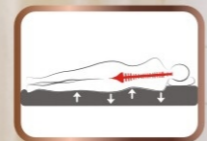
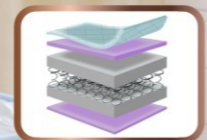


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The House Journal of VITAFOAM NIGERIA PLC

Vol. 13 No. 1 2014



RECOGNITION
OF OUTSTANDING
PERFORMANCE



**LIVING
HEALTHY**



■ Vita Spring Mattress

Designed for a great night's rest, Vita Spring mattresses offer a great combination of comfort and support. They are composite products made of inner core springs, with either an outer layer of high-density chip foam in the Vita Spring Firm model or an outer layer of flexible foam sheets in the Vita Spring Flex model.

The Vita Spring Firm model with its inner layer of core springs and an outer layer of high-density chip foam provides for a firm and orthopedic product while the Vita Spring Flex model with its inner layer of core springs and an outer layer of flexible foam sheets gives a resilient and flexible product that keeps your shape.



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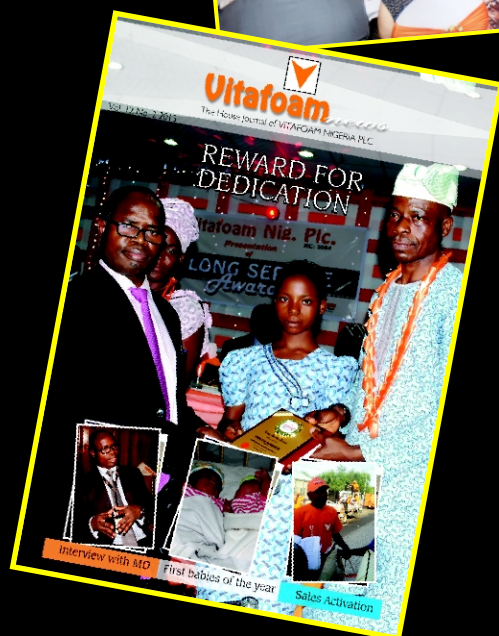
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I am delighted to meet you on this platform once again. I trust you had a blissful half year just as it was quite eventful in Vitafoam. In the Country, tides and tides of boiling political events and insurgency raved the State leaving sour taste in the mouth. Business has not been as usual for most Businesses up North. Most had to settle for unusual Business model for survival while those who are not nimble and adaptive enough had to close shops. The citizenry wakes up to stories of seized towns by insurgents and palpable helplessness of some sort.

The Annual General Meeting of Vitafoam Nigeria PLC took place in March, 2014 where a whopping sum of N245 Million was announced as dividends to prestigious shareholders. Relish the rest of the story on the pages of this edition. Our cover story is the 2014 Chairman's Merit Award. You will find inside the full gist of the prestigious award ceremony, served with pictures and interviews of the category winners. The Chairman's Merit Award has

been a standing platform of recognizing employees who go beyond the call of duty. The beautiful thing about the award is the transparency that guides the selection of winners, right from nomination by colleagues to declaration. The Award proper in May drew friends of the House to the NECA House venue.

We also feature the Corporate Social Responsibility activities of Vitafoam. Worthy of mention amongst others is the support that was lent to the Ekiti State School of Nursing in Ado Ekiti, where the Managing Director also decried the poor attitude of corporate bodies to CSR. The edition is not without some inspiring and thought joggling articles from members of staff.

Sit back and enjoy your Vitaneews. Remember to share with friends.

Cheers.

Akin Oladiran
Editor-in-Chief



Group Photograph of the Awardees at CMA 2014

CHAIRMAN REWARDS EXCELLENCE

In an ambiance that was filled with sound of soothing music and an aroma of delicacies waiting to be consumed, the NECA House Alausa, Lagos, venue of this year's annual Chairman's Merit Awards was agog with the unique presence of the Vitafoam family. An award that has been set aside specifically, to reward exceptional staff performance and contributions to the growth of the company, the annual staff recognition did not fail to live up to its bill as the nemero uno award in Vitafoam. The caliber of guests that graced the event and the aura of fulfillment and great accomplishment that most times surround the would be winners on the night give a feeling that being celebrated is indeed a big deal.

On Wednesday, May 28, 2014, invited guests arrived early to the venue, breaking the traditional 'African Time' syndrome that had in the past characterized formal events in this part of the world, to the warm welcome of smiling faces

of Vitafoam staff ushering in everyone to his or her respective seats. A mixture of classical tunes that were performed by the live band and series of rib cracking jokes from the two MCs at the event ensured that the night was indeed of relaxation and unending fun.

While welcoming guests to the event, our Managing Director, Mr. Joel Ajiga gave a brief insight into the history of the event and how it has continually brought out the best in each member of staff over the years. He also encouraged other members of staff, who this year were not shortlisted as winners, to look towards next year with hard work and renewed anticipation as their year of recognition. Just as he stated humorously that Vitafoam has succeeded in making the day look like a weekend, he thanked invited guests and members of staff who had turned up to attend the event despite the fact it was a working day.

The Chairman of Vitafoam, Dr. Dele Makanjuola in his speech said he was delighted to see that everyone created time out of their busy schedules to witness "this cardinal event of our Organization". As one of the chief custodians of Vitafoam's tradition, he said he was particularly pleased to have been able to sustain the awards in its transparency, integrity and premium. Speaking further, he said year-on-year, Vitafoam looks forward to this time when she recognizes and rewards excellence amongst our employees. According to him, "we are aware that to continue to remain relevant as a Business in this intensely contested market, winning with our employees cannot be undermined. The internal customer is as vital as the external one. Thus, the Chairman's Merit Award was conceptualized to deliver on the objective of incentivizing

internally rendered exceptional service. It is unique because the selection process of the winners was a 360 degree opinion approach", he stated.

Speaking on the qualities that distinguished the winners from the rest of the pack, Dr. Makajuola said "I reckon the winners today did one thing differently or better, they seized the moments they had in warming themselves into the hearts of their colleagues who nominated them. They made their contributions speak for them. They

criteria used in the selection of this year's winners, the Technical Director, Mr. Taiwo Adeniyi, said employees of the company were appraised on their business contributions, competence, innovation, team spirit and productivity. According to him, these five-point performance criteria encapsulated the ideals expected of every potential winner of the Award. "A total of 495 nominees from all categories and factories were shortlisted, out of which these deserving winners



emerged after a very rigorous and transparent process", he said. Then came the moment everyone had been waiting for. The moment when those that would be celebrated were

let passion for their work drive our values through them to the notice and admiration of all. At the end of the day, those little positive actions counted and distinguished them from the pack".

He went on to thank the members of the selection committee for the values of integrity and transparency they had exhibited right from the nomination stage to the final selection and for eventually putting this event together.

Taking the audience through the nomination process and the

expected to be unveiled. First up was the winner in the Non-Management category. Interestingly, this category produced on the night, someone who had won it before. Someone who had consistently kept himself in the threshold of being recognised through hard work and dedication. To his fellow colleagues, he had remained an epitome of doggedness and one who had clearly proven that winning an award was not an end in itself, but a means and incentive to do more. Little wonder Mr. Michael

Bankyes Yusuf walked up to the podium with his head held high, to a rousing applause, when he was announced the winner in the Non-Management category for the second time.

