & BELLO-OSAGIE;
MINISTER OF BUDGET & PLANNING,
FEDERAL REPUBLIC OF NIGERIA

I have always wanted to do many things. The most important was to ensure that I had a professional career that provided me with some independence. And once I had made a reasonable success of that, I wanted to be able to devote a good deal of my time to public service. Things have not worked out as neatly as I planned, but, in the main, I have been able to give myself to public service after pioneering and building a relatively successful commercial law firm.

My public service has included helping to set up the Corporate Affairs Commission by being its first chairman, working on the LNG Working Committee that contributed to the establishment

of the Bonny LNG Project, serving briefly as special adviser to the minister of petroleum, heading the Presidential Committee on Incentives and Waivers, heading the task force on the Petroleum Industry Bill, serving as deputy chairman of the Presidential Committee on the Review of the Constitution, serving as the non-executive chairman of the Securities and Exchange Commission, serving as Senator for the Akwa-Ibom South constituency of Akwa-Ibom State, and more recently, serving as the Federal Minister of Budget and Planning.

In some of the things I have done, I have interacted with and been inspired by Dick Kramer. His enthusiasm for, and belief in, the future of Nigeria have encouraged me to also be optimistic. If a non-Nigerian can continue to invest so much time and energy in Nigeria, we Nigerians have no reason to contemplate giving up on the country.

I was particularly impressed by the commitment that Dick showed while working with Chief Ernest Shonekan and Pascal Dozie during the very difficult days of military governments, in starting a formal dialogue between the private sector and the federal government, aimed at reviewing and improving the performance of the Nigerian economy. This dialogue metamorphosed into the creation of a permanent private sector-led institution, the Nigerian Economic Summit Group (NESG), which has continued to organize annual summits between the public and the private sectors.

I participated actively in those early sessions, and, stimulated by the many ideas generated there, I decided, on the country's

return to civilian governance in 1999, to run for the Senate so as to help in implementing many of those ideas. And when I served in the Senate, I maintained my contact with Dick and asked him for advice and assistance, from time to time. I must also mention that Dick has been a good client of my law firm over the years, and his patronage has contributed to its growth.

Recently, my contact with him has become even closer. On the successful recapitalization of Union Bank Plc., a consortium of international private equity firms led by Capital Alliance, emerged as the core investors. A factor in my acceptance of the invitation by that consortium to serve as chairman of the new Union Bank, was my confidence in the integrity of many of the promoters, and particularly that of Dick Kramer, who is the chairman of Capital Alliance.

As the chairman of Union Bank, I worked closely with Dick, who was the chairman of the bank's Finance and General Purposes Committee, the engine room for the transformation of the bank. In this role I became even more impressed by his energy, his attention to detail, his wide and varied knowledge, his humility and his infectious enthusiasm.

As I may have mentioned previously to Dick, one of the greatest lessons I have learnt in the various things I have done is that change in Nigeria takes time, and so one has to be patient. But change does come, if you, and those coming after you, keep at it. For example, I started working on the LNG project in 1982. It was not till 1999, that the first train came into operation – over seventeen years later! By that time, neither myself nor any of

the persons I worked with, were still involved in the project. Nevertheless, the foundation we laid, helped those that came after us to successfully implement the project.

Again, I recall that in 1992, when we started the dialogue with the public sector on reforming the Nigerian economy, those of us pushing for further privatization and deregulation of the economy were seen by many civil servants as unpatriotic. We were accused of wanting to throw open the economy to foreign domination and control. Now, after many years of continuous advocacy, most civil servants now accept that there is no real alternative. The discussion is now about the timing and other modalities of implementation.

Change, by way of deregulation, has now come to the telecommunications industry; it has come to the power sector; and I believe, it is only a matter of time, before even the oil sector will be deregulated. And for the country's sake I hope sooner than later.

This is an important time to review public policy and to set the agenda for what will be a very pivotal period in Nigeria's history. It is clear that the national priority must be how to create jobs, particularly for our youths. A related issue to job creation is education, particularly public education, which is very poor in many states.

Finally, the issue of security, which is a problem everywhere in the country, but most particularly, in the North East, which, in our recent past, has witnessed unacceptable levels of terrorist

attacks and incidents. What I would like to see is a concerted effort by well-meaning Nigerians, and friends of Nigeria, like Dick Kramer, to change the public conversation from the current obsession with where the president should come from, to the policies that will be required to revamp the economy and create jobs for our teeming population. We will also need to look again at our population policy.

This is a country of promise but only hard work and sensible policies, consistently applied, will be needed to realize the promise. Notwithstanding the many wrong steps we have taken in recent years, I believe we have enough bright and enterprising people who can turn Nigeria around. The good thing is that the limited terms of our executives means that in every four, or at most, eight years, we have an opportunity for renewal. I am optimistic that this process will lead us to better governance over time. But we all have to work at it, and participate more actively in the process of leadership selection, at all levels, without necessarily being partisan.

***Udoma Udo Udoma is a Commander of the Order of the Niger (CON)**

UWA OSA – OBOH

HEAD, CORPORATE DEVELOPMENT,
AFRICAN CAPITAL ALLIANCE

Thinking of when I probably first saw myself as a national contributor, I must go back two and a half decades. This was during my National Youth Service Year (1988/89) which I served out in Benue State, still a new and young state at the time. I had no clue about the state, its location or what it stood for – and had to fish out a map to ascertain its geography on the day I got my posting.

However, I soon grew to love the state, for its happy people (and the strange way in which the Tiv pronounce “R” as “L” and vice-versa), as well as for the many great friends I made there. Soon after we left the NYSC orientation camp, I was

appointed chairman of the NYSC Legal Aid Council, and though not particularly certain of what it meant to lead, I threw myself into the activities of the council, along with other “learned colleagues”.

Mid-way through the course of the year, a criminal case was brought to me. A man had been accused of converting (stealing) another’s assets. The act may, indeed, have seemed illegal but the context was quite sympathetic, as he had seized the goods in order to reclaim a debt, from an adversary who was savvier, wealthier and better connected. So we took on the case, fought and secured his acquittal - at no financial cost to him or his family. Based on their letter of appreciation to the Corps Commandant, I was awarded an NYSC Merit Award. Compared to many other types of recognitions, this may seem a small thing, but I recall feeling very much like an ambassador and having a sense that I had discharged a tiny amount of the trust that my nation had reposed in me.

When one serves in a region far removed from your place of birth and nurturing, one soon gets a sense of the breadth and beauty of this nation – and with it the stirrings of patriotism. It develops leadership and an inclination to embrace diversity. Probably due to this, as well as building on the guidance received from my very disciplined, moral and loving parents; six years of tertiary education at a Unity School and eventual study at a federal university, I am non-tribalistic and have almost naturally embraced very simple beliefs around openness, resourcefulness and professionalism; striving to apply these in the course of my

careers in law, banking and, ultimately, consulting.

It was very early in my 'third career', as a consultant, that I met Dick Kramer. Ifueko Omoigui Okauru had left Arthur Andersen to set up ReStraL in 1996 and had invited me to work for the firm. Dick, though not an official chairman, served as mentor and sounding board to the young team that had been assembled. Even then, I felt a strong connectedness to him – and I think it came from the simplicity, humor and values which he displayed.

I was also impressed by his deep passion for Nigeria's macroeconomic reformation. This was between 1997 and 2000, years during which ReStraL played an active part in facilitating the Vision 2010 program, a process that introduced a few of us to probably the most cohesive and impactful private-sector led effort at public reform in then recent times.

As earlier indicated, this was the late 1990s, the brain-drain had heightened and Nigeria was regarded with increasing skepticism and suspicion by the international community. I recall many meetings held at Dick's home at 22B Bourdillon, Ikoyi, Lagos, as well as Chief Ernest Shonekan's office, where we would often meet to strategise about reform and how to facilitate various agenda under the instrumentality of the various Nigerian Economic Summits and the National Vision Foundation.

I came away from those meetings with a great sense of purpose and promise. The sessions were characterized by optimism, focus and the conviction to persist in trying to influence change so long as the cause was right, in spite of the seeming difficulties.

There was a sense that Nigeria could once again become a strong and economically viable nation, if we would but play our own part. I also got to appreciate the impact of Dick's style of "leading from behind". He quietly influenced the agenda, but never carried the flag. Through personal discipline, respect for others, often being ready with the right questions and input, a fully committed team emerged.

Sessions were always productive as everyone felt the need to deliver on expectations. Egos were "checked at the door" and people engaged with openness and integrity. On a personal note, in addition to the choice associations which I formed during this time, the real eye-opener was at the actual summits, meetings and events. It became quite clear to me that not many people are required to make a difference. All that is needed are a few people, with the right convictions and a willingness to make the best of the resources available to them, for the larger good. As a result of this spirit of openness and partnership, a lot of the progress made then still persists today - and Dick exemplified this spirit.

ReStraL where I served as CEO for over eight years was also borne of this same seed of patriotism and a zeal to do Nigeria proud through delivering the highest quality of management consulting services to clients. Many times, client work felt more like a "calling" than a transaction. This calling was to progress our clients to points where global relevance was clearly within reach, through the impact we hoped to make on their people, culture, systems and, therefore, results. Up till now, I continue

to receive feedback on how the ReStraL team has achieved this in many indigenous organizations that have become quite successful over time.

Today, I have left ReStraL and have joined the leadership team at African Capital Alliance (ACA) – a company in which Dick serves both as co-founder and chairman. Settling into ACA was a largely seamless experience for me due to the themes of hard work, integrity, professionalism and contribution that continue to characterize the discourse. The team is further empowered and enabled to contribute to nation-building through the ACA Foundation, which requires not only financial support, but the actual time, effort and intellectual contributions of all ACA people.

