The Academy

Centre for Deposit Insurance System Training & Education

The bi-annual publication of the NDIC Academy | Vol. 4 No. 2 | December, 2019

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VISION

To become a model deposit insurance training institute in Africa and Asia regions by 2020

MISSION

To promote and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse training programs in support of the Corporation's commitment to employee development, partnerships and organizational enrichment.

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L-R: Prof. Paul Omaji, Dr. Olurotimi Olokodara, Dr. Lucy Newman and Dr. Azubike Okoro (D/CLO) having a discussion during the Leadership Training at the NDIC Academy on Monday, December 9, 2019

Innovative Instructional Approaches:

Key to Impactful Learning and Enhanced Workplace Performance

The processes associated with the liberalization of the world economy and the great achievements recorded in information technology have indeed, brought dynamic changes in many organizations today. The dominant concern of most organizations currently is the adoption of innovative training and work practices which are targeted towards overall performance. More than ever, learning and development practices have recorded tremendous improvement in the mainstream of corporate functioning and are contributing proactively towards the attainment of organizational objectives. Lather, A., N. Sharma., H. (2009).

The phrase "innovative instructional approaches" is one of the contemporary concepts in learning and development that is used to describe the systematic and innovative ways in which technology-driven and flexible processes address the needs of learners. It is technology-centric in all ramifications. Conceptually, it is a new process to learning experience, design and delivery for improving the competence of the workforce. Instructional approaches are rapidly changing from simple classroom to web-based learning using simulation and computerized tutoring.

1.0 Instructional Design

Learning and development involves the acquisition of skills, changing attitude and obtaining knowledge that is targeted at improving performance. There is strong opinion among researchers and practitioners in the industry that learning is of little or no importance or consequence unless it is transferred in some way to actual performance in the workplace. Over the years, learning and development has witnessed an increase in interest among academics, theorists and researchers which led to

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Notes from the Chief Learning Officer

It is indeed another exciting opportunity to deliver to you, our esteemed readers, the latest edition of The Academy, our online newsletter which chronicles the activities at the NDIC Academy bi-annually. For reasons beyond our control, particularly our pre-occupation with the relocation of the school to a new facility, this edition is behind schedule. However, this has not in any way diminished its characteristic quality and freshness.

The period from July to December, 2019 represented an enduring landmark in the Academy's tale of successes, as the institute recorded many milestones in the execution of its training plan. A total of twenty-five (25) courses were mounted this period, with the remaining two shifted to the beginning of 2020. On the whole, a total of seventeen (17) technical and ten (10) soft skill courses were executed in 2019 training cycle, with 4031 participants trained, representing a 20% increase from the previous year's record of 3353 trainees.

Let me, with a true sense of delight, announce the impending relocation of the NDIC Academy from its former office at Utako to the Central Business District, Abuja. Indeed, this movement has long been awaited, following Management's commitment to upgrading the standards of our training facilities, and consistent with the vision of the Academy becoming the leading training institute on deposit insurance system in Africa and Asia regions by 2020. We shall quickly settle down and devote full attention to effective training of staff of the Corporation as well as local and international stakeholders.

This edition features a couple of articles on Learning and Development, as well as emerging trends in the financial services industry. These are products of in-depth researches conducted by some of our experienced Subject Matter Experts (SMEs). The first article – Innovative Instructional Approaches: Key to Impactful Learning and Enhanced Workplace Performance – aims at equipping readers with the basic knowledge of the trends in Learning and Development, and how these innovative instructional approaches can be leveraged to positively impact workplace performance. The second article discusses the nature and impacts of crypto-currencies and other disruptive financial technologies and how they can potentially affect banking and supervision. I have no doubt that you will find both articles quite interesting and enlightening.

Finally, we took time to review a couple of reports conducted by some of the best research organizations globally. The first report titled "The DNA of Human Capital: Trends Report 2019" was conducted by HR. Com, and it focuses on the transformative value of human resources in creating appreciable growth in organizations, and the best practices that firms can adopt to retain top talents. The second report, which was compiled by LinkedIn Learning, attempts to project some of the skills that would rule the market in 2020.

To ensure that our readers get maximum value, we have culled the key learning points from these reports and published them here in. As usual, the objective of this medium is to add immense value to all our stakeholders, individuals and organizations alike. As you browse through the pages that follow, I really do hope that you will find it enjoyable. Cheers and Happy New Year in advance!

Azubike Okoro, DBA, FCTP
Director/CLO
NDIC Academy

Innovative Instructional Approaches: Key to Impactful Learning and Enhanced Workplace Performance

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the development of models and approaches to instruction. Some of the prominent theories and models include the following:

i. ADDIE
ii. The ASSURE Model
iii. The Bloom's taxonomy
iv. The ARCS

1.1 Old/Traditional Approaches :

a) Classroom/instructor led Training
b) Apprenticeship
c) Job Instructional Training (JIT)
d) Role-play
e) Team-based learning (TBL)
f) Project-Based Learning (PBL).

1.2 Innovative Approaches:

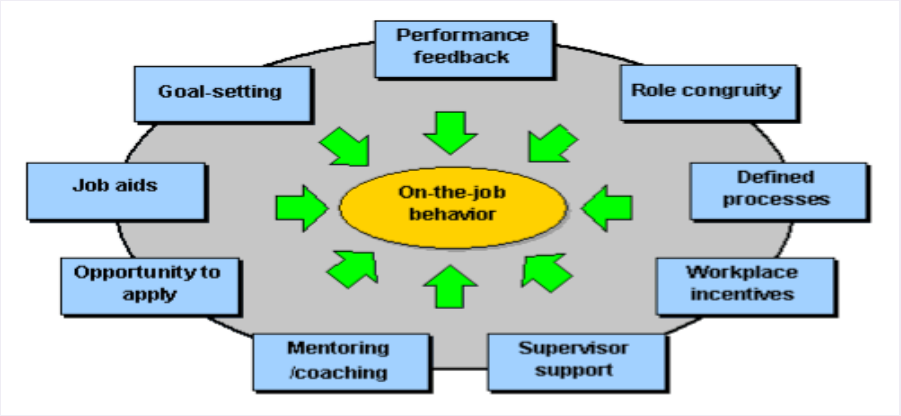
Advancement in information technology has improved significantly the way we impact learning in the workplace. Through the use of the internet and smart computers, the world has become a much smaller place where learning can be impacted from any part of the world in real time through various platforms listed below:

a) E- Learning
b) Blended learning
c) Gamification
d) Talent Management
e) Digital Learning
f) Audio conferencing
g) Video conferencing
h) Intelligent learning Environment (ILE).

1.3 Training and Performance

The role of training is to provide employees with requisite knowledge, skills and attitudes that will improve their current or future performance. Organizations use training to bridge performance gaps and to give new knowledge, skills and experience required to perform particular tasks. There is abundant literature on the contribution of training to the job performance of employees (e.g.; Bhat, Z., H. 2013; Afshan, S., Sobia., I., Githinji, A.. 2012; etc.). Degraft O., e. (2012) K. Richard, C., Anis, M., K (2014 Melfin, L., Eshehu, A. (2016).

Learning never exhausts the mind
- Leonardo Da Vinci



2.0 Theoretical Framework:

The theoretical framework adopted is designed to illustrate the relationship between innovative instructional approaches, instructional designs (independent variables) and performance (dependent variable) with some moderating variables as shown below. We hypothesize that sound instructional designs + innovative instructional approaches will produce impactful learning which may positively impact employee performance and productivity.