Michael Yusuf Bankyes was born in the late 70s in the city of Jos. He attended Army Children School Ogoja from 1982 to 1987 from where he proceeded to Army Day secondary school Takum in Taraba State. Michael joined the services of Vitafoam Nigeria Plc on September 1, 2001 as Op2 operator on rotary machine. Michael has worked in virtually all the units of production department, just as he rose through the ladder to the position of Non-Management Grade 5.

Currently, Yusuf coordinates all production activities in Jos factory ranging from Maxfoam production to Tape-edge operation. Yusuf has won severally the best worker of the year in Jos factory and at this time, he is winning the prestigious Chairman's Merit Award for the second time after winning it in the year 2008. Yusuf is happily married to Mrs. Regina Bankyes and the union is blessed with two children.

The second award for the night went to Mr. Ujah Isaac in the Supervisory Category. Born in the mid 70s, Ujah Isaac attended Army children Primary school and Western Boys High School, both in Benin in 1986 and 1992

respectively.

As an Ordinary National Diploma (OND) holder in Mechanical Engineering from Benue State Polytechnic, Ujah Isaac joined Vitafoam in 2001 as a Fitter Technician in the Engineering Section of the Technical Department, Ikeja Factory, the role he performed diligently, working

to meet deadlines with minimum supervision, very industrious, a good team player with great communication skills. He pays great attention to details as nothing passes him without notice. His contribution to the bottom line of the business earned him promotion to Superintendent Cadre in 2011. Ujah is currently a

the Management Category where Mr. Alfred Lanre Savage emerged winner. Born in the late 70s, Mr. Lanre Savage started his primary education at 4th Avenue Primary School, Festac Town, Lagos State in 1982. Thereafter, he proceeded to Comprehensive High School Ayetoro, Ogun State in 1989 for



Dr. & Prof. (Mrs) Makanjuola with Mgt. Category Winner- Savage & his wife

with little or no supervision. Realizing the need for self-development, Ujah got an admission into University of Nigeria to Study Computer statistics. He combined his academic pursuit well with his work and in 2010; he bagged a B.Sc in Computer Statistics.

Ujah can be described as a result oriented personality; he has ability

key member of the project team for the installation of plant and machinery in the ultra-modern New Plant of Vitafoam Nigeria Plc, an assignment he has continued to deliver with all sense of diligence and top notch professionalism. Ujah Isaac got married to his heartthrob, Martha Isaac in October, 2013.

The final category of award was in

his Secondary Education and obtained his certificate in 1994. In 1995, he gained admission into Lagos State University where he studied Chemical & Polymer Engineering and graduated in 2001

Mr. Savage joined Vitafoam Nigeria Plc on October 17, 2005 as Assistant Manager in the Production Department. Due to

his commitment and hard work, he was promoted to production Manager in October, 2009.

As a production Manager, Mr. Savage distinguished himself in all areas of foam production and factory management; becoming one of the best foamer the company has produced in recent time. Lanre is an astute team player and a very vibrant and key member of the Ikeja Factory team.

In 2013, he led an installation team that delivered and installed the innovative Foam Flat top device which was fabricated and exported by Vitafoam Nigeria Plc to Sofalux foam factory Kenitra, Morocco; an assignment he delivered with utmost precision and professionalism among other key management assignment.

In April 2013, he took up a cross functional posting in Logistic and Supply chain as the Distribution Manager, Ikeja. The seamless nature in which he transited from

production to distribution speaks volume of his high level of competence and commitment to the business of the company. He has and continues to distinguish himself as a high performer; delivering about 50% of the company's total finished good turnover every month across the length and breadth of Nigeria.

Mr. Savage is also credited with the achievement of been the pioneer and key driver of the Lagos retail business unit - a unit that is currently delivering about 25% of Lagos territorial turnover and still growing. He has also (in conjunction with his team) continued to evolve business and process systems that can support the astronomical growth of this Vitafoam retail business

Aside being a very smart cooperate worker, Mr. Savage is known to clearly maintain a very good work life balance; his hobbies include enjoying good movies, playing

tennis and relaxing with classical music amongst other healthy and life refreshing hobbies. He is married to Taiwo Ayobami and their Union is blessed with two amiable children, Ifeoluwa and Oluwajuwon.

Giving the vote of thanks on behalf of Vitafoam Nigeria Plc, Head, Corporate Planning & Business Development, Mr. Charles Somorin, appreciated the organising committee for a job well done and also thanked the invited guests and members of the media for honouring our invitation to the event. He also congratulated the entire Vitafoam family for a successful evening. He enjoined all to have a safe trip back to their respective homes and prayed to see them next year for another edition of the Chairman's Merit Awards.

The fun continued thereafter with classical music renditions from the band just as guests took to the dance floor to peter out the night.



Mr. Tunji Anjorin Presenting award plaque to Isaac Ujah Supervisory Category Winner

VITAFOAM DECRIES POOR CSR IN NIGERIA AS SHE DONATES TO EKITI NURSING SCHOOL



As part of efforts towards giving back to the society as well as supporting the Public-Private partnership initiative of the state government, Vitafoam donated some bedding materials to the management of the Ekiti State School of Nursing, Ado Ekiti.

Leading the Vitafoam team for the donation was the Managing Director, Mr. Joel Ajiga while the state governor, Dr. Kayode Fayemi was represented at the event by the Head of Service, Mr. Bunmi Famosaya

Identifying the unfriendly business environment in Nigeria as the factor militating against the private organizations from discharging their Corporate Social Responsibilities in Nigeria, the Managing Director, Vitafoam Nigeria Plc, Mr. Joel Ajiga who described Public-Private Partnership as the best ingredient that could fast track development in the country, said cost of running

profitable businesses in Nigeria is very high and that this has narrowed the profit margin and slowed down private organizations' responses to partnering with government for development. "Though, doing a profitable business in Nigeria is not easy, but this should not stop the private sector from participating in developmental strides. Apart from this gesture, we are also planning on how to partner with the Ekiti State University Teaching Hospital (EKSUTH) in funding research. We, at the Vitafoam, will not shirk in performing our social responsibility. When we do this, it will not only contribute to development, but it will strengthen the Public-Private Partnership which I believe is the only option left for Nigeria to get out of underdevelopment", he said.

The Chairman, Board of EKSUTH, Dr. Kayode Akinlade, who called on other private organizations to emulate Vitafoam's gesture, pledged that efforts are underway to ensure expeditious accreditation of the School of Midwifery in the institution before the expiration of Governor

Kayode Fayemi led government.

Representing Governor Fayemi, the Head of Service, Mr. Bunmi Famosaya, urged the private organizations to collaborate with government for robust health service delivery in the country. Fayemi, however, charged the government at all cadres to provide enabling environment for private bodies to operate to be able to perform their expected social responsibilities. "This school was under the Ministry of Health before but was transferred to the Ekiti State university Teaching Hospital for effective management. The College of Medicine in EKSUTH we believe will expand the scope of collaboration between the two institutions", the governor stated. Soliciting for continuous corporate support, Fayemi said "In modern governance, the government cannot do it alone. It requires the contributions of corporate organizations and well meaning individuals to bring the dividends of democracy to the doorsteps of our citizens, particularly in health care delivery which is pivotal to the survival of any nation".