Reflecting on the state of the nation, I consider our current, top three priorities to be human capital development; infrastructure provision and the development of strong institutions. Each of these areas is vital, and stands on its own merit for reason of the impact it has on productivity and sustainable development in the short and long-run. There is therefore a need to get them right – and with a sense of urgency, as Nigeria has very little time to catch up with the developed world in real terms!

The seeming lack of this awareness, in many of our political leaders, requires that concerned citizens work to cultivate a sense of joint and personal responsibility for nation- building in both ourselves and our youth. Nigerians, having never suffered an external invasion or common aggression similar to citizens in countries such as Japan, China, USA, have never had to fight

to be Nigerians. It is therefore possible, that we may, to some extent, take our heritage for-granted.

Today, I remain committed to causes and associations that further leadership and nation-building. These include my involvement with the African Leadership Institute West Africa (ALIWA); the Apostles in the Market Place (AiMP) and my own personal project, the Bloom Initiative for Empowering Youth (Bloom), which teaches leadership and citizenship to final year students in Secondary schools. These are among other NGO causes that I support.

In conclusion, Nigeria remains a delicate trust - one which we all must do our utmost to pass on to subsequent generations in a healthier state.

VALENTINE EJIUGU

PRESIDENT/CEO,
GIDEON CAPITAL GROUP, LLC

Arthur Andersen, Nigeria was started in 1978 by Dick Kramer and a few other people. The firm later grew to be the best accounting firm in the country and one of the best places to work. I was one of its founding staff members. As a national partner, I was head of the Energy Group with approximately thirty accountants. I played key roles in staff recruitment, training, development and quality control of clients' engagements. A significant number of my staff members currently hold strategic positions in various establishments in Nigeria and abroad.

I played an active role in the World Bank-funded Commercialization, Re-organization and Capitalization (CRC)

of the Nigerian National Petroleum Corporation (NNPC) in the late 1980s. This project was spearheaded by Andersen. Project teams included counterpart staff from NNPC, who were given the necessary training for their assignments and for them to make a difference. Apart from the technical achievements in the Strategic Business Units (SBUs) there were transfers of knowledge to the NNPC staff from the Andersen staff.

I worked very closely with Dick on the NNPC (CRC) project, almost on a daily basis for approximately two years. He provided exemplary leadership which enabled Andersen to successfully complete the World Bank-funded assignment. Under Dick's leadership, Andersen was able to divide the entire corporation into manageable project teams based on the nature of business lines and deliverables. Andersen provided practical solutions towards the success of NNPC. Another key success factor was that Dick helped shape discussions and eventual decisions because of his mastery and knowledge of the oil and gas industry.

At Andersen, I was also the lead manager on the audit of the multi-billion naira National Fertilizer Company of Nigeria (NAFCON) for several years. NAFCON was funded by the United States Export-Import Bank (EX-IM) and the Japanese EX-IM bank. Andersen was involved in setting up the accounting systems and was the pioneer auditor. I visited M.W. Kellogg, Houston, USA, who was the technical partner to NAFCON to review EX-IM drawdowns for propriety and to ensure proper accountability.

Two other memorable experiences with Andersen Nigeria included being one of the lead partners on a financial consulting assignment for Shell Petroleum Development Company (SPDC), Limited, Nigeria. The recommendations of the Andersen project team, enabled SPDC achieve significant savings in their inventory management systems. The other was being one of the lead partners on various assignments for SCOA, Nigeria, headquartered in Paris, France.

Semi-annually, Andersen performed high-level reviews of consolidated results of SCOA, Nigeria for reasonableness and provided valuable recommendations. As a result of Andersen's strong understanding of SCOA's business and the quality service rendered, Andersen was later engaged to provide profit improvement projects (PIP) and assisted with SCOA's strategic planning process.

In the United States, I worked for three of the then 'Big Five' CPA firms. At Andersen, New York, I was one of the senior managers on the audit of Texaco, Inc. The audit team from the New York Office coordinated the worldwide audit of Texaco, Inc.

Dick has had a significant influence on my career particularly considering the role he played in my career development at Andersen. As a Group Head in Andersen, Nigeria, I reported to Dick, who was the Managing Partner. I would meet him one-on-one at the beginning of each week to discuss group matters such as status of client engagements, marketing, staff developments and office administration. He provided very good leadership and empowered me to take the initiatives in order to succeed.

Dick provided very good inputs during my personal interactions with him and also in the management of the office. He would ask the right probing questions and was always a good listener. I cannot recall Dick not having a notepad and something to write with during meetings and when answering phone calls.

Dick would always drive home the point that, “Our future is in our hands. What the firm does is to provide the enabling environment”. He was truly an Andersen person. His leadership style was exemplary and he practiced the firm’s cardinal principles. His ‘door’ was always open and he was a ‘father’ to all. We all called him, ‘Baba.’

One of the greatest lessons I have learnt that would guide future successes is the fact that the firm (Andersen) was built on quality (hiring the brightest, top class service, high class work processes, etc), therefore success and growth were guaranteed and achieved. Any firm or establishment built on the foundation of ‘quality’ is sure to excel. The marketplace knew Andersen for quality workforce and service and as a firm that never compromised our standards. We embodied the firm’s motto, ‘Think Straight, Talk Straight’.

Another lesson I learnt is that as a firm, the leaders should always be positioned as catalysts and enablers of change in the community, state or country in which it operates. In Nigeria, Andersen leadership, particularly Dick, networked with private and public sectors and political leaders, with a view to offering advice in shaping the direction of the economy. One of the notable initiatives of Andersen leadership was the birthing of

the annual Nigerian Economic Summit in the late 1980s.

Dick's story is in many ways the dream of a new Nigeria - a Nigeria that is strong, prosperous and successful. For this kind of Nigeria to emerge, I suggest we make as our priorities:

- (i) The passing of the Petroleum Bill. This will help formalize the blueprint for the oil and gas sector and will assist foreign investors to know the strategic focus of the country.
- (ii) Sectoral Reforms. There is the need for a significant investment in the power sector. The power sector reforms should be a top priority. There can be no sustainable industrial development without adequate, available/constant/affordable power supply. The country should also continue to reform the agricultural sector.
- (iii) Infrastructure. There is urgent need for good road network, adequate water and other infrastructure.

For young Nigerians who represent our future and will lead the country in the years to come, they should note, as Dick has emphasized for years, that education is very crucial to success in life. After attaining formal education, there is also need for continued professional and personal education. Also, part of education is identifying a mentor that would help guide you in your journey to fulfilling your dream and make sure that dream is a big one.

VICTOR ONYENKPA

HEAD, TAX, REGULATORY AND PEOPLE SERVICES DIVISION,
KPMG PROFESSIONAL SERVICES, NIGERIA

I joined the firm of Arthur Andersen in 1990 and became a partner in 2001. I left at the end of that year to join Shell, United Kingdom, as a senior tax adviser, supporting the commercial team. I returned to Shell Nigeria in 2004 and was variously the tax and risk services manager of the Shell Companies in Nigeria and the business finance manager (production directorate) of Shell. I left Shell in 2006 to rejoin the firm (now called KPMG Professional Services). I am currently the head of the Tax, Regulatory and People Services Division.

Richard Kramer (Dick) was the managing partner at the time I joined Arthur Andersen in 1990. Needless to say, he had a

profound influence on my professional development and taught me many of the lessons that have shaped who I am today. The first is having a long-term goal. In our early years in the firm, Dick would, at the many events we had, ask: “Do you want to have or to be?” “Arthur Andersen,” he would further say, “is for those that want to be, not those that want to have. However, those that want to be will, ultimately, also have”. This singular lesson of focusing on the longer-term goal is one I still practice.

The other lesson is discipline and hard work; of being clear in your mind about what you want and being willing to do the hard work necessary to attain the goal. As he would say, “The race of life is not a 100-metre dash, but a marathon”.

The third lesson is that of playing to the highest ethical standards possible. As difficult as that might sound in a country like Nigeria, Dick taught us that this was the only rule we should play by. Interestingly, the regulatory authorities we dealt with came to accept that with Andersen, there was no point asking for gratification, because it would not be given.

In my current role as the head of Tax, Regulatory and People Services Division of KPMG, I have the responsibility of developing the professional career of young men and women entrusted in my care. In doing this, I, together with the other partners, focus on the importance of integrity. No job is important enough, if it has to be done at the expense of the integrity of the firm. We are focused on building leaders for tomorrow, whether they remain in the private sector or venture into public service. We teach them the importance of having a vision and developing

the discipline that enables them stay the course; and do the hard work required, to attain the vision.

On what I consider to be Nigeria's key priorities, I will focus on just one. And that is building the culture of excellence in service. A lot has been said about how corruption is undermining the development of Nigeria and how we lack visionary leaders. But I believe that one thing that can transform this country is if we, as a people, develop the culture of excellence in service.

How often have we experienced poor service, be it when dealing with government agencies, or with the airline check-in officer? The attitude of most Nigerians providing services is as if they are doing the patrons a favor. If we can change our service culture at every level of our society, I have no doubt that this country would be transformed. And with time, the leaders we elect into public office would also be those with the sense of service.

So what should be Nigeria's next steps? Well, the question is no longer whether Nigeria has potential, but rather, how we can realize the potential. We need to take the quantum leap that the whole world has been looking to us to take.

In this regard, we need to have the right policies. These policies have to be consistent with each other, and should be such as to attract investments. We need to develop and implement action steps that support the policies. We have to do what we say we will do. Contracts must be respected, be they contracts we enter into as individuals or collectively.

We need to urgently revitalize our educational system. At the

moment, I worry that we are breeding Nigerians who are not equipped to compete with their counterparts in other parts of the world. And this is a world that is getting smaller, in terms of access to manpower and technology! How well trained will the work force of tomorrow be?