2.1 Moderating Variables

Muller, D., Judd, C. M., & Yzerbyt, V. Y. (2005) described a moderating variable(s) as the one that show magnitude of the relationship between the independent and dependent variables. In this study, our independent variable is innovative instructional approaches/instructional designs while the dependent variable is performance. The moderating variables include learner's demographics, delivery styles, learning environment, activities that support learning and clear learning objectives. These variables are briefly listed below:

a. Learner's demographics
b. Delivery Methods
c. Learning environment
d. Activities that support learning
e. Learning objectives.

3.0 Discussion

It is necessary for organizations to carefully select a suitable instructional design and delivery approach when planning a leaning intervention that is innovative, cost effective and which addresses the needs of the learners if the objectives of the training are to be achieved. As depicted in the theoretical framework of the study, there is need for careful selection of the design and delivery approach that would be impactful and that depends on the objectives, needs and budget of the organization. The traditional /old approaches provided in the framework include, but not limited to classroom, apprenticeship, Job instructional design, role play, job support, team and project-based.

However, with so many innovative instructional approaches available, it is daunting task to determine a suitable approach given limited time and resources, when and how

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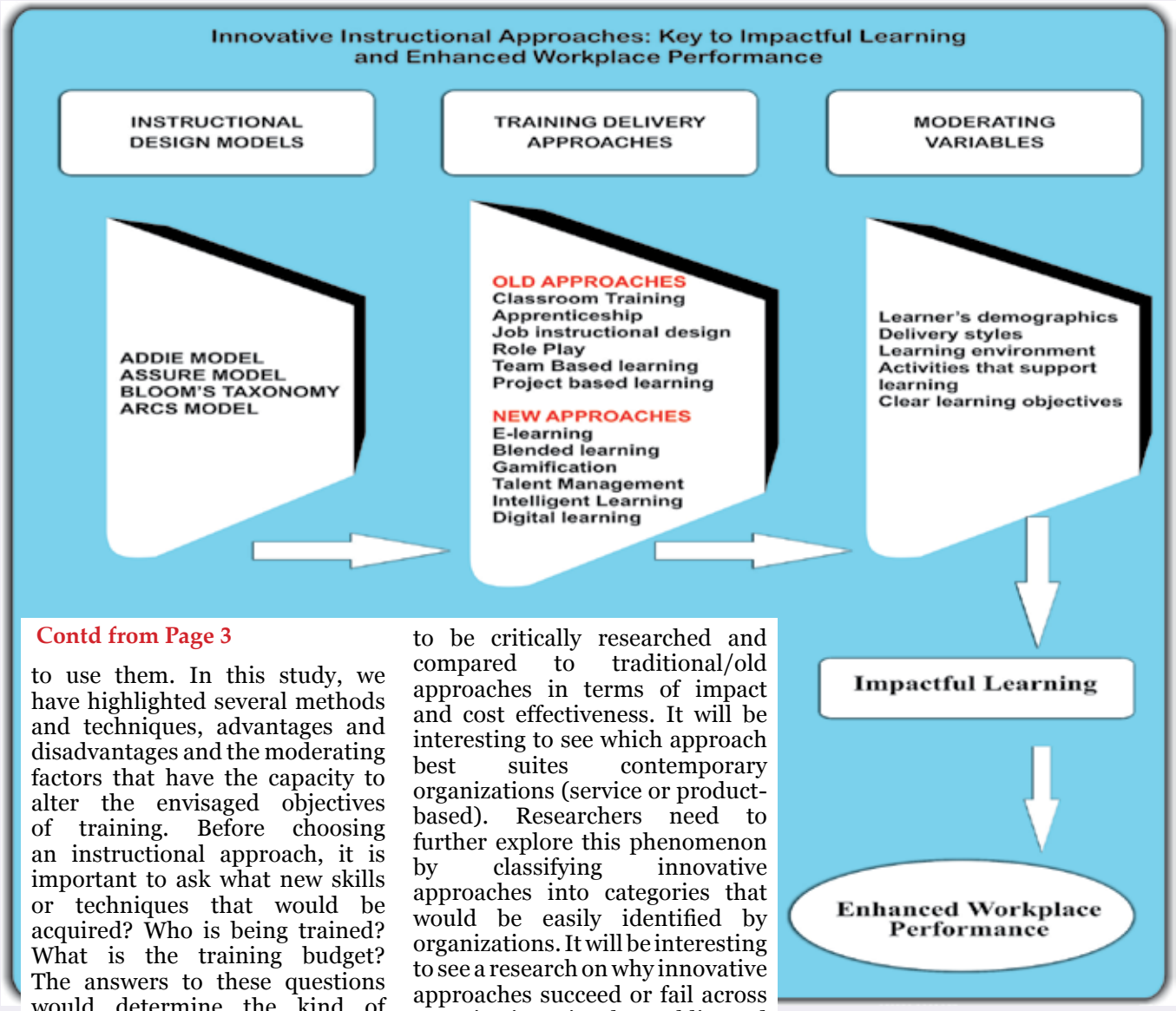
Innovative Instructional Approaches: Key to Impactful Learning and Enhanced Workplace Performance



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to use them. In this study, we have highlighted several methods and techniques, advantages and disadvantages and the moderating factors that have the capacity to alter the envisaged objectives of training. Before choosing an instructional approach, it is important to ask what new skills or techniques that would be acquired? Who is being trained? What is the training budget? The answers to these questions would determine the kind of approach and method that would be adopted. There is no doubt, even with the many technological advances in the training industry today, that the traditional approach remains the most widely used, but that does not mean that it is the most effective.

4.0 Conclusion

In today's organizations training plays a central role in equipping employees with skills thus, it is key to the continued existence and productivity of businesses. As such, innovative approaches in the delivery of training need to be critically researched and compared to traditional/old approaches in terms of impact and cost effectiveness. It will be interesting to see which approach best suites contemporary organizations (service or product-based). Researchers need to further explore this phenomenon by classifying innovative approaches into categories that would be easily identified by organizations. It will be interesting to see a research on why innovative approaches succeed or fail across organizations in the public and private sectors, as it would help to improve knowledge in this area.

Our discussion has been mainly to see a relationship between instructional designs, innovative instructional approaches and workplace performance. Extensive literatures on the phenomenon were reviewed and theoretical framework that support the study established. The likely impact of certain moderating variables were also highlighted and the fact stressed that if training is to impact organizational performance positively, these variables must be identified and adequately taken care of. The conclusion is that instructors must understand how to manage the training process. This includes everything from designing and delivering impactful training, to dealing with the challenges associated with the moderating factors.

Azubike B. Okoro & Abdullahi M. Kabeer, NDIC Academy, Abuja.

Edited version of paper presented at NITAD 27th Annual Trainers Conference and 30th Anniversary celebration

Cryptocurrencies and Disruptive Financial Technologies: A Real Threat to Banking or a Storm in a Tea Cup?

By Eluwah H. Alaekwe

The human mind is perhaps the greatest thing that distinguishes man from other creations. Its restlessness and will to probe further had led to inventions unimaginable. The ants, yes those small miniature creatures, may be the nearest things to humans when it comes to thinking long and deep.

When the ants believed they have had enough of human and other invasions of their privacy and needed greater security, they built the ant hill, so says an African folklore. The same folklore told us that the ants knew there will be a rainy day, and so they gathered their foods in the dry season and if you have ever observed the ants at work, you will learn a thing or two about cooperation and resilience.

There were earlier attempts in the 1990s by Digi Cashand Cybercash cyberpunks to create a digital money system but Satoshi Nakamoto a pseudonymous developer, we were told, started the first decentralized crypto currency in 2009. Nakamoto who till date remained Anonymous was also the one that mined the first block of cryptocurrencies, the Genesis Block, that resulted in the creation of 50 bitcoins.

Nakamoto's intention was not to invent an alternative money. He was quoted as saying in his announcement of Bitcoin in late 2008, that he developed "A Peer-to-Peer Electronic Cash System."