JOURNEYING TO BEING A GREAT PLACE TO WORK

We have been doing a lot of mind re-engineering especially as it concerns the human capital. It's commendable to know the massive support from the executive to making this happen. We all know that change is the only permanent thing or phenomenon. The 21st century employee keeps changing in orientation, style, worldview et al. The workplace has ceased from being just a workplace in the real sense of it. It's fast becoming more like a home. The home essence is changing the interaction that takes place. We all work in our various homes; chores here and there. What separates the two locations would probably be the degree of ownership that comes into play. I take pride and satisfaction in the efforts I put into making my home comfortable. Do I love to go home? Yes. Do you love to go home? It should be a 'yes'. If otherwise, work it out.

So we ask many people if they love to go to work every day. Are they excited being at work? That's the idea. A great place to work is a place where the employees are so eager to be at work every day. Wow! That's like a tall order but can be worked out. We talk about Giftwork wherein we see ourselves as human not commodity purchased.

Giftwork is about interaction in the workplace where an employee or manager gives more than is expected or required for the sake of the organization or the relationship. When you do more giftwork, you increase the level of trust, which is the foundation of creating a great workplace. So we started the Journey Training before the close of the first half of the year. Giftwork is different from ordinary work which is a transaction in a market economy – selling labour/ skills for money. Both operate in the same organization. Giftwork is easy to recognize. You remember the work, not the price you pay. When you go watch your favourite musician and the musician is passionately immersed in his music you know it is giftwork. He is not counting the value he is providing for the money that people have paid. Nor are you thinking about the price of the ticket.

Herman Miller, Marcus Erb of Great Place to Work® Institute, shares Insights from Herman Miller on Inspiring Employees to Act as Brand Advocates; acting from a tradition of people-focused leadership philosophies. Increasingly, the making of a company's brand is moving from the marketing department into the hands of its employees. Spurred by societal shifts like social media, workers are ever more capable of building up their employer's reputation or tearing it down. How does a leader inspire brand advocacy in employees? Brian Walker, CEO of the iconic furniture maker Herman Miller, shared his perspective at the 2011 Great Place to Work® Conference.

"In some ways, it seems obvious that it's not a question of what role employees play," said Walker. "They are the only ones who can build your corporate reputation." At the Michigan-based company, empowering its five thousand employees originates from a strong history of people-focused leadership philosophies. Starting with its founder, D.J. DePree, Herman Miller leaders have embraced and acted upon mottos like "Everybody is extraordinary" and "Want the whole person." Since the company's founding in 1923, these have grown to include maxims like "The first responsibility of a leader is to define reality, the last is to say thank you." "When you take all of these together, the way I sum up our leadership philosophy is believe everyone's especially important," said Walker. "If you can achieve that, it's amazing how much of an advocate they become for the company because actually the company is them."

Philosophies like these have driven innovative people practices and won the company recognition as a great workplace, including appearing several times on the 100 Best Places to Work For list.



More importantly, they shape the way leaders and employees work together, in particular three practices that Walker called out as critical in inspiring employees to build up the company's reputation:

Focus on problem-solving design

While it's known for its furniture, Herman Miller considers itself a set of problem solvers. When a new product is considered, it is common for employees from all areas to collaborate on creating design and production solutions. In this way, employees become personally connected to the company's products. "When they're a part of creating it," explained Walker, "they become even bigger advocates for the product, designer, and the company...They believe what we produce is special."

Environmental advocacy

On a plaque at Herman Miller headquarters, another quote from founder D.J. DePree reads "In the long run, all businesses and business leaders will be judged not by their profits or their products but by their impact on humanity." Employees live up to this aspiration through their environmental advocacy, most notably through its Environmental Quality Action Team. Originally started as a small employee volunteer group, the 400 person team sets and drives Herman Miller's environmental goals and advocacy. Today, its goal is to reduce the company environmental impact to zero by 2020. As of 2010, the company had eliminated 87% of its impact, driven by this team's efforts.

Drive to be a force for positive change in their community

Herman Miller's mission statement includes "exemplifying a force for positive change in our communities." Employees live out this tenet, donating 115,000 hours of volunteer time over the past six years. Their activities ranged from spending a day working with underprivileged children in 24 cities across the U.S. and Canada to building a playground for economically depressed neighborhood in Michigan. "This speaks volumes for the spirit that we try to create at Herman Miller," said Walker. Operating from a belief that employees are core to its business, Herman Miller has given them the freedom to participate in a way that creates a sense of belonging to something special. "As a leader, you have to decide what it is you're going to deliver to your customers, whether that is a product or a service," said Walker. "If you're discerning about it and make what you're doing aspirational, then you'll inspire your employees to be an advocate for you."

It's really critical to make sure the employees while in the business feel they are part of the success of the Organisation. That sense of ownership is the primary pursuit of every manager and it must be consciously driven till it becomes natural with them.





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1. Group Photograph of the awardees
2. Cross Section of guests at the event
3. Mr & Mrs Bras Ogun looking on
4. Savage (CMA 2014 Awardee mgt category) & his wife
5. Michael Bankyes Yusuf holding his award plaque
6. Tunji Anjorin, Isaac Ujah, Isaac's sister, O. Bankole & John Ikemenogo
7. Cross Section of guests at CMA
8. Mr. Bankole, MD Vitapur congratulating Savage
9. Group Photograph of the awardees with the Chairman & top mgt members
10. Dr. & Prof (Mrs) Makanjuola at the event



Members of the Board of Directors at the 2014 AGM held @ NECA house

Shareholders approve Vitafoam's N245m dividend

Shareholders of Vitafoam Nigeria plc on Thursday, March 6, 2014 approved the company's N245.70m dividend payout for the financial year ended September 30, 2013 at the group's Annual General meeting held at NECA House, Alausa, Ikeja Lagos.

The shareholders and proxies came in large numbers and arrived the venue as early as 8am for accreditations and registrations that would allow them into the meeting which would commence at 10am. Very visible on their faces were expressions of calmness and expectation, far from any doubt that there would not be any dividend for their shareholdings, but for the amount the board will be recommending this year and what the future holds for their company.

The meeting had in attendance the

Chairman and all the directors of the company and other senior managers.

The Chairman, Board of Directors, Dr. Bamidele Mekanjuola, explained that the board recommended the dividend payment because it was optimistic that the company was well-positioned to deliver impressive returns in the years ahead. He said, "despite the decline in profit, the board remains optimistic that resolute implementation of our various expansion strategies will continue to propel our brand

to develop new opportunities for growth. With a focused expansion plan, qualitative service delivery and strong brand equity, the company is well placed to deliver impressive returns in the years ahead."