But within and outside of the formal education system, we must pass on the right values to the generations coming behind us. Many of these values have been clearly demonstrated in the life of Dick and I have seen them, over and over again throughout my career, yield positive results in the lives of those who imbibe them. The first lesson is the virtue of hard work. Every so often, I see younger people who are unwilling to put any effort into anything. Successful people tend to be those who determine what is important and then put in the work required to attain it. The second lesson is integrity. What are you known for? Can others count on you to behave the right way in trying circumstances? This, to my mind, is the test of character. A man without character is nothing. The third lesson is that of delayed gratification. The younger people are too much in a hurry to live the life!

A friend once told me of an experience he had with his father. He had, in the course of a conversation, told his dad, of the exotic car he intended to buy, to celebrate his fortieth birthday. "If you buy that car to celebrate forty, what then will you buy when you are fifty?" The wise dad queried. For the father, the issue was not whether or not the son could afford the car. Rather, it was about delaying the gratification until a more appropriate time.

This virtue is, unfortunately, quite scarce among our younger generation. As a consequence, the opportunity of building wealth and a better life for tomorrow is sacrificed, in preference for showing that one 'has arrived', today.

VINCENT MADUKA

SENIOR FELLOW, SCHOOL OF MEDIA AND COMMUNICATION,
PAN- AFRICAN UNIVERSITY

I would say that the key role and result I can claim to have achieved is in the leadership I may have succeeded in providing in the engineering profession as well as in public service broadcasting. After I left paid employment, I went on to establish a company that offered consulting services in engineering, broadcasting and management.

In the course of my professional association with Dr. Michael Omolayole, he introduced me to his friend, Fred Scott, in a business relationship that developed into a personal one with time. Freddie Scott was one of Dick Kramer's close associates.

It was through Freddie Scott that I first met Dick Kramer and was drafted into the first Nigerian Economic Summit in 1993 as president of the Nigerian Society of Engineers. During the planning and preparations in Lagos, and the duration of the Nigerian Economic Summit in Abuja, it was apparent that the idea of the summit was that of Dick Kramer. He had some ten, perhaps, fifteen people in his core group, who, with him, demonstrated ownership of the project.

The group included such names as: Pascal Dozie, Patrick Merino and Freddie Scott, Imo Itsueli, Christopher Ezeh of John Holt, and a few younger professionals, specifically, the competent Dotun Sulaiman, then head of Arthur Andersen (later Accenture), Nigeria, and the razor-sharp Ifueko Omoigui, an Arthur Andersen alumnus, herself. I came to learn later that Dick himself had been head of that firm in Nigeria, sometime earlier.

The processes employed in the summit were clinical, both at the preparatory stages and at the execution venue. Under the clearly obvious leadership of Dick and the professional execution by Ifueko, it was clear that we were employing a methodology that Dick had mastered and which he trusted fully. I recall that he did not have a functional title and hardly ever sat in front, like big men tend to do here, at public functions.

Conceptually, Dick was insistent that this was a private sector-driven exercise. I had been a (public-sector) bureaucrat and, naturally, wondered what use it was going to be asking government, at the highest level for that matter, to come and

simply listen to the business community as they took over the initiative. The head of state at this summit was, I believe, Ernest Shonekan, fresh from corporate Nigeria and, obviously, a close friend of Dick's.

I discerned during the Lagos planning meetings that the orientation of the summit was distinctly and unapologetically profit inclined - it was capitalist. I argued more than once that we should bring labour and some public commentators into the summit, 'for balance'. Dick refused flatly every time, and I had difficulty agreeing with his decision, obviously because I was coming from the angle of the public broadcaster wishing to give the other party a chance to make his case.

It was much later that I came to appreciate Dick's position: the summit was not an open forum for all manner of so-called balanced debates, with pros and cons, 'sterile' talks that ended there at the forum; the summit had a clear agenda and line which it set out to push and it was not going to be thrown open to non-believers to hijack or obstruct.

The economy had to be driven by the private sector. Government had no business doing business, its role was to provide 'an enabling environment', a catch-phrase that has come to stay. Privatization and globalization were new buzz-words, so was the summing anagram, TINA, 'There Is No Alternative'. The earliest summit must have been funded from donations (and I am conjecturing here). Sometime later, however, the Nigerian Economic Summit Group was incorporated and funded through corporate and personal membership subscriptions and,

presumably, donations.

It is noteworthy that Dick is pretty convinced about what he wants (to do) at any time, but not before he has carried out considerable analysis. At one time he stated that he considered three areas worth investing in, namely: telecommunication, finance and oil and gas, I think.

So, he asked if I might spend about one hour each week, for some time, explaining the imminent GSM telephony to him and a small class of his colleagues, including Imo and Okey Enalamah, who, at that time, was a young finance expert, just over from South Africa. I did not understand my brief well or, perhaps, it was not explicit enough, for I launched into the technology of GSM, albeit in a simple enough language. They all attended diligently and I only realized, much later, that what interested my audience was not the science, but the business end of GSM.

Dick takes copious notes at the meetings where I have been present. Will he publish in some form one day? He tends to have a point of view on most matters and you must work hard to dislodge him. I do not think that he has much time for sentiments, yet he is surrounded and involved with many people: young and old, successful business people, as well as young people and learners.

If, as I believe, Dick is a successful and wealthy investor/business man, it is, I think, because he analyses coldly, with little or no sentiment, as he proceeds to apply reason and skill in making decisions. We can learn from him, whether as individuals or as

a nation.

A main priority for Nigeria should be a certain attitudinal change towards work ethics and productivity. Would Nigeria be able to put aside socio-political squabbles and tackle the economic front decisively? Physical, administrative and social infrastructures, as well as necessary statutory frame-works should remain government priorities, in order to create the 'enabling environment', so that private businesses can thrive, and the economy can grow efficiently.

***Victor Maduka is an Officer of the Federal Republic (OFR)**

WANDA KRAMER

DICK'S WIFE

Our lives are a continual learning progression. Education is just one word in this learning process. It involves not only going to school, but going on trips, seeing other cultures, attending events of interest such as operas, sports and community events. It involves participation in events that challenge; like running marathons, enjoying arts, making craft articles, and participating in musical events. Learning renews; even failures, a family death, and divorce are a part of the learning progression.

An established education during the early years of education is basic. It builds fundamental values and gives the foundation upon which to build concepts and ideas. Dick and I grew up in

a small town of about three thousand people. We had a solid start in schools that were free as they were paid for by the local, county, state and federal taxes. There was every effort on the part of the elected school board to find the best quality teachers; some were local residents and others from state colleges. We had basic studies, music, sports and community events which gave us leadership opportunities.

Basic values came through studies, team efforts, emphasis on honesty, and thoughtfulness for school mates. Our parents, who were teachers, scout leaders and church leaders were always there for guidance and role modeling.

We went to college in 1952 at Kansas University. Dick participated in football on a scholarship. He chose accounting and law as his intended majors. I dropped out to have two very fine sons. Dick finished as a certified public accountant and was accepted at Harvard Business School. So, as a young family of four, we moved to the Boston area.

After two years, he graduated and accepted a job with Arthur Andersen & Co. We moved to Boulder, Colorado, so I could finish college at Colorado University. Dick commuted to Denver. When I graduated, we moved to Denver. I began teaching at Cherry Creek Schools. The sons and I went to the same school.

Dick worked on computer programming and accounting with oil and gas companies. His work took him to Kuwait to set up an accounting system in a new refinery for Getty Oil Co. The sons and I joined him after three months in Mina Saud between

Kuwait and Saudi Arabia. Our process of learning expanded greatly as we traveled to Hawaii, Japan, Thailand, Philippines, India and Lebanon on our way to Mina Saud. We lived five months in a mobile home and made friends with many different nationalities. On the way back to Denver we traveled for forty two days. We visited Egypt, Lebanon, Jerusalem, Greece, Austria, Germany, Holland and London, England. The trip completed a 'trip around the world' for Cliff, Kirk and I.

In 1967 Dick agreed to go to Buenos Aires, Argentina to start the consulting division for Arthur Andersen & Co. So, we sold the house, packed up all our belongings including furniture, and moved to Argentina. We were there for seven years. Cliff and Kirk graduated from Lincoln High School. Both sons were fluent in Spanish and French.

Cliff went to Yale, and two years later, Kirk went to Williams. Kirk married Kate Milligan in 1976. Cliff and Kirk continued their education progress by attending Harvard Business School after working several years in New York City. The last few years Dick and I were in Buenos Aires, he continued as partner in charge and I continued working at Lincoln School.

Dick and I moved to Brussels, Belgium in 1974. He was country managing partner for Benelux and also worked in the consulting division while I worked at St. John's School in Waterloo. So, we progressed to new cultures, languages, and enjoyed many travel opportunities in Europe. Dick was responsible for Belgium, Holland and Luxembourg. In 1977 he was also asked to become worldwide consultant for new offices in the Middle East and

Sub-Sahara Africa. As a result, he was asked to go to Nigeria to start an office for A.A. & Co. based on work in Nigeria, Ivory Coast and Senegal. Again, we packed up our belongings - furniture and all - and moved on to a different culture. It was tough as Dick had to find Nigerian employees and partners. I found myself living with him in the office villa. Not many A.A. & Co. wives ever had that distinguished opportunity. I began teaching at the American School just a few weeks after arriving in Lagos.

In our family, we have continued learning by teaching others. Dick's mother was a teacher and for many years was on the School Board involving budgets and teaching personnel. Dick's father, a lawyer, was a leader in teaching and training Boy Scouts. Others in the Kramer/Morgan families were also teachers and leaders.