Satoshi's exploratory invention has since been followed by many others with divergent improvements and genre. Today popular brands of cryptocurrencies like coinye, dogecoin, etherun, ripple and litecoin are holding sway. Cryptocurrency is 'a digital currency in which encryption techniques are used to regulate the generation of units of currency and verify the transfer of funds, operating independently of a central bank.' (Google).

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Navy names Omaji pioneer VC for Admiralty Varsity

Prof. Paul Omaji and Dr. Azubike Okoro (D/CLO), exchanging pleasantries during the Leadership Training at the NDIC Academy on Monday, December 9, 2019

The Nigerian Navy presented a letter of appointment to Professor Paul Omaji as the pioneer Vice-Chancellor of the Navy Admiralty University of Nigeria (ADUN). The Chief of Naval Staff (CNS), Vice Admiral Ibok-Ete Ibas, while congratulating Omaji on his appointment, said he sits on the threshold of history.

"He would play a pioneering role in positioning the university from what it is today into a world-class institution of higher learning," Ibas said.

He said the university is expected to have uninterrupted quality education, research, academic excellence and discipline.

"While basic infrastructure and human resources have been provided, it is expected that you will be highly resourceful in mobilizing necessary support to drive an innovative process that would transform ADUN holistically. "As you ponder on the way forward, be assured that the founders and indeed, the Board of Trustees of ADUN will hand you specific key performance indicators and control measures which you will be obliged to meet and be held accountable for periodically," he added.

https://www.dailytrust.com.ng/navy-names-omaji-pioneer-vc-for-admiralty-varsity.html

Cryptocurrencies and Disruptive Financial Technologies: A Real Threat to Banking or a Storm in a Tea Cup?

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Wikipedia puts it more succinctly as it describes cryptocurrency as 'a digital asset designed to work as a medium of exchange that uses strong cryptography to secure financial transactions, control the creation of additional units, and verify the transfer of assets'.

The world has gone literally frenzy about the advent, possible impact and danger posed by cryptocurrencies to banking and fiat money as we know them today.

Financial technologies (Fintechs) are infrastructures and systems that help to provide improved and automated financial services delivery. In the early days of fintechs they were basically those computer equipment and servers that banks employed back-end to process transactions faster and deliver timely financial reports. Fintechs at the time provided support services to mainstream banking in a business to business (B2B) relationship and some of them still largely do so: cloud-based platforms and even customer-relationship management services like Salesforce (CRM-Get Report) provide B2B services that allow companies to interact with financial data to help improve their services.

Fintechs have also continued to provide business to client (B2C) services. For instance, Cash Apps like Venmo and Apple Pay allow clients or customers to transfer money through the internet or mobile technology, just as budgeting apps like 'Mint' allow customers to manage their finances and expenses. But Fintechs have now moved out of the back-end and come front door.

Modern Fintechs are now companies using the internet, mobile devices, software technology or cloud services to perform or connect with financial services. Their products are designed to connect or link their customers with their finances, using technology for faster and easier delivery of service.

They now exist in form of Crowdfunding Platforms. Companies like Kickstarter, Patreon, GoFundMe and many others are Fintechs operating outside of traditional banking.

Blockchain and Cryptocurrency, Mobile Payments, Insurtech, Robo-Advising, Stock-Trading and Budgeting Apps are other forms of Fintechs now competing rather than complimenting modern banking

Observers believe that the danger lies more on what today's Fintechs can do against the system rather than what they can do for the system. There is no doubt that modern banking cannot function without the complements of Fintechs but delineation of functions is very important.

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Cryptocurrencies and Disruptive Financial Technologies: A Real Threat to Banking or a Storm in a Tea Cup?

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Most have argued that Cryptocurrencies and other Fintech products are appealing because they cut off protocols and bureaucracies to deliver efficient and cheap services to clients.

Working outside established world financial services order, disruptive technologies like Robo-Advising and Stock-Trading Apps, insurtech, Apple (AAPL-Get Report) and Alibaba (BABA-Get Report), Coinbase and Gemini (which connect users to buying or selling cryptocurrencies like bitcoin or litecoin) and crowdfunding Companies like Kickstarter, Patreon and GoFundMe are today offering services to willing customers and providing returns that are mind boggling.

The entry of some powerful industry giants like Amazon, Alibaba, Apple, Uber, Airbnb and lately Facebook (Libra) into multi -sector businesses including Fintech is beginning to worry governments and regulators around the world.

Observers like 'Marsh', have pointed at mismanagement, design vulnerabilities, accidents, and unforeseen events as clear areas of danger that disruptive technologies can pose. Product defects, misuse, malicious acts, or lack of maintenance can result in mass injuries, cyber-attacks, and system disruptions.

The 2017 Global Risk reports identified Artificial intelligence (AI) and robotics, The Internet of Things (IoT) and 3D printing as some of the key emerging technologies that can create new markets and disrupt traditional business models. Include in all these the fact that cryptocurrencies operate outside national central banks and Fintechs do not need any government or regulatory authority to commence or operate their businesses, and you begin to imagine the implications of their operations to financing terrorism.

Perhaps what is considered the greatest asset of the 'new money' and the disruptive technologies is actually their greatest undoing. Disruptive technologies are credited with providing better, cheaper products and more accessible services because most often they evade bureaucracies and policy governance.

Modern financial services run on trust and confidence in the providers of service. The confidence stems from the system's ability to self- correct and Supervisors' ability to properly supervise and regulate participants.

The argument here is that cryptocurrencies are currently running without proper governance and have no support of sovereignty. Apart from new attempts in Jurisdictions like Japan to commence some form of regulation, the activities of disruptive Fintechs and blockchain miners are largely unregulated.

So what confidence do you place in a currency not regulated nor supported by any sovereign state?

Modern financial services with its avalanche of regulatory and supervisory organs have gone further to provide fall backs in form of deposit insurance outfits. This gives hope to stakeholders that all will not be lost if everything goes wrong. The current operating mode of Fintechs leaves customers high and dry if anything goes wrong.

Disruptive technologies will continue providing better, cheaper products and more accessible services to customers as long as they continue to evade regulation. A regulated Fintech will operate within boundaries created by laws, rules and guidelines and loose some of 'its freedom to do things as they deem fit'. Herein lies the question: If Fintechs get regulated, will they as independent operators still remain appealing, profitable and responsive?

It really depends on how long governments around the world are willing to allow Fintechs run riot. The US National Assembly recently commenced investigations into the move by Facebook to go into cryptocurrency. Facebook says its aim is to allow its over two billion subscribers to carry out financial services including funds transfer among themselves.

The Libra, as the new Facebook crypto will be called, will be linked to about ten major currencies around the globe and it promises to do money transfer within a minute for a charge of over three dollars or free if the customer can wait for three to five days. The American Senate is not completely sold to this idea yet. Though Facebook has agreed to surrender to full regulation, trust in its ability to maintain user confidentiality has reverberated given its proven history of abuse of customer rights.

The banking industry around the world are not unduly worried. Operators agree that technology has added massive improvements to service delivery and will continue to play vital roles in the way financial services are packaged and delivered. Most however do not see the competition posed by Fintechs as something that would last. Their argument was that without any form of sovereign support cryptocurrency have no chance and will remain at best a store of value, not an acceptable means of exchange.

The major concern is the risk those disruptive technologies do pose to the financial system and the banking industry in particular and this is where some form of regulation is required to protect the financial system.

For now the argument as to whether cryptocurrency and other disruptive technologies will thrive as major competitors to traditional banking or remain "A Peer-to-Peer Electronic Cash System" as Nakamoto first contemplated will continue to rage on. But do not be fooled, the raging war is not a storm in tea cup.

Eluwah H. Alaekwe is a Deputy Director, Bank Examination Department.