Dr. Mekanjuola told the company's shareholders that the foam



Cross Section of Shareholders @ the 2014 AGM

industry experienced stiff competition during the year ended September, 2013. He added that the situation was worsened by the activities of counterfeiters, which posed a major challenge to the Vitafoam brand. He explained that while the efforts of the Standard Organization of Nigeria and other government agencies to combat the menace were commendable, "it is worthy of mention that product adulteration is a more organized and structured racket than generally perceived." According to him, a sustained approach in collaboration with real operators in the sector is required to combat the menace. For his part he said Vitafoam leveraged its large portfolio of innovative products to adulteration. "Efforts are also being made to continually differentiate our range of products through innovations and by showcasing their unique qualities," he told the shareholders.

Speaking further, he stressed that the group's investments were bound to boost its profits soon, and he gave the assurance that the company was in a good position to overcome the challenges before it. He said, "Despite these challenge, the business remains resilient and continues to offer promise for



L-R: Mr. Ajiga, Mrs. A. Adewakun, Mssrs. Okagbue & Ogun

growth and higher returns. Our expansion goals are tailored to position your company to take advantage of the emerging opportunities. "The main thrust is to diversify operations into other areas that are potentially lucrative and less vulnerable to extraneous factors while reinforcing our position in the industry through innovation."

Dr. Mekanjuola, who also said Vitafoam had plans to explore opportunities in Sierra Leone (in the first quarter of 2014) and other neighboring countries, added that the company also planned to better manage its finances. He said "as a measure to improve our profit outlook in the new fiscal year, efforts will be geared to creatively

manage the company's financing to ensure proper alignment of preferred financing option and to optimize the full benefits of our funding plans."

Vitafoam's financial results for the year showed that its turnover rose by 12.85 percent to N16.339bn, from the N14.479bn it recorded in the year ended September 30, 2012.

However, the group witnessed a decline in its profit before tax and profit after tax. While its profit before tax fell by 23 percent to N435.5m in the year under review, the group's profit after tax was down by 18 percent from N501.5m to N410.3m.



Dr. Mekanjuola, Mr. Ajiga and Mrs. A. Adewakun

EBOLA HEMORRHAGIC FEVER

FACT SHEET



What is Ebola?

Ebola Hemorrhagic Fever (EHF) is a very infectious and deadly disease that affects human beings and some animals like Monkeys, Gorillas and Chimpanzees. The disease is caused by infection with Ebola virus, named after a river in the Democratic Republic of the Congo (Formerly Zaire) in Africa, where it was first recognized in 1976.

It is highly infectious and will make those infected very sick. Up to 90% of patients infected with Ebola will die. There are currently NO vaccines of definitive treatment.

How can you catch Ebola?

The virus can be spread by direct contact with the blood and other secretions from an infected, ill person. This includes the saliva, urine, mucus, semen and all other body fluids. The Ebola virus is also found in some animals like Bats, Monkeys and Chimpanzees. Therefore, humans can also be contacted by eating infected bush meat like monkeys and bats.

Remember; sick people SPREAD THE DISEASE BY DIRECT CONTACT OR THROUGH THEIR BODY FLUIDS. Therefore, family members are at the highest risk

Dead bodies of people who died from Ebola can also spread the disease. So allow the appropriate authorities to bury the bodies in the most effective way, in order to prevent the spread of the disease.

What are the symptoms of Ebola?

Symptoms of the infection can start to show as soon as two (2) days after contact with an infected person or as long as three (3) weeks after.



These symptoms include;

- Fever
- Weakness
- Muscle Pain
- Headache
- Sore throat

This is usually followed by;

- Vomiting (*which may contain blood*)
- Diarrhea (*which may contain blood*)
- Cough (*which may contain blood*)

And in some cases a rash and bleeding from the nose and mouth.

How can you prevent the Ebola infection?

- Practice good hygiene.
- Wash your hands properly and frequently with soap and running water. (Do not use stale water; and do not re-use water).
- Hand sanitizers are helpful.
- Do not handle items that may have come in contact with an infected person's blood or body fluids.
- Do not eat infected bush meat.
- Do not touch dead bodies of people with suspected Ebola Virus Infection (including washing, kissing or carrying them)

Any cure for Ebola yet?

There is no cure yet for Ebola. REMEMBER; eating bitter kola or bathing with salt water or even drinking it will not prevent or cure Ebola. It will rather cause other complications; so desist from it.

What should you do if you suspect you or a family member has Ebola?

Please seek medical attention if you feel sick (fever, headache, diarrhea, vomiting, stomach pain, rash, bleeding or red eyes).

You may call

0800-EBOLA-HELP (0800-32652-4357) it is FREE

Follow the advice of the support personnel talking to you;

- Be careful not to spread it to your family and neighbors.
- Dispose of your vomit and diarrhea safely so other people do not get infected

REMEMBER, YOU ARE AT RISK IF YOU ARE IN DIRECT CONTACT WITH A SICK PERSON SUSPECTED TO HAVE THE INFECTION.



Michael Bankyes Yusuf

Winner, Chairman's Merit Award,
Non-Management Category

VN: We'll like you to introduce yourself to us?

Bankyes: I am by name Mr. Michael Yusuf Bankyes.

VN: Is this your first time of winning this award?

Bankyes: No, this is my second time of winning this award. I won it in 2008 and this one in 2014 is making it the second time.

VN: Wonderful! So how do you feel winning this award for the second time?

Bankyes: In fact, I am very excited because the very moment my Factory Manager called me and told me that I won the Chairman's award for the second time, I lacked words to express my excitement. I was shocked and found it unbelievable. But when I look at it critically, I can say it's God's doing because there was nothing I did that my colleagues didn't do. In terms of hard work, dedication and commitment to duty, we have all fared well. So I feel very excited tonight because winning this again, made me believe that there was definitely something that I have done probably better in the year under review. This award confirms my belief in life that there is nothing

that is impossible to achieve. Once I can sustain the ability, and with God on my side, the sky will be my limit.

VN: What are the things that you did differently this year that stood you out again as a winner?

Bankyes: I am not sure I can put my finger on one thing I have done differently, but what I can say is that I know for sure that I am the motivator. I teach those behind me and carry them along in whatever I am doing and by so doing, I have enjoyed tremendous support to achieve whatever I want to achieve as a goal both personal and collectively. And of course as a leader, it is certain that you will not likely be around at all times to supervise those under you, but when you impart the knowledge on them early enough, most of them will carry on as a team along the lines that you have laid down, and thus helping to achieve the overall organizational goals.

VN: Looking at this year's awards, has anything changed from the last time you won it?

Bankyes: Yes, in terms of worth, the gift that I got this time was quite more than what I got in 2008 when I first won it. So absolutely, there is an increase in financial appreciation and this will go a long way in further motivating the workers to put more effort in what they are doing. I must also mention that watching closely how winners have emerged in the Chairman's Merit Awards in the last six years, the set up of the selection committee and the level of transparency and professionalism that they have put into the final selection for the different categories have greatly improved. There is an evident improvement every year and I give kudos to the team.

VN: In your line of duty, what are the challenges that you encounter and how have you been able to approach them?