During my learning years, I knew I wanted to be a teacher mainly working with younger children. Dick has always encouraged me to work with children, teaching and encouraging them to become leaders of tomorrow. Cliff and Kirk have had many teaching, leading and mentoring roles. Kate is a teacher at Brandeis University in the Boston area.

Part of nation building is working in your individual area of expertise. Every place we have lived, teaching children of many ages and nationalities has been part of my own contribution to nation building. Giving children basic learning, helps their parents do their part of nation building in their areas of expertise.

The American School in Lagos presented a great challenge as there are many nationalities attending the school. The cultures, languages and religions made it interesting to meet their learning needs, build team spirit and help them keep their own national cultures and respect their religions.

There are many ways to keep progressing and learning. Despite many challenges and failings, Nigeria has taken great strides in becoming a better independent nation. For instance, computer technology has opened up opportunities for established and newly formed companies. It offers more opportunities for adults looking for jobs even if they are approaching senior years. New graduates and school children are decades ahead of students who are not users of the internet.

The power of communication by cell phones and apps makes the happenings in Nigeria and the world, known instantly to all. Nigeria is progressing to new and better educated levels. It is truly a nation that can never stop building itself.

WOLE OBAYOMI

TAX & REGULATORY PARTNER AND HEAD OF CONSUMER &
INDUSTRIAL MARKETS LINE OF BUSINESS, KPMG ADVISORY
SERVICES

I joined Arthur Andersen in 1990 and became the partner & head of business regulatory services between 2001 and 2002. I am currently the tax & regulatory partner and head of consumer & industrial markets line of business in KPMG Advisory Services, a position I have held since 2003 and 2007, respectively.

I am the founding president, Warwick University Nigeria Alumni Association; ambassador for University of Warwick in Nigeria; a past director of the Nigerian Economic Summit Group (2005 to 2010); and an alternate director of the American Business Council.

My advocacy for improving the operating environment for manufacturing companies led to the trail blazing granting of a five year income tax holiday to existing manufacturing companies expanding or investing in new factories or production lines or products in Nigeria.

I have supported promotion of Private Equity (PE) business in Nigeria by contributing to the drafting of the Limited Partnership Law and Limited Liability Partnership Law in Lagos State, working with the Corporate Affairs Commission to approve the registration of PE funds as business names for the first time in Nigeria, and registering the first PE Fund with the Securities & Exchange Commission in Nigeria.

I have served as the project manager on the legal and regulatory reform of the Nigerian Electric Power Sector through which the legislative, regulatory, operational and institutional reform of the Nigerian electricity industry was midwived.

As the co-founder of The Livingsprings Schools, an independent Christian Elementary School in Lagos, Nigeria, I have invested significantly in Nigeria's education sector.

In all these and more, Dick Kramer's influence on my career and life has been significant. This influence is a product of the various working relationships I have had with him on a number of occasions. For instance, between 1991 and 1993, I led the Integrity Group, which was one of the senior/semi-Senior groups of Andersen young staff that Dick groomed for future leadership during his tenure as managing partner of the firm.

Also, the organization of the first few annual Nigerian Economic Summits revolved around Dick who ran with the idea first mooted by Chief Ernest Shonekan, who himself got the idea from President Bill Clinton, shortly after he was elected American President. I managed the back office and ran the logistics behind the early summits, coordinated all the rapporteurs and worked with Seyi Bickersteth and Ken Orji (then General Manager, Diamond Bank Plc) to generate the first drafts of the Summit Reports (Green Books). I worked with Dick and the first directors of NESG to establish the organization as a company limited by guarantee.

Dick has made me a long term thinker in all my undertakings. It started with my career. Long-term thinking featured in Dick's counsel to us during the semi-senior/senior group retreats in Andersen. In those days, there was a high staff turnover and, for the most part, people left for short-term gratification, which gave Dick serious concern. He encouraged us to think long-term, and not give in to expediency. He taught us that if we embraced long-term thinking in building our careers, we would, ultimately, make much more money than the pay that lured people away from the firm, at that time.

Concerning Nigeria, he taught us not to give up due to short term pains. Rather, we should persist and individually and collectively undertake initiatives that will change Nigeria in the long term.

Dick has always believed in collaboration and team work. He and Chief Shonekan, his long standing friend, pulled together

the 'who is who' in corporate Nigeria to midwife Nigerian Economic Summits for public-private sector dialogue.

Most of Dick's initiatives are in terms of time and efforts to champion reform and mentor people. He co-opted me to work with him on practically all his initiatives. The giving-back spirit I got from Dick has enabled me to work individually, in areas where I can, or collectively with others, as occasion demands, to influence changes in the Nigerian business environment.

These experiences with Dick have either taught me or confirmed important lessons that I have learned that will hopefully guide my future successes. These lessons include: resilience – not to give up no matter what; seeing challenges as opportunities; and the merits of succession planning which is at the core of leadership.

There is no doubt in my mind that these are things that must be part of our collective character and knowledge as a nation. Nevertheless, we must, as a matter of priority, focus on entrenching good governance, rebuilding our social and economic infrastructures and diversifying our economy to create lasting prosperity.

Dick loves Nigeria more than most Nigerians do, and has significantly invested his time and efforts for the advancement of the country. He has remained upbeat about Nigeria in spite of many frustrating moments. If Nigerians, particularly those who represent the future generations, have just a fraction of Dick's belief and confidence in Nigeria, the country will begin

to actualize its full potential within a short time. In addition to this faith, these future leaders should resolve to always stand for what they believe, make the sacrifices required to be a change agent, and rather than always causing darkness, they should turn on the light.

YOMI SANNI

PARTNER & CHIEF OPERATING OFFICER,
KPMG, NIGERIA

I studied accounting at the University of Lagos and had a first class degree in 1980. One of my mentors then, late Professor R.S.O. Wallace, was in touch with Arthur Andersen and had been asked to send his top three candidates to the firm for an interview. My name was one of the three forwarded and I was invited by Arthur Andersen for the interview.

To put that period in proper context, the year was 1981 and I was on my National Youth Service Corps program as an accounting and taxation lecturer at the Ibadan Polytechnic. It was an experience that I thoroughly enjoyed. My students, colleagues and supervisors had so much admiration and respect for me that

I started to dream of becoming an academic, getting a PhD and probably ending up like Professor Wallace.

Nevertheless, I decided to honour Arthur Andersen's invitation and that led to the life-defining moment when I met Dick Kramer. He was the only person that interviewed me that day and I immediately took a liking to him. I was sure that he was the type of person I wanted to work for, so I grabbed the opportunity to join him at Arthur Andersen.

As time went on, Dick became my mentor and role model, and my focus then changed from wanting to become an academic to becoming a respected and competent professional. I then embarked on getting more qualifications in addition to my first degree, by becoming a chartered accountant in 1983 and getting an MBA in 1994.

I got my first managerial role in Arthur Andersen when I became a manager in the audit division in 1987 and worked directly with Dotun Suleiman and Dick. Two years later, I went to the banking industry and rose to the position of a general manager but returned to Arthur Andersen in 1996. At that time, the opportunity was in tax division rather than the audit division where I cut my teeth in the firm.

Seyi Bickersteth, who was one of those that I looked up to, was the one who convinced me to return to Arthur Andersen. When I finally did, I met with him and Dotun (managing partner at that time), and they gave me my new offer for returning. I was elated, because it seemed apparent to me that I had returned to

where I really belonged. I got back into the tax division as an experienced manager in 1996 and became a partner in 1998.

I became the head of the tax division in 1999, retaining that position, when Arthur Andersen Nigeria transformed into KPMG Professional Services in 2001. In 2008, I was elevated to the position of the chief operating officer, becoming the first occupant of the post in KPMG Nigeria.

I was very lucky to have come in contact with Dick early in my life. Arthur Andersen and Dick provided a sound foundation which I built on. At the firm, there were like-minded people who were all focused on doing the right things well, excelling, competing healthily and achieving their individual career goals. Just like it was for others, Dick provided a platform for my career and everything I learned. I had the privilege, under his supervision, of forming and leading the team that conducted the firm's first profit improvement engagement in Nigeria, at the then New Nigeria Development Corporation (NNDC); the conglomerate which had Mohammed Hayatudeen as its managing director.

Dick drives his teams hard to get the best out of every member. There is no hiding place for a lazy person with him. When I first joined Arthur Andersen, it was located at 74B, Adetokunbo Ademola Street, Victoria Island, Lagos and Dick was living in one half of the second floor while the rest of the building served as the office. But there was also the Boys' Quarters, a tiny two-bedroom apartment attached to the house which the firm loaned out at no cost to new hires like me.

The idea was to provide some kind of stability for new hires for a year, so as to allow them to settle down properly in Lagos. Because of that, I had the privilege of watching Dick at close quarters throughout that period. I was able to see how much of a hard worker he was and that rubbed off on me.

Observing him closely also helped me to see how futile it is to be frantic about making money and how important it is to be cerebral and patient in building one's career. I noted the importance of always doing the right thing no matter what is happening in one's external environments. If everybody is going crazy, you don't have to lose your head. You can make your vicinity an oasis of sanity. Everybody complains about the government but if everybody does the right things, we can become a better society.

The other thing is perseverance. During those early years, the firm was struggling financially. We didn't make profits for a long time but Dick kept saying, "We are in this for the long haul". Today it's a very successful business because it was founded on those right values Dick pushed us hard to imbibe. This is why it is expedient to be focused on the long-term and never to sacrifice the future for the short-term. One must always think of that big picture all the time while working hard and staying honest. Perseverance, hard work and honesty are the best policies. It is commonly said that honesty is the best policy but honesty won't take you far without your adding perseverance and hard work.