Leadership and learning are inseparable to each other.
- John F. Kennedy

The DNA of Human Capital: Trends Report 2019

Forget tangible assets. They are yesterday's news!

As of the late 20th century, value became far more dependent on intangible assets such as brand, propriety data, research and development, trade secrets and all the other things that are derived from people.

A skilled employee's talent represents a potent asset. Such skills and talents are the mother of all other intangible assets.

According to Forbes, intangible assets account for up to 80% of today's corporate balance sheet.

The way we manage our human capital not only drives the performance of our organisations, but the real value of those organisations.

Smart technologies and corresponding employee expertise are factors that will significantly impact the workforce in 2020.

Networks are changing business models, organizational structures and work practices. Traditional hierarchies are not completely disappearing, but they are largely being replaced with more networked structures. This is due to the change in the flow of information both within and outside organizations, and the fact that today's tasks and projects are more complex than in previous eras, hence requiring teams to work across boundaries, quickly making their own decisions.

New technologies and expanding networks require new skills and expertise. That expertise needs to be deep in both specialty areas and broad across multiple functions. In fact, working across multiple functions will become far more important in 2020.

Furthermore, analytical thinking will be an increasingly essential skill. This speaks to the ability of employees to harness the volumes of information and data at their disposal and then turn them into shareable insights. Such necessary skills are in short supply in many organisations.

Organisations must necessarily prepare in order to thrive. Radical disruption will change our business models and, in turn, the nature of work in virtually every single industry. The only path to success is to prepare for the uncertainty. Organisations that intentionally builds a workforce capable of meting 2020 goals would invariably enjoy better financial performance than their less prepared counterparts.

Employee engagement remains a problem in most organisations, and poor leadership is largely to blame. Hence, trust in leadership as well as an employee's relationship with their immediate supervisor are serious drivers of employee engagement. In line with this, organisations ought to create longer-term leadership strategies, migrate from speculations to data-driven decisions, turn every leader into an effective coach and strive for gender diversity at every leadership level, in order to set the pace for a future of effective leadership.

Learning and Development (L & D) has emerged as a crucial factor in the corporate growth and advancement of every organisation. While instructor-led training remains the single most commonly-used learning modality, no single training method works as a stand-alone approach. Hence, blended learning is crucial to L&D efforts and technology-based learning such as online courses and videos are common to a wide range of learners. Further to this, personalised learning is essential towards making L&D much more effective as it leads to higher learner engagement, better outcomes, more insights into leaner needs, and the ability to deliver training more quickly. Thus, organisations should strive to deliver learning via multiple modalities.

Studies have shown that most organisations have a performance management system in place.

However, only few of these are effective, and fewer still are driving better employee performance and retention.

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Successful people invest in their education, development and personal motivation-knowing that these are the tools to success.
– Grant Cardone

The DNA of Human Capital: Trends Report 2019

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Consequently, performance management is seen as a necessary evil, rather than a way to improve organizational performance. Hence, in order to turn the tides, organizations need to determine the primary purpose of their performance management system, whether procedural or motivational, revamp the processes and improve employee engagement so as to get the best out of the system.

Based on studies carried out by the hr.com, many organisations do not make use of talent analytics at all, and only very few leverage predictive analytics. The rest only use data to describe or assess current trends. This suggests that there is a huge talent analytics skills gap in many organisations, especially in the most essential areas of workforce planning, employee performance and skills assessment. Talent analytics proactively influence positive change in organisations, hence the need to invest extensively towards its development.

In recent times, the emergence of new technologies and the rise in their usage in most organizations have necessitated the quest for talented employees. Organisations, then, that fail to stay ahead of the curve in this quest are more likely to lose the latest war for talent. This then requires such proactive organisations to review their overall talent acquisition process, improve on existing practices and technologies and adopt novel ones where necessary. This will ensure that they constantly acquire and retain an array of talented employees which is critical to organisational growth.

Diversity and Inclusion (D&I) has become a somewhat higher organisational priority over the past several years in light of a combination of changing legislation, the need for workforces to reflect the demographics of the consumers generally, and the bottom line benefits of D & I itself. As Mahatma Gandhi aptly puts it, "Our ability to reach unity in diversity will be the beauty and the test of our civilization".

However, most organizations have not yet reached a higher maturity level when it comes to D & I practice. This is exemplified by the obvious gender disparity in the workforce and in leadership roles, as well as the poor representation of many ethnic minorities in important work positions. To a large extent, a big part of the problem is that organizations are simply not taking D & I seriously enough. In fact, it appears that managers have few tangible incentives for increasing diversity. Hence, organizations ought to embrace and entrench D & I practices in their work culture in order to derive the most benefits thereof.

Despite the fact the relevance of human engagement has been emphasized by professionals for the past two decades or more, it is still so abysmal in so many organizations. This is because many organizations fail to appreciate that there's a lot of data indicating a relationship between employee engagement and various other measures of business success, and partly because they do not understand what engagement truly is, or how best it works. Hence, organizations need to move from adversarial to dynamic leadership in order to create the enabling conditions for effective engagement to thrive.

As the fourth Industrial Revolution glides by, one factor remains constant–talent is the most crucial factor driving business success. The key to ensuring that organisations have enough of the right talent is Workforce Planning, but effective workforce planning in the long-term is very difficult due to the speed and volatility of change. Hence, in order to guarantee future supplies of talent, organizations must think creatively towards workforce planning, succession planning and career planning. This three-pronged approach will assist to ensure that organizations continuously have an abundant supply of talent–the most crucial of commodities.

On the whole, business models and work paradigms are rapidly changing, largely due to digital advancements. Bureaucracies are giving way to structures that put decision making power in the hands of highly skilled and empowered front-line teams. To make this work, however, employees must have the right skills, organizations need to have the skills of their employees, recruit new talents where necessary, modify their systems and processes to flow with emerging technological trends, and ultimately position themselves for future challenges and opportunities, if they must stay ahead of the game.

www.hr.com/en/recources/research/dna_of_human_capital

Mrs. Isiaka M.B (DD, SIID), flanked by Dr. Sani Saidu, presenting End-of-Course Certificate to a Kenyan participant, at the closing ceremony of the Bank Resolution Simulation program held in Orchid Hotel, Lagos on Thursday, December 5, 2019

The Skills That Companies Need Most in 2020

Most organizations globally desire to stay at the top, and hold a competitive edge in their sector of business. To achieve this, however, they require a highly skilled workforce that can proffer solutions to emerging challenges. Based on a research by LinkedIn Learning, there are some 15 soft and hard skills that would be most in-demand in 2020.

Whatever your goals are for 2020 — to take on a bigger project, start a new job, lead a team — learning these skills can help you stand out for that next opportunity.

THE SOFT SKILLS

Soft skills are the essential interpersonal skills that make or break our ability to get things done in our current jobs and take on new opportunities ahead.

Topping this year's list are creativity, collaboration, persuasion, and emotional intelligence—all skills that demonstrate how we work with others and bring new ideas to the table. Four of the five most in-demand soft skills remain in their top spots year over year, further reinforcing that these skills are evergreen—they're likely to remain the top skills that companies want in star employees.

The one variation in the most in-demand soft skills list indicates that companies are gravitating toward talent with interpersonal and people-oriented skills. 'Time management', a more task oriented skill, fell off the top soft skills list. 'Emotional intelligence' took its place. While task-oriented skills remain critical to our success at work, the data shows that employers value our ability to work well with colleagues.

The top 5 most in-demand soft skills are:

1. CREATIVITY

Organizations need people who can creatively approach problems and tasks across all business roles, from software engineering to HR. Focus on honing your ability to bring new ideas to the table in 2020.

2. PERSUASION

Leaders and hiring managers value individuals who can explain the "why." To advance your career, brush up on your ability to effectively communicate ideas and persuade your colleagues and stakeholders that it's in their best interest to follow your lead.