Bankyes: You know in life, challenges are almost constant and your ability to overcome them counts a lot. There are many challenges. Sometimes you may need to impact knowledge and you suddenly found out that it is not everybody that had the ability to understand it on time. And sometimes when you train, you may also find it difficult to instill that knowledge seamlessly into others because some don't get it as quickly as you would expect. Similarly in schedule of duties, it's not been easy sometimes to get people to do what they are supposed to do at the right time so as to reduce the stress of work. So having recognised these challenges and trying to put things in place accordingly does not mean I am the best worker in the factory. What it requires is just to continue to develop the ability to co-ordinate and organise my fellow workers to achieve the targeted goal.

VN: What word of encouragement do you want to give to other members of staff within your category?

Bankyes: They should continue to be dedicated and focused on what they do and do them at the right time. I know they can still do better than me because we are all human beings, and as long as they continue to put more effort, the sky will be their limit.

VN: How do you spend your leisure time?

Bankyes: I am married to Mrs. Regina Michael Yusuf and blessed with two children Bankyes Yusuf and Nalay Yusuf. Most of my time, I engage in church activities. If I am not at work and you can't find me at home, you will definitely see me in the church. I don't have much time in watching football or any other sporting activities; I always dedicate my time to God

Scholarship



Fatai Tobias being Presented with Cheque



Royce Barje holding her cheque



Mr. Oladiran (HHR) Presenting Scholarship Cheque to Mr Mathew Tobias



Honesty Ogunkayode (r) & wife (l) with their daughter Abolaji Temitope, Scholarship awardee in the tertiary school category

Donations to the less Priviledged (CSR)



Dr. Nwobi with HR Team.



West Africa Deaf Sports Union being supported by Vitafoam.

Vitafoam BABIES



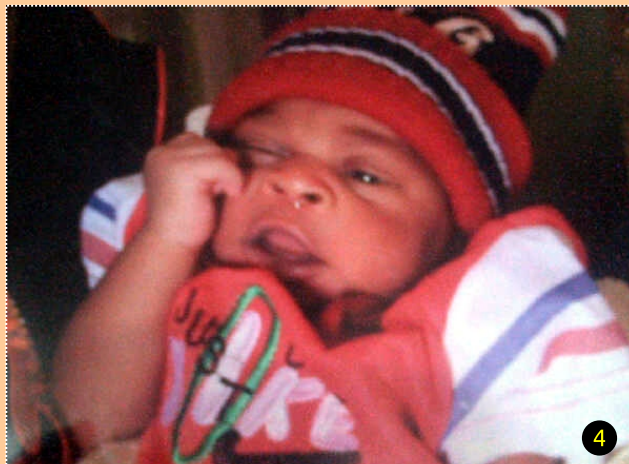
Fwanshak Dogara, born to Dogara Shamba on July 9, 2014



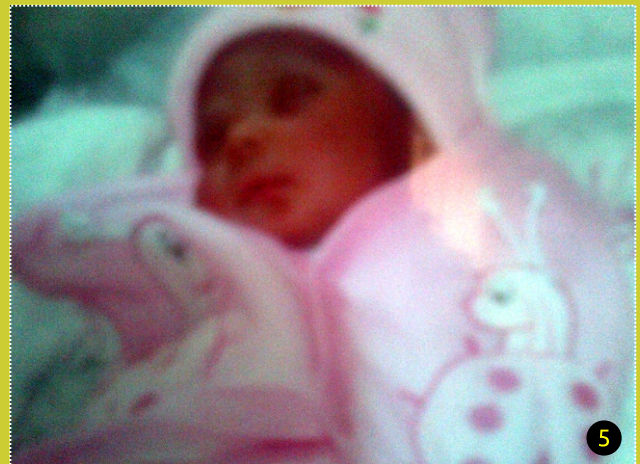
Wuese Tersoo, daughter of Tersoo Peter. Was born on July 25, 2014



Bright Okiemute, son of Mr. Okiemute. Was born on March 31, 2014



Jubril's Baby From Kano



Peter Stephen's Baby



Mofiynfoluwa Owoeye

Vitafoam BABIES



8

Adeleke Praise, son of
Mr. Adeleke Benjamin. Was born on January 21, 2014



9

Rhesa Barje, born to Yakubu Barje on Feb 19, 2014



10

Tijani Aminu's Baby



11

Yusuf Mashat, daughter of
Kasuna Mashat. Was born on March 22, 2014



12

Ephraim Akioye



13

Oluwasemilore Olaiya

Town Hall Meeting



Group Managing Director in Quarterly Town Hall Meeting with Employees in Ikeja Annex.



Employees listening with rapt attention



CS of Employees at the Town Hall Meeting



Employees at the Town Hall Meeting

Training / Workshop



Cross Section of attendees at June 2014 Knowledge Sharing.

Head Office and Ikeja Superintendents at Managerial Skills Development Training



DEFINITIONS

Observation- This refers to the process or the act of noticing and noting the information that we gather through our senses.

WHAT ARE THE SENSES THAT ARE USED FOR OBSERVATIONAL PURPOSES?

There are five senses which are used for effective observation. The information these senses gather is the information you are required to use in every aspect of your security awareness. It must be noted that the ability of a person to gather information through the five senses effectively, depends fully on awareness i.e. what do you see when you enter a room? Or what do you hear when you are spoken to?

SENSES

- ✓ SIGHT
- ✓ SMELL
- ✓ HEARING
- ✓ TOUCH
- ✓ TASTE

1) SENSE OF SIGHT

The following information must be noted about the information gathered through our eyes.

- i. Visibility-the visibility of an object depends on three factors;
 - a) Distance from the Observer- Recognition at 30 meters in day light and 10 meters in moon light.
 - b) Size of Object- A large object is easily recognised from afar.
 - c) Illumination of Object- the amount of light reflected by the object determines how easily the observer can recognise the object i.e. the observer can recognise an object easier by sunlight than by street lights. Also, the direction of illumination affects the sight of the observer.
 - d) Finally the colour of the illumination can also change the colour of the object to the observer's eyes.

2) SENSE OF HEARING

This is an important aid in Identifying Persons, Places of Events and Things – especially at night when sight is limited. You must be able to differentiate and recognise various sounds in your environment;

- a. Activity Noises- animal calls, foot steps, glass breaking and so on
- b. Voices- Volume, pitch, accents, intonation.
- c. Motors- Drills, saws, foreign vehicles, domestic vehicles.
- d. Firearms- Pistols, rifles, shotguns, automotive backfires.

3) SENSE OF SMELL

An effective security officer must be able to distinguish potentially dangerous odours, as this may assist emergency personnel and reduce the loss of life and property. The security officer must be able to distinguish the following:

- Gasoline
- Natural Gas
- Gun Powder
- Gas Fumes that may endanger life and health
- Smoke- wood, electric, or rubber.

Note that certain substance such as gas and ether may reduce or diminish your ability to smell effectively temporarily.

4) SENSE OF TOUCH

Often referred to as 'Tactile sense' this gives vital information that is difficult to obtain any other way. The following are ways illustrating the use of this sense when carrying out security duties;

- a) Feeling walls or glass for heat from unseen fire during patrols.
- b) Feeling vibration created by sound, movement or tools in a burglary.
- c) Check the pulse or heart beat of an unconscious crime or accident victim.
- d) Examine doors and windows in the dark for signs of forced entry.
- e) Check tires, engines or mufflers for warmth to see if a car has been running recently.
- f) Identify types of cloth or paper by feeling their texture.