I also observed how important it is to be frugal and prudent. Dick stayed in just one or two rooms and he drove a car that wasn't

flashy. When you are prudent you will have more resources to spend on things that are most important. These are lessons every young person should learn and imbibe.

Perhaps one of the most striking things about Dick is his belief in Nigeria's ability to become great. While most Nigerians have lost faith in the country, Dick continues to believe in it. I think that if we look beyond all the bad news coming out of Nigeria, we will see that Dick's faith in the country is not unfounded. Nigeria can indeed realize her potential. To do that, I would suggest, in addition to having faith in the country's future, we put our acts together and prioritize critical decisions we need to take as a country.

First, the deregulation of the downstream sector of the oil and gas industry is critical. This is a notion that has been championed by Dick for a very long time. In the eighties, he used to challenge us to think seriously about the subject. The second thing to prioritize is fixing of the power sector. The sector needs to be totally revamped. There is no reason why we should be having blackouts. I think the government has taken the right step in attempting to privatize the sector. But we need to go beyond paper pushing and really get electricity supply to the people because once we can do that; we would create a more productive society.

Thirdly, we should ensure political reform. The presidential system of government that we operate is a system where we are spending over seventy percent of our revenue on recurrent expenditures. This is not sustainable. Maybe we should have a

parliamentary system with a smaller and leaner government. If we can do that, then we can save more money for education which is really a fundamental problem.

On a final note, I hope each Nigerian can become a significant contributor to the country's development as Dick Kramer has been for over three decades. The country's current situation requires this more than ever before and we must rise up to the challenge.

PART III

CHAPTER 7
THE WAY FORWARD

BY IFUEKO M. OMOIGUI OKAURU

Nigeria has an estimated population of over one hundred and seventy million people according to the National Population Commission of Nigeria and with production of millions of barrels of oil per day; it is one of the largest oil producing nations in the world. The country is endowed with commercially viable solid minerals which can be exploited but only thirteen are actually being mined, processed and marketed. Coal has an export potential of fifteen million tonnes per annum valued at one billion dollars. More than forty million tonnes of talc

deposits have been identified in at least five different states. Billions of tonnes of gypsum and iron ore deposits spread across the country.

In addition to this, an estimated ten million tonnes of lead/zinc veins are found in eight states, with proven reserves of five million tonnes located in the east-central area of the country. More than seven million tonnes of baryte deposits are found in Taraba and Bauchi States, while over seven hundred million tonnes of bentonite reserves are located in many states of the federation, ready for exploitation. The occurrence of bitumen deposits in Nigeria is estimated to be in the region of forty two billion tonnes; almost twice the quantity of the crude petroleum reserves of the country.

In spite of this, the National Bureau of Statistics insists that the solid minerals sector contributes less than one percent to Nigeria's Gross Domestic Product (GDP), as against its erstwhile ten per cent contribution prior to crude oil exploration.

Nigeria has failed to diversify the economy away from its overdependence on the capital-intensive oil sector, which provides ninety five percent of foreign exchange earnings and about eighty percent of budgetary revenues.

However, there are good indicators that Nigeria can, in the future, sustain its growth while being driven by an improved performance of the key non-oil sectors, especially agriculture. Smart diversification can help the country climb up the value chain towards industrialization and create millions of jobs.

Nigeria recently rebased its GDP and has consequently become the largest economy in Africa. The country has maintained its impressive growth over the past decade with a record estimated at over seven percent growth of real Gross Domestic Product (GDP) in 2013.

Despite the recent impressive economic numbers, high cost of governance in the country that sees recurrent expenditure far outstripping much needed capital expenditure; corruption and poor infrastructure are some of the challenges that have hindered the growth from manifesting in the lives of average Nigerians. A high percentage of unemployment rate versus a low GDP growth makes this growth inappropriate.

The latest challenge has been that of insecurity. The emergence of the heartless, blood sucking, militant group called Boko Haram has left some parts of the Northern part of the country, a no-go area for local and international investors.

The Nigerian Economic Summit Group (NESG) has said that the country's hope of joining the top twenty global economies by the year 2020 may not be realizable. The NESG, in the 2012 NES report, has stated that Saudi Arabia will be the 20th largest economy in the world by 2020, with a GDP of over one trillion dollars in Purchasing Power Parity (PPP). Nigeria, on the other hand, would be the 27th largest economy in the world by 2020, with a GDP of eight hundred and sixty four billion dollars in PPP; falling short of being the 20th largest economy by a GDP of three hundred and sixteen billion dollars. Therefore, to become the 20th largest economy by 2020, Nigeria needs to close a seven

hundred and thirty billion dollars gap starting now. This is calculated as the difference between the GDP of the 20th largest economy in 2020 – which is Saudi Arabia – and Nigeria’s current GDP in 2012 estimated by the IMF as four hundred and fifty billion dollars in PPP.

This, in my opinion, is a tall order considering the size and cost of government and the other challenges earlier outlined. Nevertheless, the contributors to this book have largely expressed optimism in Nigeria’s chances of getting out of its current quandary; and provided their individual ideas on what Nigeria’s key priorities and next steps should be. Despite the diversity of contributors, it is interesting to observe that certain suggestions seem to run through every contribution. They include the following key priorities:

1. Market reforms and deregulation – to significantly reduce the size and involvement of government in business and key sectors of the economy.
2. Human capital development & youth employment, especially in public education, vocational training and information technology. This invariably means complete overhaul of the public education system and culture re-orientation to create inclusive growth
3. Strengthening of institutions that are established to fight corruption and make them independent.
4. Accelerated infrastructure development in power and

transport sectors.

5. Fiscal reforms to deepen the tax base and diversify government revenue.
6. Diversification of the economy particularly exports other than oil and gas.
7. Provision of safety for lives and property. The Boko Haram insurgency particularly, must be stopped.
8. Entrenching a true federal structure that will promote inclusiveness and inspire creativity.
9. Election reforms to ensure that the best leaders are elected and allowed to provide much desired leadership.
10. Upholding the Rule of Law.

Changing Values: Dick's Golden Words

As expressed by various contributors to this book, many things need to be done to transform Nigeria but all are possible with the right leadership, commitment, strategies and faith. Dick's eternal words and counsel will help in our bid to build Nigeria:

"The race of life is not a 100-metre dash, but a marathon."

We must learn to be patient and to give the long term commitment required for nation building. We must not be in too much of a

hurry, as desperate as our situation seems.

“Do you want to earn or do you want to be?”

The craze to ‘have’ at all costs and at the detriment of others must end – particularly in leadership. It is time to focus on ‘becoming’ people with skills, competences and character rather than ‘having’ material and monetary possessions.

“Work tables, not high tables.”

We must cut down on our appetite for positions, accolades, praises and power. We must place greater value on ‘work tables’ not ‘high tables’. Leadership is about serving and working to see results rather than about being seen and heard.

“You either know or you don’t know. You cannot be half pregnant.”

Knowledge is critical for those who will be given responsibilities. We must place emphasis on knowledge. Those who know are those who should be given responsibilities or those who are given responsibilities must give their all to knowing.

“Our future is in our hands. What the firm does is to provide the enabling environment.”

No more passing the buck. No more blaming of others. No

more moaning and complaining. No more feeling hopeless and helpless. We can roll up our sleeves and get to work, building our nation. We do not need to ask what our country can do for us but rather what we can do for our country.

“Education, education, education.”

We must focus on providing education for our people. It is the key to having an enlightened and empowered people who are capable of nation building. We must spare nothing in developing our educational system. We must return our public schools to being institutions of the highest standards.

“Nigeria is like a super tanker. It would require a huge effort to turn it around, but once it begins to turn there is no stopping it!”

It is time to start turning that super tanker around because once it turns, there’s no stopping it.

i National Bureau of Statistics website. “Mining and Quarrying (Solid Minerals)”
National Bureau of Statistics. n.p. 15 July 2014.

ii Babara Barungi. AfricanEconomicOutlook.org. “Nigeria”. African Economic Outlook.
20 May 2014. 15 June 2014.

iii Nigeria Economic Summit Report, 2012.

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BY DOTUN SULAIMAN
FORMER MANAGING PARTNER,
ARTHUR ANDERSEN, NIGERIA

The major multinational professional service firms around the world were actually a network of firms owned and managed independently and they entered into agreements with other member firms in the network to share a com

mon name, brand and quality standards. Each network has established an entity to co-ordinate its activities. The entities do not themselves perform external professional services, and do not own or control the member firms. They were comparable to

law firm networks found in the legal practice.

However, the Arthur Andersen story was different. The firm of Arthur Andersen was founded in 1913 by Arthur Andersen and Clarence DeLany as Andersen, DeLany & Co. The firm changed its name to Arthur Andersen & Co. in 1918. It originated in the United States, and expanded internationally by establishing its own offices in other markets, including the United Kingdom. Arthur Andersen as a firm led the way in a number of areas of accounting standards.

The Evolution of Andersen and Accenture

The global firm was called Andersen & Co. Société Coopérative and under it, were three divisions - tax, audit and the management consulting divisions. These three divisions practiced independently even though they were all partners of the global firm, irrespective of the division. The firm ran a policy of pooling all revenues into one singular pool from which all the partners in the three divisions shared. This was going to be a major bone of contention in the scheme of things years down the line.

By the 1980s, standards throughout the industry fell as accountancy firms struggled to balance their commitment to audit independently against the desire to grow their burgeoning consultancy practices. Having established a reputation for IT consultancy in the 1980s, Arthur Andersen's consultancy arm grew and therefore, it rapidly expanded its consultancy practice

to the point where the bulk of its revenues were derived from such engagements. Meanwhile, the audit partners were continually encouraged to seek out opportunities for consulting fees from existing audit clients. By the late 1990s, Arthur Andersen had succeeded in tripling the per-share revenues of its partners.