3. COLLABORATION

High-functioning teams can accomplish more than any individual—and organizations know it. Learn how your strengths can complement those of your colleagues to reach a common goal.

4. ADAPTABILITY

The only constant in life—and in business—is change. To stand out in 2020, embrace that reality and show up with a positive attitude and open-minded professionalism, especially in stressful situations.

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L-R: Adejoke Abdullatif-Saro (SIID), Olanrewaju Bello (ESTAB), Olushola Ogunbanjo (CPAU) and Hassan Yusuf (ETSD) at the Induction Programme on Tuesday, August 13, 2019

The Skills That Companies Need Most in 2020

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5. EMOTIONAL INTELLIGENCE

Emotional intelligence is the ability to perceive, evaluate, and respond to your own emotions and the emotions of others. New to the most in-demand skills list this year, the need for emotional intelligence underscores the importance of effectively responding to and interacting with our colleagues.

THE HARD SKILLS

While the most in-demand soft skills are all about how we work together, the most in-demand hard skills are the ones changing what we're working on.

Many of these skills will continue to evolve rapidly. For example, for the first time this year, Blockchain not only made the list of top skills, but equally topped it—highlighting an increasing awareness and demand for the wider applications of this skill.

Trending data also reveals that data-driven decision-making skills like business analysis, are essential in today's workforce. As companies continue to collect and analyse more data than ever before, they need people who can help interpret and take action on that data to drive growth for their businesses.

The top 10 most in-demand hard skills are:

1. BLOCKCHAIN

Blockchain was born in 2009 to support the use of Cryptocurrency. But Blockchain's novel way to store, validate, authorize, and move data across the internet has evolved to securely store and send any digital asset. The small supply of professionals who have this skill are in high demand.

2. CLOUD COMPUTING

Today, companies are built and run on the cloud. They need talent who have the skills to help them drive technical architecture, design, and delivery of cloud systems like Microsoft Azure.

3. ANALYTICAL REASONING

Data has become the foundation of every single business. Organizations want talent who can make sense of it and uncover insights that drive the best decisions for the business.

4. ARTIFICIAL INTELLIGENCE

Artificial intelligence (AI) augments the capabilities of the human workforce. The people who can harness the power of AI, machine learning, and natural language processing are the ones who will help organizations deliver more relevant, personalized, and innovative products and services.

5. UX DESIGN

It seems like the average attention span of consumers decreases every year and they have little patience for products that aren't intuitive. Organizations need more expertise to help them build more human-centric products and experiences.

6. BUSINESS ANALYSIS

Business analysis made the most significant jump of any skill on our list. It's one of the few hard skills every professional should have, as most roles require some level of business analysis to make decisions

7. AFFILIATE MARKETING

With the decline of traditional advertising and the rise of social media, affiliate marketing is rapidly rising as a must-have hard skill. Affiliate marketing leverages company partnerships or influencers that are hyper-targeted to a particular audience.

8. SALES

You'd be hard pressed to find a company that doesn't need great sales people—those who can effectively manage a sales team, understand the sales funnel, work with cross-functional partners, and sell into the highest levels of the business.

9. SCIENTIFIC COMPUTING

Scientific computing skills are held by data science professionals, engineers, and software architects, and others. Companies need more professionals that can develop machine learning models and apply statistical and analytical approaches to large data sets using programs like Python, MATLAB, and more.

10. VIDEO PRODUCTION

Consumers have an insatiable appetite for video content, so it makes sense that video production continues to be a priority for companies. Cisco estimates that video will account for 82% of global internet traffic in 2022.

We hope that with insight into what companies need today, you feel ready to cultivate these essential soft and hard skills, and empowered to own your career.

Culled from https://www.linkedin.com/pulse/skills-companies-need-most-2020and-how-learn-them-lazzaroni-pate

Look Behind Germany's Surprise Call For Deposit Insurance

Finance minister Olaf Scholz has laid out Germany's negotiating position for the completion of banking union, a pre-requisite for much-needed consolidation.

Anrea Enria, chair of the supervisory board of the ECB, gave a speech in London at the end of October celebrating some of the successes of banking union – establishment of a single supervisory mechanism for large banks, NPLs brought down from €1 trillion to €600 billion in the last five years – while also lamenting its failures, notably the lack of a European deposit insurance scheme. Without this, a euro deposited in a country with weak banks might easily flee to a stronger bank in a different country at the first signs of stress. The single-currency project itself remains incomplete. What a surprise then that one week later, Olaf Scholz, finance minister of Germany, the country regularly blamed for blocking such a scheme, should lay out in the FT his ideas for the completion of banking union, along with its so far missing third pillar. Scholz actually calls not for a European deposit insurance scheme to replace national schemes but rather for a new European deposit reinsurance scheme to enhance those national arrangements.

In the event of a bank failure, the first resort for depositors would be to national insurance schemes; then, only if those funds are exhausted, to a European fund providing limited additional liquidity through repayable loans. Should further financing still be needed, the relevant sovereign would then step in. If this is meant to signal a new breakthrough, it is so hedged around as to dampen any celebrations. It may be that Scholz is mindful of his domestic audience. German voters are hardly likely to welcome the notion of putting their money on the hook to bail out depositors of troubled banks in what they see as profligate southern European countries

https://www.euromoney.com/article/b1jo0pfymhqgg4/look-behind-germanys-surprise-call-for-deposit-insurance

"Develop a passion for learning. If you do, you will never cease to grow."
– Anthony J. D'Angelo

IADI welcomes its 92nd member

The Association welcomes its 92nd Member, the Bermuda Deposit Insurance Corporation
https://www.iadi.org/en/news/the-association-welcomes-its-92nd-member-the-bermuda-deposit-insurance-corporation/

Know Your Facilitators –Internal & External

Abdulhameed M. Aliyu (Internal)

Mr Aliyu is a pioneer staff of NDIC who started his working career with the Corporation as Management Assistant in September, 1989. Over the period of 30 years, he has worked in different Desk and capacities in the Bank Examination Department and has participated in numerous bank examinations. He has been a Team Lead and also Head of Investigation Unit of BED. He is presently a Deputy Director and Group Head.

Mr. Aliyu has also participated in various bank liquidation exercises as closing and pay centre manager and also headed the Credit Unit of the defunct Allied Bank Consolidation centre from 1998 to 2002.

He was redeployed to Kano Zonal Office in 2012 as Head of Bank Examination Unit and later served as acting Zonal Controller during which he represented the Management of the Corporation in different capacities. He graduated from Bayero University Kano, BUK with B.Sc. (Economics) in 1988 and also obtained a Masters Degree in Banking and Finance from Delta State University, DELSU in 2000. An associate member of the Certified Institute of Pension of Nigeria (ACIP), he has also attended various in-house and external trainings within and abroad over the past three decades.

Mr Aliyu is happily married to his beautiful wife, Zainab and they are blessed with 2 lovely boys – Ahmad (13) and Aliyu Jnr (5). He is a fan of Arsenal football club, London, easy going and likes making friends.

Mr. Aliyu facilitates in most of the Academy's flagship courses.

Tinuke currently oversees the affairs of Stance Consulting Ltd., a training and organisational consulting company.

She is a subject matter expert in developing Strategic Plans for execution; leadership development; performance re-engineering; entrepreneurship education; health and safety management; high profile networking, designing and implementing training needs assessments for clients; course curriculum design and content development.

She facilitates at both local and international trainings, workshops, seminars and conferences. In her capacity as an Organization Development Professional, she works to support senior leaders in finding systemic solutions to critical business and organisational challenges. And as an executive coach, she passionately works with high performing people in leadership roles to improve results in ways that are sustained over time.