5) SENSE OF TASTE

This sense should never be used by any one that have not gone through extensive training to do so. If you must it must be with extreme caution. Do not taste substances suspected to be narcotics or poison. except you are trained to do so.

SIGNIFICANCE OF OBSERVATIONAL SKILLS

- A. See a problem developing and take action before it erupts
- B. Give accurate description of places, people, events and objects
- C. For investigation purpose of seeing signs of untruth when interviewing witnesses or interrogating suspect.
- D. It enhances ability to patrol effectively
- E. Enhances ability to recognise threats, hazards and risk to life and property.

CONCLUSION

For us to be proactive and effectively combat the current security challenges faced in organisations, societies and the nation, it would be practically impossible to win the battle without a well developed observational skill.

Dele is the Chief Operating Officer of Vitafoam Nigeria Plc.





Isaac Ujah

Winner, Chairman's Merit Award, Supervisory Category

VN: *We congratulate you on the award that you received this evening, may we meet you please?*

Ujah: Thank you very much. I am Mr. Isaac Ujah. I work for Vitafoam in the technical department. I joined the company in 2001 and since then I have enjoyed every single day I spend in the company.

VN: *How do you feel for the honour bestowed on you tonight?*

Ujah: I am very happy and excited because it is an honour that can be kept for posterity. To be recognised and given an award for outstanding performance by one's employers is something to be cherished and proud of. So I feel very great and I am ready to keep my head down for more awards in future.

VN: *What have you done differently in the last year that you think has given you an edge as an award winner this night?*

Ujah: There really is nothing I have achieved without the help and support of all my colleagues. And so it is difficult for me to point out something particular because we

have all achieved everything together. I cannot rule them out my recognition today and I am truly grateful for the support they have given me because without them, I will not be talking to you as an award winner tonight. I have been in so many aspects of installation and engineering at Vitafoam, growing and learning on the job everyday even as I recently came back from an assignment in Sierra Leone. I wouldn't have grown in the job without a supportive environment created by my colleagues and the understanding I have with my bosses. So all of us are winners and I believe it's an award that will surely go round.

VN: *How do you see this year's award nominations in terms of transparency?*

Ujah: There is no doubt in mind that the level of transparency that comes with the Chairman's Merit Awards nominations is top notch. I have been following the selection process for this award for a very long time and I am satisfied that it has always been a fair one. I want to commend the award selection committee who have, from time to time, put in tremendous effort in ensuring that the best are selected. This is quite encouraging in the sense that every dedicated and hard worker in Vitafoam have a fair chance of being spotted and adequately rewarded.

VN: *Can you share with us some of the daily challenges you face in your line of duty?*

Ujah: Let me just recall from the recent installation trip to Freetown. One of the machines we installed came with operational errors from the manufactures, but the challenge

we had was that we couldn't return the machine to the manufacturers. All we then had to do for the machine to work was to come up with innovations to configure it to suit our operations. This is a typical example of my everyday task and the various machine study and repairs we had to do. There are a whole lot more challenges in the job but we thank God for sustainability.

VN: *What would you have to say to your colleagues who are also looking forward to receiving a recognition like this?*

Ujah: I want to encourage them to keep up the hard work, dedication and the integrity which they are always known for. They should continue to their best with assurances that someday, they will be spotted and rewarded accordingly. I am sure the next awardee will be picked from within them for doing far and greater than I had done.

VN: *Someone won in a category for the second time tonight. Is it something you are also looking forward to?*

Ujah: *Smiles.* Well yeah it's a nice award. Because I have won it doesn't mean I will rest on my oars. In fact, this is a tonic for me to go the extra mile to deliver. If I don't win it next year, that is fine, but it is something I look forward to winning the second time.

VN: *On a lighter note, how do you spend your leisure?*

Ujah: Music is my love. I play the guitar and in fact, I have just got a new one. So most of the time, I write songs and play the guitar. I also play a bit of table tennis and hang out with friends.

SSH! YOU DIDN'T HEAR IT FROM ME

By Miss Nwosu

They said she said he said she said... it's a common pattern of communication many of us embrace as a result of working in an organization where there is no free flow of information from management to staff. We hear things, whether they are true or not, we hear things. During lunch, on our way to or from work with other coworkers, in the parking lot, and thanks to technology, we now also hear through social media. Communication is the health and death of an organization. Depending on its management, communication can either make or mar an organization depending on how it is handled. Many organizations suffer a great loss; income wise and customer/consumer wise as a result of their negligence to the communication pattern in their organization.

It is as a result of the mismanagement of information and the poor communication pattern between the management of an organization and its staff and customers that we have what we now refer to as **"THE GRAPEVINE COMMUNICATION"** it can also be referred to as informal communication in the organization, gossips or any other name you can liken to this situation. It is mainly based on rumors, partial truths, vague information or half and half of the real deal. Grapevine communication is the most powerful means of communication in the office.

This form of communication in the work place is called the grapevine as a result of its resemblance to the grape vine in that its source is never really known; and the grapevine communication is also based on rumors. The origin of the information might never be known.

It is as a result of the need to satisfy

their hunger for information that the employees get involved in the grapevine communication system. Due to the unavailability of any means of control over the information either formal or managerial, the information can take several directions; upward to the top most management, downward to the least employee, diagonally or even outside the confines of the organization. The grapevine communication system can be used as a means of release from emotional anxiety.

The common view of grapevines is that they are inaccurate but in a normal business situation, between 75 and 95 percent of information passed through this means of communication is correct. As a result of this fact, the grapevine can be used to the advantage or disadvantage of an organization.

The grapevine communication is very flexible as there is no true control over it. It also spreads like wild fire. The grapevine is the fastest way to get information across all employees and management in an organization. There is also no record as to the source of this information and no documentation for future reference. It is usually a hear-say type of communication. At a point in this form of communication, the more people get the information, the more distorted it becomes.

The spontaneous nature of this means of communication can be marveling as it sways like the hips of an African woman to and fro; top to bottom without any difficulty.

Management can therefore take advantage of this means of communication to spread information that cannot be shared officially or to experiment.

The grapevine communication is about unity and connectedness between and among employees. It is basically about bonding. You trust me, I trust you, and we share secrets. Experts say that because of the nature of grapevine communication, it enhances group cohesiveness in many organizations all over the world.

Thought the grapevine communication may seem to be very effective, it also comes with its own set of consequences.

Due to the fact that this form of communication is largely based on rumors, a lot of partial and untrue information that may cause harm to the organization. It is true that the percentage of truth in this form of communication is high; it is therefore foolish to disregard the remaining percentage of the information that is untrue. Information received through grapevine might not be true.

Another great disadvantage of grapevine communication is the fact that it can damage an organization's goodwill. Grapevine communication can make organizations lose a lot of money as employees spend a lot of time updating themselves on the latest rumors going around the organization.