There was no stopping the consulting arm of the firm as it became progressively more important during the 1970s and 1980s. The growth was much faster than the already established accounting, auditing, and tax divisions. By the time the bulk of the income growth was taking place via the consultancy arm, the consultants had begun to clamor for a separate income pool. This burgeoning and disproportionate growth as well as the consulting division partners' belief that they were not garnering their fair share of firm profits, created increasing friction between the two partnerships.

By the year 1989, Arthur Andersen and Andersen Consulting formally became separate units of Andersen Worldwide Société Coopérative. Yet, Arthur Andersen as a firm increased its use of accounting services as a springboard to sign up clients for Andersen Consulting's more lucrative business.

During the 1990s, Andersen Consulting's profits went on in leaps and bounds and the consultants continued to resent transfer payments they were required to make to Arthur Andersen. In order to stem the tide of acrimony, in August 2000, the International Chamber of Commerce arbitration resolved the dispute, as the arbitrators granted Andersen Consulting its independence from Arthur Andersen. As a result of the ruling,

Andersen Consulting could no longer use the Andersen name. Thereby, Andersen Consulting changed its name to Accenture on January 1, 2001. Arthur Andersen then rebranded itself as “Andersen”.

After the severance of Andersen Consulting, Arthur Andersen went on to create a second consulting group, AABC (Arthur Andersen Business Consulting) in order to fill the void left by the deceased Andersen Consulting. This new arm competed directly with Accenture in the marketplace.

Accenture focused on consulting and technology services related to managing large-scale systems integration and enhancing business integration and processes. It has evolved from a systems integrator to a global management consulting and technology services company, providing the full range of consulting, outsourcing and related technology services and solutions.

Accenture services both local and international firms. The firm is particularly well known in the quality of its staff, high level of technical ability and unparalleled general business and economic experience, not only within Nigeria, but within the West African Sub-Region as well.

Move into Nigeria

When Arthur Andersen ventured into Nigerian soil, it came armed with its clear uncompromising motto: ‘Think Straight; Talk

Straight.’ For many years, it did nothing but embody integrity, strict industry standards and astute political correctness.

In 1978, Arthur Andersen & Co. began in Nigeria under the able leadership of Dick Kramer. The firm could not have chosen a better person than this dogged, thorough and meticulous visionary to bring to birth its baby company in Nigeria. Dick entrenched the motto ‘Think Straight, Talk Straight’ in every single member of staff whom he saw not just as salary earners but as future leaders of the company and more or less, future leaders of the society. This bred a culture of thought process and lifestyle among the Arthur Andersen staff that spoke nothing short of competence, hard work, integrity and perseverance.

In Lagos, Nigeria, the firm started operations basically with four individuals. Ladi Jadesimi who was a partner, Roli Pogonson who was engaged as the personal assistant to Dick while Ezekiel Uvoh was the secretary and of course Dick himself. This foursome worked tirelessly to get the new firm off ground.

While the bickering was going on at the global level, the Nigerian scenario was a bit different. The world of difference was made majorly because of the firm’s, purposeful leadership of Dick Kramer who was the most senior partner in Nigeria then and who believed that the firm could still hold as one entity. When in 1989, Andersen & Co. became two separate entities (Arthur Andersen firm and Andersen Consulting firm) on the global front, the two were still sharing the same building in Ikoyi, Lagos, Nigeria. They were still pooling money together for common services such as branding, training etc., albeit

the income pools had become two instead of one. Dick led by example while working with his team. He respected them and acted with integrity. These values which he personified helped to keep the Nigerian team steady in the midst of the turbulence.

Nonetheless, in 1993, Dick Kramer resigned and I took over as managing partner of both Arthur Andersen and Andersen Consulting in Nigeria. The global situation of consultants wanting to have total autonomy had at that time began to bear its weight on the Nigerian scene which Dick Kramer had successfully managed. Nevertheless I fared well with the situation from 1993 when I took over the helms of affairs until the year 1999. By that time, it was getting more and more acrimonious at the worldwide level and I was then instructed to surrender the leadership of the Audit practice in Nigeria. At that point, Seyi Bickersteth who headed the tax division took over from me as managing partner of Arthur Andersen.

That same 1999, in Lagos, the two partnerships physically separated from each other. The consulting arm of the business, that is, Andersen Consulting was relocated to Victoria Island, Lagos, while the audit and tax firm, Arthur Andersen, remained in Ikoyi, Lagos. So even though on the global level, the two partnerships had been separated since 1989 when Andersen Consulting was formally formed, it was not until 1999 that the two partnerships in Nigeria separated.

After the arbitration of 2000 by the International Chamber of Commerce which led to the final severance of Andersen Consulting from Arthur Andersen & Co., Andersen Consulting

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rebranded to what is now known as Accenture and this change reflected also on the Nigerian side.

Whilst these monumental changes were taking place within the Arthur Andersen firm, another multinational professional services firm namely KPMG International was having problems with the holders of its Nigerian franchise. The KPMG franchise holders in Nigeria seemed to be struggling with delivering the standards KPMG International expected. After what seemed to be the most they could bear, KPMG International went ahead to pull out the name KPMG from the KPMG firm in Nigeria.

Since it then happened that Andersen had a reputation for strict industry standards and integrity coupled with the fact that they were established in the country, KPMG International fundamentally handed over their partnership to Arthur Andersen firm, headed by Seyi Bickersteth. KPMG as is known in Nigeria today is actually the old Andersen firm, in terms of staff and personnel but with a lot of KPMG international clients. Consequently and fortunately, the firm waxed stronger than it was before, kudos to the Andersen training, culture, quality and standards. The Andersen culture and training has over the years produced outstanding and exceptional professionals who deliver value to their society. Many that have left the firm have gone on to either start their own businesses or practices while others are serving on boards of multinationals, and holding forth in government units across the country and even abroad.

'Enron-ed'

In 2001, the world was rocked by the now famous Enron Scandal. Andersen, which was Enron's auditing firm, came under serious scrutiny as an accomplice. On June 15, 2002, Andersen was convicted of obstruction of justice for shredding documents related to its audit of Enron resulting in the scandal. Although the conviction was later reversed by the US Supreme Court, the impact of the scandal combined with the findings of criminal complicity ultimately destroyed the firm.

A personal view I have is that the internal squabbles of the Andersen- related divisions caused the firm to 'drop its balls', ultimately resulting in the Enron Scandal.

Since the ruling of the US Supreme Court freed Andersen from all convictions, it theoretically left the firm free to resume operations. However, the damage to the Andersen reputation was so severe that it has not returned as a viable business even on a limited scale. A new verb, "Enron-ed" was coined to describe the demise of Arthur Andersen.

From a high of 28,000 employees in the US and 85,000 worldwide, the firm is now down to around 200, based primarily in Chicago.

Arthur Andersen LLP still operates the Q Center conference center in St. Charles, Illinois nowadays mostly used for Accenture trainings.

KPMG Leaps On

Unarguably the largest international professional services firm, in Nigeria, KPMG offers audit, assurance, tax, advisory, actuarial, corporate finance, and legal services. Today, it handles a vast majority of audits for publicly traded companies as well as many private companies in Nigeria. This reputation has made it the professional service company of choice within the nation especially to multinationals, and government apparatus.

KPMG has one of the largest tax practices in Nigeria with over one hundred and thirty professionals and is reputed as a leading practice in the country. It advises clients on a wide range of tax and business issues, including restructuring of transactions for potential maximum tax advantage.

It has strong relationships with the federal and state tax authorities and has contributed to major institutional and regulatory reforms. It has also provided resource persons to the federal government tax reform initiatives, as well as provided capacity building assistance to the Federal Inland Revenue Service.

KPMG provides varied tax advisory services to clients operating in all the major sectors of the Nigerian economy, new investments and start-ups in Nigeria. Through its Business Support Services, KPMG provides support services that aid in resolving bureaucratic, administrative and logistical problems often encountered by new companies operating in Nigeria.

The firm has a full complement of twenty nine partners and over eight hundred trained and dedicated professional staff; with deep industry skills and competencies in audit, tax and advisory services.

Reflections

It is correct to say that much of the successes experienced by the successor organisations of Arthur Andersen in Nigeria can be traced to the solid foundation laid by Dick Kramer. More importantly, it is correct to say that much of the professional successes experienced by Arthur Andersen Alumni, can be traced to Dick's training and mentoring. But considering how desperately Nigeria needs professionals trained in the Andersen mold, one can't help but wonder if Nigeria is a world different from the one we learned to do business in at Arthur Andersen. AA's world was a 'Think Straight, Talk Straight' one. In Nigeria, people tend not to talk straight and a number of times do not like the fact that you talk straight. This means we will need to learn to be mindful of such differences when interacting with others without losing our core values and focus.

Perhaps the point just made is the same reason why many of Dick's protégés and friends tend to shy away from Nigerian politics. There is a certain level of naivety in a person that others can take advantage of if they do not have a strong network and intelligence structure to provide information. The AA alumnus

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was not groomed for politics in Nigeria the way it is played and yet true change doesn't happen without understanding politics. The challenge is how to take those excellent values learnt and practice them while relating with others from different backgrounds.

In spite of all of the above, Arthur Andersen and its successor organizations were great learning environments and a reminder that there is always more to learn.

APPENDIX I

ARTHUR ANDERSEN & CO., SOCIETE COOPERATIVE: MISSION STATEMENT

Our Mission

“Arthur Andersen & Co., Societe Cooperative is a worldwide partnership of dedicated business professionals with the analytical skills, personal integrity and objectivity needed to serve clients and the public interest. Each national practice seeks to provide the highest quality service to each of its clients through a responsive and effective relationship led by a partner who understands and cares

about the client's business. Shared values enable us to bring the collective knowledge, expertise and resources of the worldwide organization to each client engagement and provide our people with outstanding career opportunities."