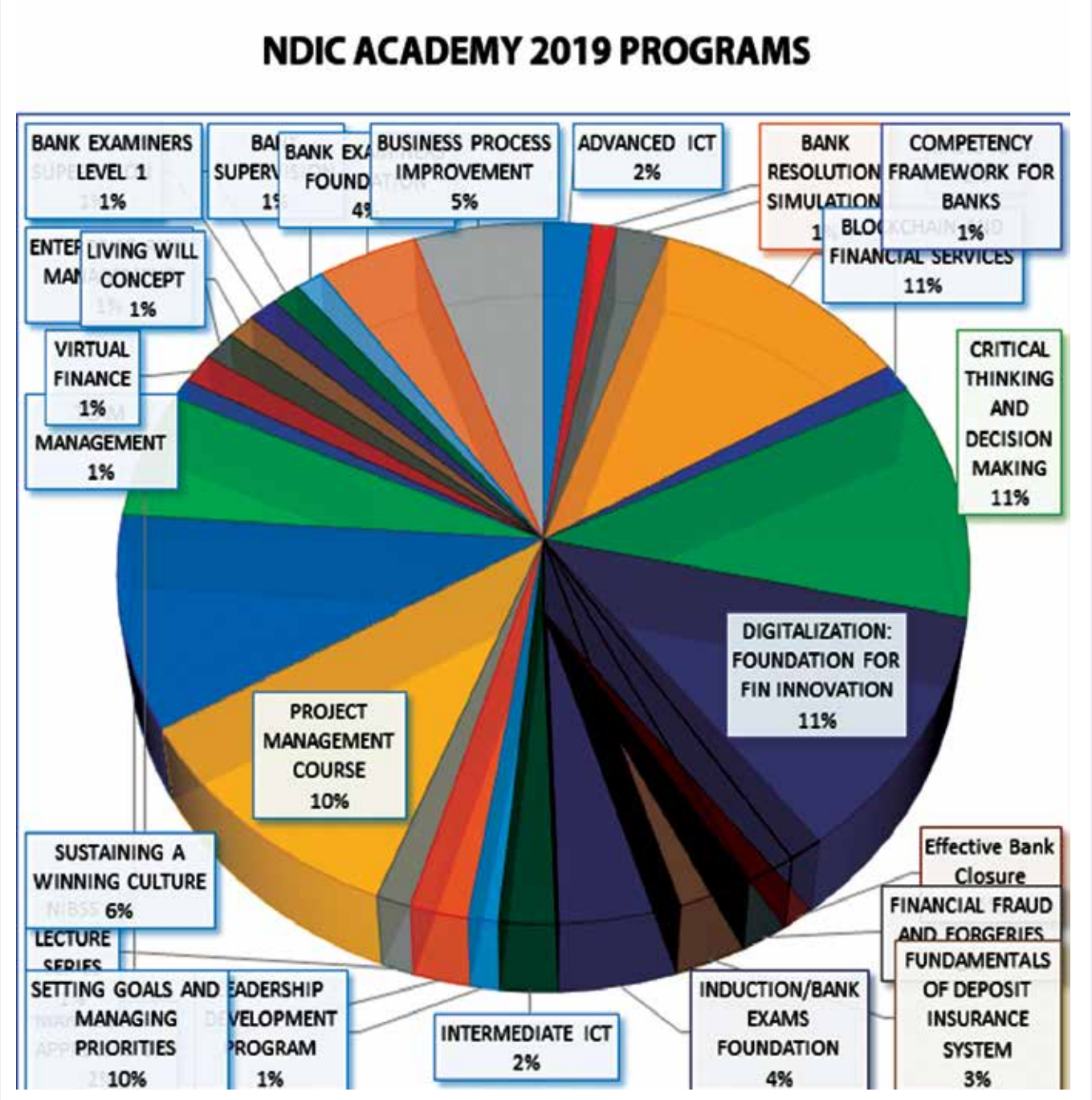
Tinuke is a member of faculty of The Institute for Ethics and Professional Studies (IFEPS), ROVA College of Healthcare Executives, African Business School and a host of others. She also serves as an independent consultant to development partners like the United Nations.

Tinuke has a background in Software Engineering; she is a Microsoft Certified Professional, a Microsoft Certified System Administrator and also, a certified Mind and Body Fitness coach. She is a member of the International Society for Performance Improvement and facilitates in most of the Academy's Management courses.

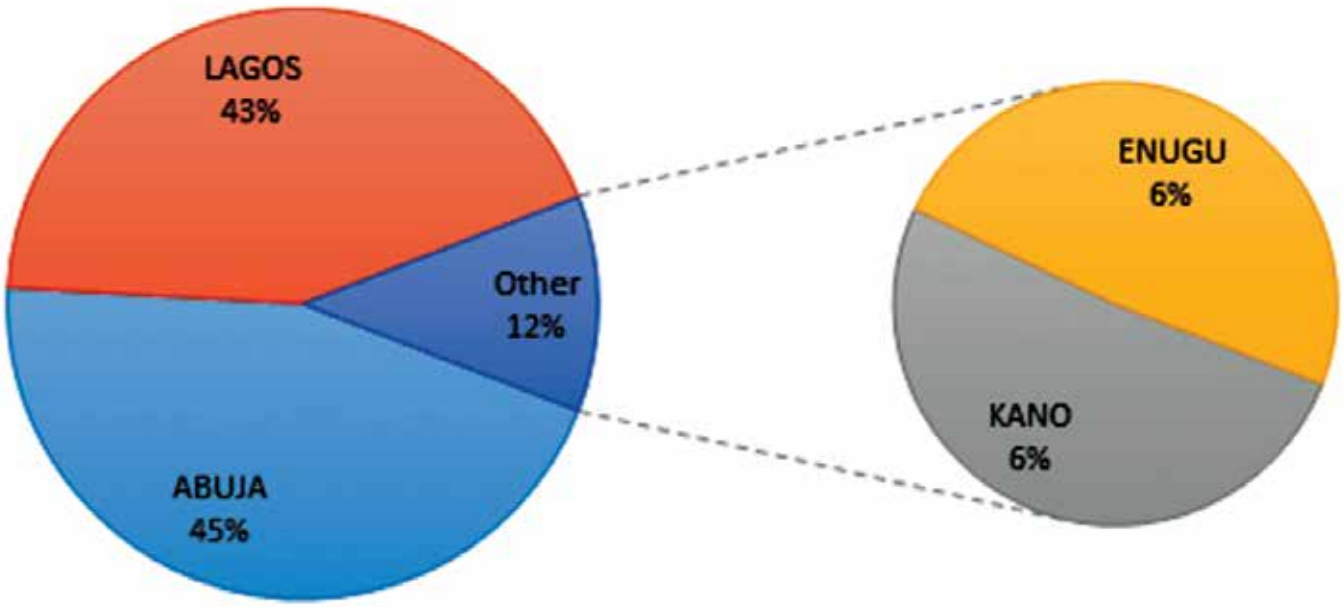
Tinuke Obikoya (External)

Highlights of NDIC Academy's 2019 Training

The Academy executed 27 courses in 2019, trained 4,031 participants as against 3,353 in 2019, a 20% increase. The composition of employees trained included 104 Executive staff (3%), 3,832 (96%) Senior and 66 (2%) Junior Staff. 29 were staff of local and foreign stakeholders (CBN, SEC, AMCOM, FMF, EFCC, ICPC, DIS agencies in IADI Africa, etc.). The ED operations Division had the highest number of 2,168 (54%), followed by MD/CE's Division with 983 (24%) and ED CS Division with 851 (21%). In Kano and Enugu locations, 475 staff were trained which constituted 12% of the total population. Most of the courses were examinable and assessment criteria included attendance which was taken twice daily, participation in syndicate sessions, performance in case studies and end-of-course tests, amongst others.