It is important to emphasize that communication is the heart and soul of any organization and therefore must be kept on close watch. Although the grapevine communication cannot be relied on because it is not trustworthy, is therefore unwise to totally rule it out of the organization because you cannot not totally eradicate or evict gossip in the organization. Every management in an organization should learn to manage and contain how much information goes out informally and make sure to rectify all information.



May birthday celebrants cutting their cake



Members of staff celebrating with Mr. Joel Ajiga on his birthday.



June Birthday Celebrants looking on.

Some of our Staff
Birthdays

Students Excursion



Students at the Comfort Centre



MC Students taking notes



Maryland Comprehensive Students at the Comfort Centre



Mr. Oladiran addressing students on excursion from Maryland Comprehensive Secondary School.



Students with Plant Engineer



Proper Arsenal Students on the factory floor



HR Team with Jextoban Students on SIWEP



JEXTOBAN Students showing appreciation to Vitafoam.



PA Students at the Comfort Centre



JEXTOBAN Students showing appreciation to Vitafoam.



MC Students at the Tape Edge Section



Lanre Savage

**Winner, Chairman's
Merit Award, Management Category**

VN: *Let us start by congratulating you for this award tonight, may we meet you?*

Savage: Thank you very much. My name is Lanre Savage. I am the Distribution Manager for Ikeja.

VN: *What exactly has changed in your approach to duties to be qualified for this prestigious award?*

Savage: Well I wouldn't say I have done anything different; but I believe in giving my best to whatever I do and I want to think that is what the management has seen to decide to want to give me this award

VN: *Without challenges one cannot excel. Can you share with us some of the daily challenges you face in your line of duty?*

Savage: Well, I feel challenges are supporting agents for success. The transition from Production Manager to Distribution was not something I expected but I welcomed it and saw it as an opportunity to make a difference; so I took it on with great determination. The challenge for me basically was just about managing the customers and I believe with the right approach, we have been able to surmount that.

VN: *The award winners tonight were pruned down from a total of 495 nominees, how fair do you think the process has been?*

Savage: Smiles. When I heard the technical director talk about the painstaking process that characterised the selection, I was surprised we had that much number of people and couldn't have imagined how far the selection committee would have gone to ensure that the best were picked. Getting the final three from such a huge number shows how much effort has gone into the selection. I really feel honoured to be the chosen out of that number of people, so I appreciate it. I believe the process is quite transparent because of the caliber of people we have on the selection board.

VN: *Perhaps you have one or two words of encouragement for your colleagues?*

Savage: I will like to advise my colleagues that whatever they are doing, they should give it their 100 percent best. They should be committed to whatever they are doing believing that no good works, no good deeds go unrewarded, and one day they will be noticed.

VN: *Finally Mr. Savage, can you tell us how you spend your leisure time?*

Savage: I watch movies a lot; that's one of my interest. I watch lawn tennis too. Whenever I want to relax, I listen to classical music; it makes me relax but above all I watch movies.

*Be our eyes and ears.
Tell us about a
news-worthy
activity or
event around you*

Send news, articles
and photographs to

the Associate Editor
gboyega.oluwatusin@vitafoam.com.ng



APPOINTMENTS AND REDEPLOYMENTS

- Mr. Kolawole Ojumide moved to the Head Office as Central Accounts Manager with effect from 16th June 2014 while Mr. Azuatalam Osuigwe moved from Aba factory to Jos as Factory Accountant with effect from 9th June 2014.
- Mr. Ojo Oyelayo was transferred to Sierra Leone as Assistant Accounts Manager with effect from 23rd June 2014 while Mr. Jaiyeola Aisida moved from Sierra Leone to the Head Office as Accounts Superintendent with effect from 30th June 2014.
- Mr. Ajibade Adegoke of Vitavisco moved to Vitapur Nigeria Limited as Finance & Accounts Manager with effect from 2nd June 2014 while Mr. Musa Isiaka moved to Vitavisco as Assistant Manager, Accounts.
- Mrs. Titi Bakare moved to Vitablom Nigeria Limited to take over from Mr. Anjorin as the Managing Director
- Mr. John Bishop, former Factory Manager Jos moved to the Head Office as Head of Technical, Vitafoam Nigeria PLC, effective June 16, 2014.
- Mr. John Ikemenogo, former Factory Manager Ikeja moved to Jos as the Factory Manager, effective June 6, 2014.





APPOINTMENTS AND REDEPLOYMENTS

- Mr. Mayowa Fabunmi, former Quality, Safety and Health Manager became the Factory Manager, Ikeja, effective June 2, 2014.
- Mr. Joseph Itopa-Musa of Vitapur Nigeria Limited moved to Vono Products PLC as Head of Operations with effect from June 2, 2014.
- Mr. Kunle Lasisi of Vono Products Plc moved to Vitavisco Nigeria Limited as Head of Operations, effective July 1, 2014.
- The Board approved the appointment of Mr. Tunji Anjorin as the Corporate Services Director, effective May 22, 2014. He is also the Acting Managing Director of Vono Products Plc and has oversight functions on Vitavisco Nigeria Limited and Vitagreen Nigeria Limited.
- Mr. Taiwo Adeniyi, the Technical Director's official designation was changed to Group Technical & Development Director – GTDD. The role supervises Group technical matters. He has oversight functions on Vitapur, Vitafoam Sierra Leone Ltd and Vitafoam Ghana Ltd.
- Mr. Brabindoh Ogun, the Finance Director's official designation was changed to Group Finance Director – GFD, for efficient management of group resources and financing activities.



Five Ways to Be More Curious

You want to see the new product, the new phone in the market, the new eatery on the street, the new model of your favorite car Brand, the new memory topper et al. We all yearn for fresh experiences by default. We want to know. The quest for knowing is enormous in all of us. However we often undermine or underutilize this powerful ability. It is the underpinning force for whatever anyone becomes. You probably want to start exploring after reading this bit.

Walt Disney Company said "Around here, however, we don't look backwards for very long. We keep moving forward, opening up new doors and doing new things, because we're curious...and curiosity keeps leading us down new paths." Now you understand why your lil ones keep damaging your top of the range phones. They were just being curious. They wanted to know who is speaking from the inside of the device, so he goes on to smash on the floor. Don't tell me you don't want to know what competition is doing? The whole essence of setting up R&D is to satisfy curiosity. How curious can you get? How curious are you? You've got to ask questions. You've got to find answers. That's how mankind got developed to this stage.

For instance, to satisfy the human curiosity, mobile phones Companies set up experience centers where prospective buyers can actually browse through the functions of the phone before making a purchasing decision. In fact, curiosity led to what we now call experiential marketing. Brands want to grab the attention of prospects, get them interested and desire the products. Satisfying their curiosity is a strong strategy to selling. Would you buy a car without test-driving it? To be curious is healthy, normal and natural. Curiosity has led to countless inventions and innovations.

Curiosity (from Latin *curiosus* "careful, diligent, curious," akin to *cura* "care") is a quality related to inquisitive thinking such as exploration, investigation, and learning, evident by observation in human and many animal species. The term can also be used to denote the behavior itself being caused by the emotion of curiosity. As this emotion represents a thirst for knowledge, curiosity is a major driving force behind scientific research and other disciplines of human study. (Wikipedia). Five ways are discussed here on how to be more curious.