The Mission Statement of Arthur Andersen & Co., Societe Cooperative serves as a vehicle for coordinating the common effort of the partners and their various national practice entities (Member Firms). Incorporated in the three sentences that make up the mission statement are the following basic concepts:

Worldwide Partnership - "The Arthur Andersen Worldwide Organization" refers to Arthur Andersen & Co., Societe Cooperative, all member firms and the partners. We seek a presence through appropriate local legal entities in those areas of the world where present or prospective economic activity indicates an effective demand for our professional practice. The character of our organization shall be international with a very strong implication of a mutuality of interests on a worldwide basis.

The word "partnership" provides a focus on a business which is managed by its owners, who share in the common heritage, economic gains and business risks of their member firms' activities. There is no restriction implied on the ability of the partnership to invest in a corporate enterprise. The firm's mission is clearly strategic and long-term in nature, rather than short-term and opportunistic. We will sustain a viable practice so that the financial success of the individual member firm partners and the compensation of their people will remain consistently

attractive in the competitive marketplace.

Dedicated Business Professionals - The definition of “dedicated” is “devotion to a cause, ideal or purpose.” Personnel we seek to recruit, develop and retain in the firm will have this essential characteristic.

“Business” is used to distinguish services we render from those of other professions. “Professionals” is used in its broadest context; i.e., a group of individuals who bring to the marketplace, specialized expertise based on their academic preparation, their professional accreditation and their client service experiences. As professionals, these individuals are trusted by the business community and held in esteem by the community at large; as individuals, they conduct their personal and professional lives in a manner that warrants the trust and esteem they are given. We seek the adoption by the profession as a whole of the professional and ethical standards adopted by the firm. We will not compromise on matters of principle.

Clients and the Public Interest - We perform services in a manner that recognizes our responsibility to keep the public trust. Each member firm also seeks to assist its clients in the efficient use of resources in achieving their business objectives and providing information that assists in the decision-making process. At all times, we will maintain our independence and objectivity in providing the full range of client services.

Highest Quality Service - We are committed to clients, the public interest, and to each other to maintain excellence without compromise in every aspect of our professional practice. Our high standards of performance apply worldwide and comply fully with all relevant legal, regulatory and authoritative professional requirements.

Responsive and Effective Relationship - We seek to maximize the quality of service by responding to client needs on a timely basis. In response to client needs, we seek to perform our services in a cost-effective manner, always providing value in excess of our fees. Our goal is to develop a relationship with clients who will enhance our image and receive a similar benefit. We desire to maintain a permanent professional relationship with a client who shares common standards of business conduct.

Partner Who Understands and Cares - We differentiate our firm by seeking every opportunity to gain a complete understanding of each client's entire business operation, its information needs and financial requirements. The understanding benefits our client as a consequence of a partner who cares enough to offer his or her very best.

Shared Values - Our "One Firm" concept has always meant a sharing of professional standards, resources and professional experience throughout our worldwide organization. The culture of the firm is, to a large extent, the application of our shared values to the management of our business. The basis of our professional standards and the allocation of resources recognize both our legal structure and our shared values. We speak

with one voice outside the firm on professional matters while retaining freedom of discussion and internal exchange of ideas.

Career Opportunities - Our people create our success. We recruit, train, develop and seek to retain on an equal opportunity basis, the best candidates available in the various markets we serve. We select our personnel from accredited schools of higher learning and from industry as the market needs dictate. We further differentiate our firm by caring for our people in a manner that results in mutual benefits for the firm and our clients. Our approach to client service and recruiting acknowledges our goals to provide the highest quality service and to offer long-term career opportunities to our personnel.

APPENDIX II

FROM A PROTÉGÉ TO A MENTOR: A LETTER FROM RASHEED ADEWALE RAJI TO DICK KRAMER AS HE TURNED EIGHTY

My Dear Dick,

I thought I should send you a personal note, as one of your mentees, a participant-observer and witness to the growth of Arthur Andersen & Co. ("AA") in the early years. There have been so many achievements compressed into your years in Lagos and I am afraid that, given your modesty, you may not be inclined to give full vent to the awesomeness of your accomplishments!

For me, the AA story started with an advertisement I fortuitously saw in my university hostel in a Nigerian paper one afternoon in 1978, announcing the arrival of AA in Nigeria. Before then, I had determined that I was going to regard my first two or three years after graduation as a continuation of my school years, to join an accounting firm and finish with my professional examinations. Because of that, I did not bother about applying to companies, except for interviewing with the various companies that came to our campus just to get a feel of the interview experience. Of course, I applied to AA and also PriceWaterhouse and got hired by both.

I did my National Service in Kano State. During that time, I had follow-up job interviews in Lagos (UAC Nigeria Limited, Lever Brothers Nigeria Limited, etc. - as they then were) and every time I had an opportunity to be in Lagos, I stopped by at 74A Adetokunbo Ademola Street, Victoria Island, to check on the status of my AA application. On my last check one Friday in April or May 1980, the taxi I was in got involved in an accident with a motor-cycle on Kingsway Road (now Alfred Rewane Road, Ikoyi). We were all shaken by the experience but, mercifully, there were no fatalities. I got to the AA office to check on my application and the normally-genial Pat Eyo (at the Front Office) was a bit flustered (apparently from the pressure of work). She said that I seemed to be troubling them a bit with my visits; and she asked if I was the same Adewale Raji that attended New York University (That person really exists!). I told her I was not that person and that my own Adewale Raji went to University of Ife. She said that a letter of invitation for an interview had been

sent to me and that since I was around, I should come back in the afternoon of the following day for my interviews (It was a fortuitous visit because I never received the letter of invitation!).

I got there as requested and was interviewed by Aruna Bawa, Ladi Jadesimi and your good self, in that order. You then told me that there were still some candidates to be interviewed the following week but that I should stop by the next day for a follow-up meeting - that was how I got hired on a Sunday! (To be sure, Pat Eyo is one of the most genial persons I know and a favourite colleague).

It is indeed a sad commentary on how the economy of Nigeria has been managed that we have an unimaginably high level of unemployment today and so much despondency. When I graduated, and for not making any significant effort of applying for jobs, I had nine job offers! AA was not the best job I got in terms of remuneration then but I was determined to go there because I saw in its "Oak Door" logo, great opportunities opening in the future and I did not regret my decision.

On joining AA, our first assignment was going for the five-week West African Basic Accounting Course (WABAC) in Abidjan, Cote D'Ivoire, and the follow-up audit course at HEC in Jouy-en-Josas, outside Paris, France. Abidjan, in 1980 was really a good deal and it put one "On" and "Off". "On" because it was so beautiful ("Little Paris"), clean and well-organized; and "Off" because, despite the seeming beauty and opulence, there was no trickle-down effect on the indigenes.

AA afforded us (the five of us from the Lagos office) the privilege of staying at the Novotel on the Plateau in Abidjan for five weeks, during which period probably not more than ten black people (possibly World Bank officials and government personnel) passed through the hotel, staying for a day or two. We became super stars of sorts, given our long stay, and the hotel staff started making enquiries about where we came from and what we were doing in town. Indeed, some of them said that they would follow us to Nigeria. It was a moment filled with pride and sadness. In an instance, the rebellious Nigerian spirit in us caused us to decide to go and eat at the restaurant diagonally opposite Novotel, which always started filling up from about 6pm and hardly had any black patrons. There was some consternation as we entered the restaurant, with some of the patrons possibly thinking that we lost our way. It took some time before we were served, probably due to the adjustment to the shock of our being there; but in the end we were served, finished our food and paid, satisfied that we had made a statement!

The training in Abidjan went well with good bonding with our Ivorian colleagues. The follow-up Paris training was also insightful and I recall the visit of Ian Hay Davison, Head of the UK Practice of AA, who gave a good speech on ethics and integrity and mentioned in passing that “the Russians don’t have a concept of profit” (ostensibly from the sizes of their steel ingots) - not anymore!

Needless to mention, that first visit to Paris was the beginning of my “love affair” with that city and going to London for a number of days thereafter was anticlimactic for me, as London in 1980, seemed far behind Paris in terms of cleanliness, beauty and transportation system.

So, how do you feature in all these? The answer is that AA in Nigeria was an iconoclastic and rebellious undertaking and you led it admirably (Isn't it said that most of the progress the world experiences is due to iconoclasts?). You gave wind to our sails and mentored a fine crop and generations of business leaders who are making waves all over the world. In particular:

- AA's FIRST NAME policy was a major challenge to the Nigerian environment, being steeped in tradition and showing great respect for elders as well as deference for bosses in the work place. The staff who participated in it also risked being regarded as disrespectful, proud and disdainful of Nigerian customs. This experiment was successfully implemented. The success of this experiment trumped the “SIMPLY MR.” policy of The Guardian Newspapers, which couldn't face the relentless attack of the Nigerian privileged class and had to drop the policy after some time!
- AA's policy of hiring people with a minimum of Second Class Upper Division in all fields as well as insisting on merit was a sharp rebuke to the endemic culture of cronyism and influence-peddling and was initially considered arrogant. The fact that the firm took the

initiative to seek out accomplished graduates directly from universities was a bold attempt in showing how serious AA was about the policy implementation. However, in keeping with the “never-say-die” spirit of Nigerians, some people still sent some below par curriculum vitae which were firmly rejected. The maxim was that those who worked in AA must be able “to walk on water”! In a sense, this provided some relief to the staff of AA who could say without equivocation that any below par CV would not be considered while promoting any qualified CV for a fighting chance.