2019 TRAINING ATTENDANCE BY LOCATION



2019 TRAINING ATTENDANCE BY DIVISION

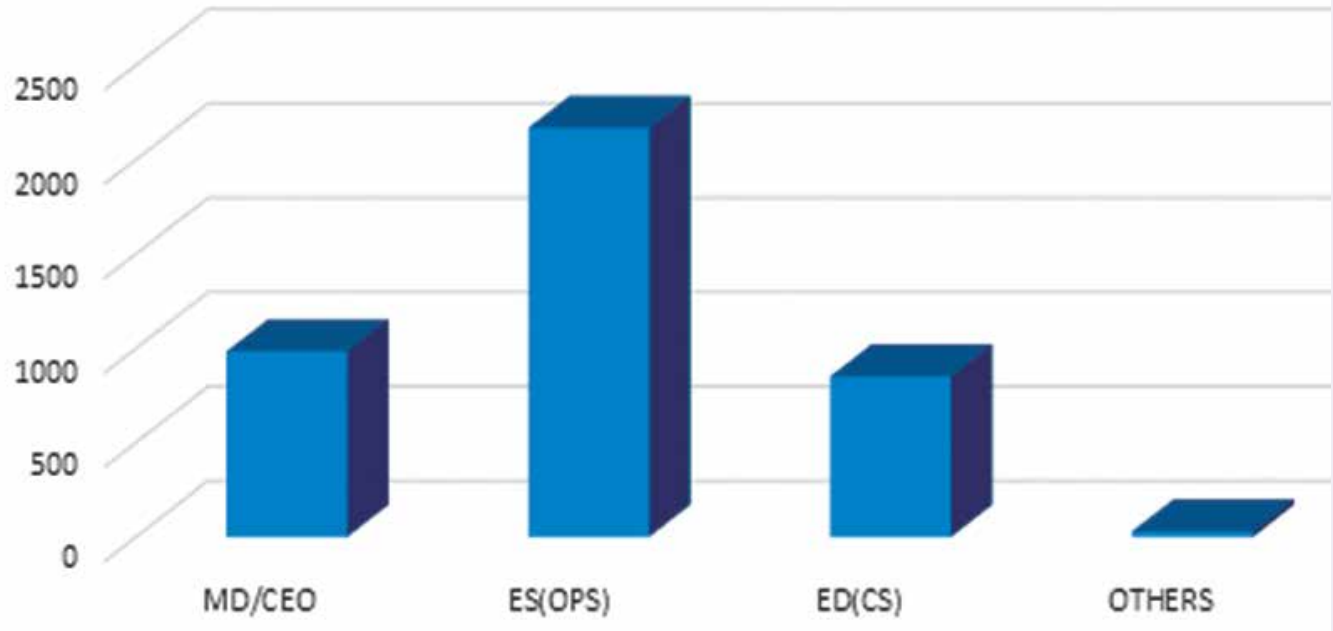


Photo News

Mrs. Ronke Shokefun (Chairman, NDIC Board), addressing the new intakes at the Induction Ceremony on Monday, August 5, 2019

L-R Mary Enyi (NDIC Academy), Joy Karim (KDIC), Aliyu Abdulhameed (BED) and Purity Obago (KDIC) at a visit to NDIC Bank Examination Department in Lagos on Wednesday, September 18, 2019

Some participants having a discussion with the facilitator, Mr Aliyu Abdulhammed (BED) at the Fundamentals and Practice of DIS programme at Avenue Suites, Lagos on Tuesday, Sept 17, 2019

R-L: Dr. Azubike Okoro (D/CLO) NDIC Academy, Dr. Lucy Newman, Dr. Olurotimi Olokodara, Prof. Paul Omaji, Mr. Sadiq Ibrahim (Head, Programme Delivery Unit) and Mrs. Amina Yakubu (Head, Learning Management Unit) having a discussion during the Leadership Training at the NDIC Academy on Monday, December 9, 2019

Photo News

A cross session of participants during the Competency Framework for Banks Training at the NDIC Academy on Monday, November 4, 2019

Mr. Maitambari (D, ERMD) welcoming participants during the opening ceremony of the Enterprise Risk Management Programme at the NDIC Academy on Monday, October 14, 2019

Participants and facilitators in a group photograph at the Leadership Training Programme at the NDIC Academy on on Monday, December 9, 2019

Mr. Sadiq Ibrahim (Head, Programme Delivery Unit) and Mr J.J Etopidiok (D/SIID) at the opening ceremony of the Competency Framework Programme at the NDIC Academy on Monday, November 4, 2019

Dr. Okoro (D/CLO) NDIC Academy and Ibrahim Kudu (DD,CPAD) at the Induction Programme for new staff on Monday, August 12, 2019

Prof. Paul Omaji, anchoring a session at the Leadership Training, at the NDIC Academy on Monday, December 9, 2019

Mary Enyi, participants from Kenya Deposit Insurance Corporation and Mr Sadiq Ibrahim (Head, Program Delivery Unit), at the Fundamentals and Practice of DIS programme at Avenue Suites, Lagos on Tuesday, Sept 17, 2019

Gabriel Ukpata (KZO), making a point at the Management Appreciation Program at the NDIC Academy on Monday, October 14, 2019

Group Picture of participants at the Enterprise Risk Management Programme at the NDIC Academy on Monday, October 14, 2019

A cross session of participants during the Management Appreciation Programme at the NDIC Academy on Monday, October 14, 2019

Participants at the Enterprise Risk Management Programme at the NDIC Academy on Monday, October 14, 2019

A cross session of participants during the Management Appreciation Programme at the NDIC Academy on Monday, October 14, 2019

Photo News

A group photo of participants at the Bank Resolution Simulation Program at Orchid Hotel, Lagos on Thursday, December 5, 2019

Mr. Ugheoke Emmanuel E. (DD, CRD) flanked by Mr. Sadiq Ibrahim (Head, Program Delivery Unit, NDIC Academy) right, presenting End-of-Course Certificate to a Kenyan participant, Mr. Thomas Osama Edgar, at the closing ceremony of the Bank Resolution Stimulation program held in Orchid Hotel, Lagos on Thursday, December 5, 2019

Mr. Olusegun Ojo, delivering instructions to participants during a practical session at the Bank Resolution Simulation Program at Orchid Hotel, Lagos on Thursday, December 5, 2019

Mrs. Isiaka M.B (DD, SIID), acting as the MD/CEO of a Bank requesting a Bailout from the CBN and NDIC officials during a practical session at the Bank Resolution Simulation program held at Orchid Hotel, Lagos on Thursday, December 5, 2019

A cross section of NDIC staff and training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya during their visit to the NDIC Head Office, Abuja on Wednesday, February 6, 2019

Participants at the Management Aprecciation program held at NDIC Academy, on Monday, October 14, 2019

Participants at the Management Aprecciation program held at NDIC Academy, on Monday, October 14, 2019

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Photo News

A cross sesion of participants during the Competency Framework for Banks course held at NDIC Academy, on Monday, November 4, 2019

A cross sesion of participants during the Competency Framework for Banks course held at NDIC Academy, on Monday, November 4, 2019

Mrs Amina Yakubu (Head, Learning Management Unit), and Dr. Alasia Tamunodeim (AD, ERMD), at the opening ceremony of Enterprise Risk Management Program at the NDIC Academy on Monday, October 14, 2019

M. Y. Umar (D, ISD) exchanging pleasantries with Javan Omondi Ndonga (KDIC), during the visit of the delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya to the NDIC Head Office Abuja, on Wednesday, February 6, 2019

Our 2020 Curricula

The ACADEMY courses are specifically designed to provide participants with an in-depth knowledge of the unique subject of Deposit Insurance System and associated issues through an interactive and blended learning processes.

The curricula are grouped into five 'SCHOOLS'. These programmes are delivered by internal and external subject-matter experts and in collaboration with our local and international partners.

Bank Supervision School

- Loan Analysis
- Bank Examiners Foundation
- Regulating Digital Financial Environment
- Risk-Based Supervision
- Bank Examiner Level 1
- Finance for Non-Finance Managers
- Bank Regulation & Financial Stability
- Financial Market Infrastructure

Bank Failure Resolution School

- Effective Bank Closure
- Bank Resolution Simulation
- Asset & Liability Management

Information Technology School

- Basic ICT
- Intermediate ICT
- Advanced ICT

Deposit Insurance & Consumer Protection School

- NIBSS-NDIC Lecture Series
- Fundamentals and Practice of DIS
- Bank Regulation and Financial Stability

Management Development School

- Management Developement
- Millennial & Gen Z Workforce Management
- Adaptive Leadership: Tools & Tactics
- Competency Modeling
- Team Management
- Talent & Succession Management
- Sharpening Employee Skill for Higher Responsibilities

2020 IADI Courses

The following courses are available for IADI delegates in 2020.

Deposit Insurance & Consumer Protection School

- NIBSS-NDIC Lecture Series
- Fundamentals and Practice of DIS
- Bank Regulation and Financial Stability

Bank Supervision School

- Bank Examiners Foundation — 2nd Qtr
- Bank Examiners Level 1 (modules 1 & 2) — 2nd Qtr
- Regulating Digital Financial Environment — 3rd Qtr
- Risk-Based Supervision — 3rd Qtr
- Bank Regulation & Financial Stability — 3rd Qtr

Bank Failure Resolution School

- Asset & Liability Management — 2nd Qtr
- Effective Bank Closure — 3rd Qtr
- Bank Resolution Simulation — 4th Qtr

FEEDBACK FROM TRAINING

At the NDIC Academy, we love feedback! It helps us improve on the standards of our facilities, programmes and processes. Please find below some thoughts from our colleagues across the Corporation:

The training was well articulated, laying emphasis on areas each staff needs to pay more attention in order to be a valued employee in any organization.
– Onipinla Olubusola, AMD (Sustaining a Winning Culture Programme)

This was an excellent course in every way. The facilitators, especially Dr. Bello, were all superb
– Obiageli Alor, Fin Lag (Sustaining a Winning Culture Programme)

The course was very well handled. I learnt a lot and totally appreciate the experience
– Ekeng Bassey, CRD (Risk-Based Supervision Programme)

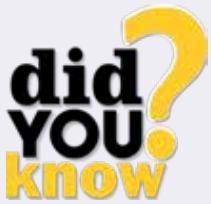
Overall, it has been a rich and value-adding program. I am overflowing with knowledge of RBS and I have a whole new level of respect and appreciation for our Examiners, the NDIC Academy for this wonderful opportunity and gratitude to Management for encouraging us to take advantage of opportunities presented to us.
However, the session has been tasking, long duration of hours in the class for lectures and syndicate sessions which have been helpful to our understanding, but no time at all. Participants as adults need not more than 2 hours of lecture at a time.
Lastly, I will like to suggest a day off for participants, especially those from outside locations to get a day's rest before resuming office work. Thank you ACADEMY!
- Maryam Zaki, Internal Audit (Risk-Based Supervision Programme)

I find the course adequate enough. I am better prepared for Bank examination.
– Oboshenure Rhoda, BZO ((Risk-Based Supervision Programme)

The course was well-articulated.
– Braah Biterefie, PHZO (Setting Goals and Managing Priorities Programme)

The participants of the Intermediate ICT Course should be recommended to attend the advanced ICT programme. Thank you.
- Musa Dahiru, SIID (Intermediate ICT Programme)

One of the best programs I have attended so far.
– Mohammed Abba, Fin Unit, Lagos (Intermediate ICT Programme)

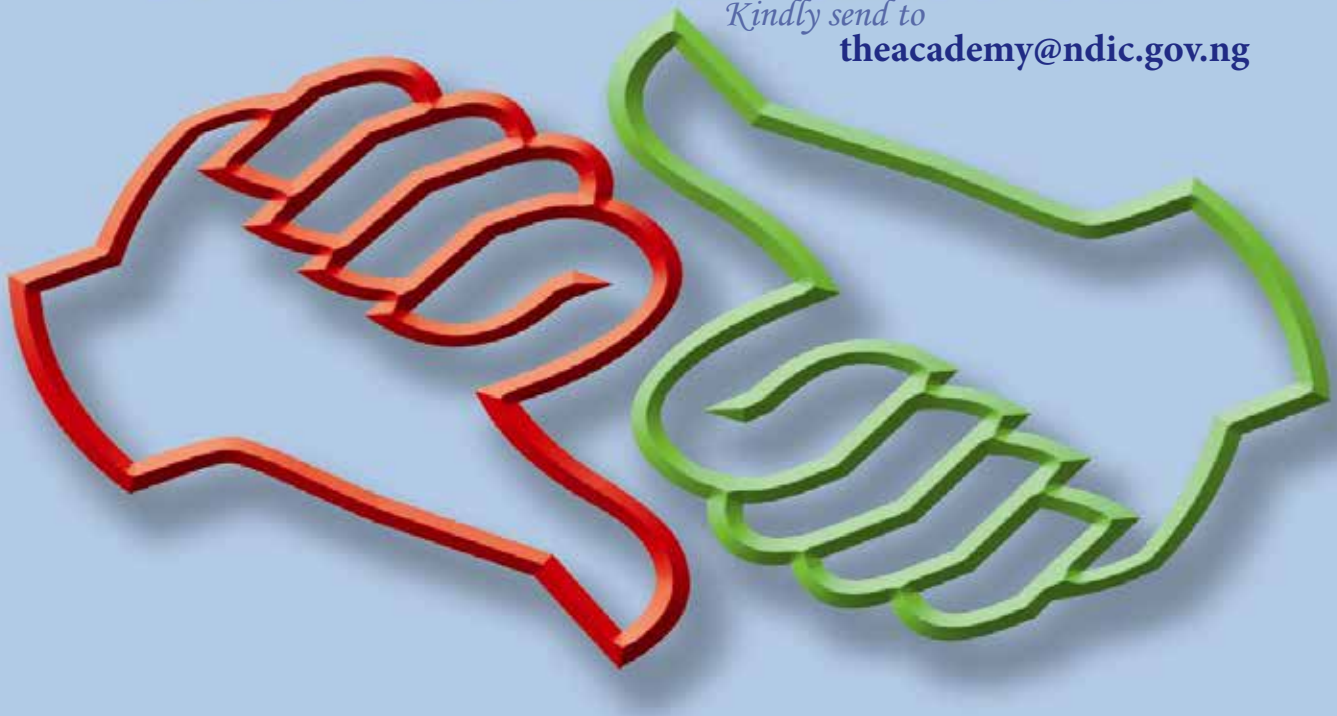


- **NDIC Academy trained 4031 people across 27 programmes in 2019**
- **There is a Quality Assurance Review Committee that assists the Academy to review its curricula**
- **The Academy trained 29 local and foreign stakeholders in 2019**

NDIC Academy
The Academy, December, 2019

COMPLAINTS COMMENTS COMPLIMENTS

Kindly send to
theacademy@ndic.gov.ng



" If promised returns are too good to be true, it is not true!"

– Jun Villaret, PDIC

SCAM ALERT

The bi-annual Publication of the NDIC Academy, the Nigeria Deposit Insurance Corporation, Abuja,Nigeria.
Tel: 09-4601137, 09-4601136. email:theacademy@ndic.gov.ng, okoroba@ndic.gov.ng