- You fostered an egalitarian, almost classless, environment in which people were able to relate with one another and have very intellectually-stimulating discussions. You were/are totally approachable and accessible. The import of this, which we took for granted, came to the fore when we had joint ICAN preparatory classes with the staff of Peat Marwick (PM), now KPMG. Femi Akinsanya wanted to see a partner of PM and asked a staff where his office was. The staff showed the direction of the office but added that the partner was at lunch. Femi, apparently luxuriating in his own experience of having lunch with you at the same table sauntered towards the partners’ dining room. The PM staff was agitated and ran after Femi, pulling Femi back, saying: “I said that the partner is at lunch!” Femi immediately understood the dynamics of what was happening and abandoned the plan. On another occasion, Sam Oniovosa parked at a spot in the

parking lot. A little while after, he was being looked for all over the place as having parked on a partner's spot. The spot he parked on was not marked as being for a partner, neither was it marked as "RESERVED" but it was well-understood by all parties that there was to be no trespass! What freedom from inhibitions we enjoyed in AA!

- AA's training and practices promoted confidence and accountability. My first audit assignment was at Texaco Overseas Production Company (TOPCON). I had a few questions to be cleared and discussed them with my supervisor, Seyi Bickersteth, who asked me to go and see the CEO to clear them. This was in clear contrast to my previous experience with the accounting firms I worked with in the past (vacation job and National Service) where the junior staff would collate the issues to be clarified, give them to the senior staff, who would, in turn, go and see the concerned officials to obtain their responses and thereafter pass them to the junior staff to record in the audit papers. It was a particularly circuitous approach but it seemed to be working for them. A few butterflies flew in my stomach when Seyi said that I should go and see the CEO but what a great confidence-booster it was after the whole event!
- AA was expensive and it was not diffident about it. Its staff were sartorially elegant and even its junior staff were taking taxis instead of buses ridden by the junior

staff of other accounting firms. The junior staff of AA were expected to wear suits, not just the shirt and tie worn by the staff of other firms. Its services to the public were expensive; probably too expensive for a public which was so used to cutting corners and not paying big fees for services. But AA plodded on, it terminated the introduction of its management consulting service (until many years later) because it seemed premature and too advanced for the environment. Thinking about it now, it reminds me of a piece I read in the Economist, during its 150th Anniversary, when a contributor commented that the Economist was so confident of its game that even if it made a mistake, its apology was emblazoned in a haze of English erudition that made the apology almost imperceptible! In the end, however, it all came back. The confidence shown by AA in the quality of its offerings was borne out by the “flight to quality” when things went awry. Perhaps a good example of this was the case of Nigerian International Bank (NIB) - now Citibank Nigeria - which did virtually all its pre-incorporation/business take-off work in AA’s offices but went ahead to appoint another firm as its first auditors. However, a few years after, NIB appointed AA as its auditor. I was out of the firm then but was so enthused by the development that I sent you a congratulatory message. What sweet victory!

- AA is the most inventive place I have worked in; it gives one so much trust that one does not want to abuse it. All

ideas were welcome for debate and there were so many intellectually-stimulating discussions we had around the lunch table, as elsewhere. AA is the only workplace I know that you could join and then go on vacation the first day. The trust was so much! When I wanted to buy my first car, I just went to Mandilas on Simpson Street on my way to work one morning to get an Invoice. Within three hours, I was back at Mandilas with a cheque to pay for the car. The Mandilas salesperson I had met earlier looked at me in amazement on account of the speed of the whole episode. He had never seen anything like that. And I remember that when I left the firm and requested for the indulgence of bringing my payment cheques every month, you willingly agreed. It was an unusual gesture and thank God that I made sure I fulfilled my own side of the bargain.

- Looking back now, I have come to appreciate the enormous sacrifice you and Wanda made in those early years. The AA office served all purposes, including your quarters (possibly less than 20% of the property). It was a time of relative wealth in Nigeria and one could see expatriates with far less qualifications and accomplishments than you occupying big mansions. It was a great example of thrift and focus and possibly the true exemplification of the accounting concept of “substance over form”!
- Your external engagements included/includes what I call “The NIGERIA PROJECT” - an attempt to use your

rich experience and personal qualities to improve the competitiveness of business in Nigeria as well as doing all things that will redound to Nigerians' benefit. I remember the tomes of presentations you have made/ still make in the pursuit of that lofty goal. I remember, in particular, the engagements with Nigerian National Petroleum Corporation (NNPC) and the New Nigerian Development Company (NNDC) with very little results. The fault was not from you; it can be traced to a system so steeped in corruption and dysfunction. But you were not to be deterred; you went on after retirement to form African Capital Alliance with some like minds, to espouse your philosophy - and you are succeeding mightily. Bravo!!!

- AA valued transparency and accountability. To its eternal credit, it was the first accounting firm that appointed a rival firm to audit its accounts at a time when others were hiding their revenue sources. It also had a Peer Review Committee involving external parties to review its working papers. One of its original rules was that no more than five AA staff should be on/in a particular flight/vehicle. If this cardinal rule - which continues to be flouted to this day - was followed, the world will have been saved the tragedy of the loss of a whole Zambian Football Team some years back. It is indeed a wicked twist of irony that a firm that put so much in store by integrity and transparency should disappear the way it did. Anyone who had the AA experience would have

been chafed and pained by the occurrence. I was very pained by it and the story was that you shed a tear or two over the issue (whether this is true or not, one could understand the enormous professional, emotional and personal investment you made towards the growth of the firm. Indeed, some of us believe that you are incapable of resting!). I have read a bit about the lead-up to the unfortunate event and have ruminated over some of the issues: Did AA have a conflict of interest in acting as auditors and consultants to Enron and the other concerned companies? Did AA sabotage itself and undermine its own ethos by inadvertently supporting the accounting practices of the companies (Enron, Worldcom, etc.) and not qualifying their accounts? What led to the destruction of the papers - something antithetical to the ethos of the firm? Was it panic? Was the world too quick in judging AA and consigning it to history? Was it a victim of the current digital age requiring immediacy on issues? Was the "fall" an adjunct to the fissiparous battles of the auditing and consulting arms of the firm in the earlier years? We may never know the full answers to these, even though you have far more insights (as a long-time partner). Even though the U.S. Supreme Court reversed the conviction of AA in May 2005, the damage had been done and the great enterprise that Arthur Edward Andersen started in 1913, laid prostrate! In the end though, I think that AA lost but WON. The leadership positions assumed in the various successor-firms by AA Alumni and the adoption

of most of the practices of AA in the successor-firms bear witness to the veracity of the original concept.

- And how could all this have happened without the inimitable and adorable Wanda Kramer - your loving wife, friend, companion and your AA mentees' charming and deliberately self-effacing mother-figure? Wanda was always there, giving support and being ever so genial. No one who met her failed to notice her good-natured spirit. When you both celebrated the golden anniversary of your wedding some years back, I saw how great a team you are. But more importantly, I realized how high the bar you were setting for us was – over fifty years of sheer love, loyalty, companionship and dedication! Certainly, this celebration of your great accomplishments is also a celebration of Wanda, as she was a key feature of our growing years.

All told, it has been a good ride. Thanks to your pioneering efforts and your dedication to the true ethos of AA, we all forged some of our enduring and discrimination-free friendships under your tutelage. Part of this was so wonderfully demonstrated about three years ago when my daughter, who was a classmate of Mary Ade-Fosudo's son, brought her plight of ill-health to my attention and I wrote an e-mail to a few of our colleagues whose addresses I had and the responses were overwhelming! Well over N1.4 million was raised within a short time to support her.

The more touching aspect of this was that quite a number of people who did not know/never met Mary also made

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contributions. That was in keeping with the true family and friendship values you nurtured.

We are appreciative of your service and the true impact of your person in our lives. What remains is for you to really have your day in the sun, knowing fully well that you deserve every bit of it. May the future be even FAR BRIGHTER than the past.

Fond Regards,
Rasheed Adewale Raji
Arlington, Texas, USA

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About Making Change Happen

This book is about the incredible story of Dick Kramer (Richard L. Kramer) told by Dick himself and different contributors who range from his business acquaintances and colleagues to friends and family members. The consistency you will find in the narratives are a testament to the credibility of Dick's place in Nigeria's contemporary history as one of the country's leading contributors to its economic advancement; an exceptional business philosopher, pioneer and philanthropist; and a believer in Nigeria's ability to realize her immense economic potential. Dick Kramer pioneered Arthur Andersen in Nigeria and helped to evolve the firm into KPMG and Accenture, the leading professional services firms in the country. Dick also founded African Capital Alliance (ACA), Nigeria's leading private equity company. His passion for his adopted country led him to inspire the formation of the Nigerian Economic Summit Group (NESG) and the Vision 2010 Project. Perhaps most importantly, Dick has successfully mentored and raised many of Nigeria's most outstanding leaders in the last thirty eight years.

But this book is not just about Dick Kramer, it is also about Nigeria and the partners who are doing various things to make change happen in a country that has suffered the burden of unrealized potential. The pages in this book contain personally narrated introductions by over eighty accomplished and committed nation building partners. In telling Dick's and their own stories, the contributors in this book, help to preserve part of Nigeria's recent history and offer their accumulated ideas on the way forward for the country.



About the Editor

Ifueko M. Omoigui Okauru, MFR, is the managing partner of Compliance Professionals Plc. She founded and served as chief responsibility officer of ReStraL Limited from 1996 to 2004 and left the services of Arthur Andersen & Co. in 1996 as national partner of its strategy practice after having spent twelve years at the firm. For eight years, Ifueko served as Nigeria's first female executive chairman of the Federal Inland Revenue Service (FIRS) and chairman of the Joint Tax Board, positions through which she brought about far reaching reforms in Nigeria's taxation processes.