Read widely - You can't box yourself in. Unfortunately that's what most of us do. We put limitations. What you don't know is probably beyond your control or influence and might just be a mystery. A little time to knowing it removes the vagueness. Reading widely about anything broadens you up. The more you read, the more you are challenged, the more you discover you don't know and the more you want to know. Develop interest in a particular issue and go after it everywhere you can get information on it. When you reach some form of satisfaction on the knowledge, develop a new interest.

Take away lesson: B. F. Skinner said "When you run into something interesting, drop everything else and study it." "The feeling of being interested can act as a kind of neurological signal, directing us to fruitful areas of inquiry."

Visit a physical bookstore or library and browse the shelves - Now this is a culture we are fast losing in Nigeria. Public Libraries are fast going into extinction just as the post-offices. Right from the late nineties, the numbers of public libraries have been dropping. For those who have survived, books on the shelves don't portend modern reviews. The only thriving few are the privately funded ones. In the era of Google searches, we have no problem finding the exact answer to our question, but we may be less likely to serendipitously encounter information that is not specific to our question. Visiting a bookstore or a library allows us to encounter other information in a way that is not dictated by the structure of the algorithm. Curiosity is also about discrimination. It is about which knowledge we want to explore.

Take away lesson: Get out from behind your computer and explore. "Economist John Maynard Keynes once offered advice on how to conduct oneself in a bookstore. One should enter it vaguely, almost in a dream, and allow what is there freely to attract and influence the eye. To walk the rounds of the bookshops, dipping in as curiosity dictates, should be an afternoon's entertainment."

Be willing to ask dumb questions - "A lot of bad leadership comes from an inability or unwillingness to ask questions. I have watched talented people—people with much higher IQs than mine—who have failed as leaders. They can talk brilliantly, with a great breadth of knowledge, but they're not very good at asking questions. So while they know a lot at a high level, they don't know what's going on way down in the system. Sometimes they are afraid of asking questions, but what they don't realize is that the dumbest questions can be very powerful. They can unlock a conversation."

Take away lesson: Be willing to ask all sorts of questions, even what may seem to be dumb ones.

Stuff loads of ideas and facts in your head - "We romanticize the curiosity of children because we love their innocence. But creativity doesn't happen in a void. Successful innovators and artists amass vast stores of knowledge which they can then draw on unthinkingly. Having mastered the rules of their domain, they can concentrate on rewriting them. They mix and remix ideas and themes, making new analogies and spotting unusual patterns, until a creative breakthrough is achieved."

"Anyone who stops learning facts for himself because he can Google them later is literally making himself stupid (please permit my French) Children who aren't encouraged by adults to commit information to their long-term memories are having their potential damaged and their desire to learn stymied."

Take away lesson: Facts don't kill creativity. Rather, they make creativity possible. Human memory may still be better for creativity. "Digital databases cannot yet replicate the kind of serendipity that enables the unconscious human mind to make novel patterns and see powerful new analogies, of the kind that lead to our most creative breakthroughs. The more we outsource our memories to Google, the less we are nourishing the wonderfully accidental creativity of our unconscious."

Be an expert who is interested in everything - "In the marketplace for talent, the people most in demand will always be those who offer an expertise few others possess. But having a breadth of knowledge is increasingly valuable, too. These two trends exist in tension with each other. Should you focus on learning more about your own niche or on widening your knowledge base?" Know bits and bits of everything do not make Jack of all trade, Master of none. You hold your core area and grab bits of the rest.

"The thinkers best positioned to thrive today and in the future will be a **hybrid**...In a highly competitive, high-information world, it's crucial to know one or two big things and to know them in more depth and detail than most of your contemporaries. But to really ignite that knowledge, you need the ability to think about it from a variety of eclectic perspectives and to be able to collaborate fruitfully with people who have different specializations."

Take away lesson: It's not so true that the Internet is making us stupid. The only person or thing that can make you stupid, or incurious, is you." Don't blame the Internet for your lack of curiosity. Use it in a way that helps you gain both depth and breadth.

CAPACITY BUILDING THE 5W'S AND H

An adaptation of the presentation of the Industrial Trainee –
Sonia Nwosu

"The only good you can do for the future you is the make the present you a better you".

We live in a world possessed by dynamism. Our lives are daily encompassed by change. The more we live, the more we need to develop ourselves to catch up with this ever evolving, ever changing world. This leads to the topic of capacity building and its basic elements;

THE WHO, WHAT, WHERE, WHEN WHY AND HOW.

Capacity building seems to be what every new generation organization talks about. The truth is capacity building as a concept is neither new nor complicated. It would be better therefore to break down this simple complexity referred to as capacity building.

THE WHAT: Capacity building is a set of activities and decisions that strengthens an organization's operations and enables it to better achieve its MISSION. It involves an organization's ability to carry out its mission, using best practices, having financial and personnel resources to do so, and meeting the needs of client at the same time. It makes us the best that we can possibly be because when we get involved in capacity building, we daily develop ourselves.

THE WHO: It is important to note that every individual in an organization is as important as the next; from the management to the least member of the employees. Capacity Building can be seen as intentional actions and initiatives that support us to become the best WE can be – as INDIVIDUALS and as COMMUNITIES. It should cut across all departments and functions; the factory workers, the caterers, the security, even the management team.

To answer the question of **WHY:** it is important to note therefore that for any man to survive at sea he should learn how to swim; to survive underwater, you should

learn how to breathe underwater. The same goes for our survival and adaptation of this dynamic world we live in, we need to evolve, develop, and change in other to survive.

Capacity building has always involved an organization's ability to balance programs against management; to be as effective as possible in customer relations, employee relations, public relations, community relations, financial management, and governance to deliver best client services an effect positive change.

As regards the element of **WHEN** to practice capacity building we must note that Capacity building helps us to be at our very best at all times. We need to be in constant development; physically, emotionally, socially, intellectually, even health wise.

It is our duty to ensure that we on a regular basis try to develop ourselves in every way possible. It's easy to say you know how to do something, what makes the difference is the amount of time they spend developing ourselves.

So to answer the question of **WHERE**, it will be best to say, in house training, external training from professionals, with other organizations and even in the confines of our homes.

There are many ways as to which capacity veiling can be practiced. To address the question of **HOW**, we must understand that the effort of capacity building can be captured in various ways: Group works to develop the team building; Interactive training sessions to develop the ability to express your views and opinions as regards different situations; Peer to peer learning; Research; Assistance to consultants; Academic study; Experimental learning and many other options.

Capacity building results in maximum creativity, innovation and all round success. It creates competitive advantage for the organization and infinite possibilities.

However, capacity building can never be complete therefore if the customers are not incorporated in the process. The organization needs to give a listening ear to their complaints and suggestions. There has to be effective communication and collaboration and organization and its key publics; her customers.

Best Practice in Recruiting Ideal Employee



Employers of the future apparently are not leaving their recruitment strategies in the hands of traditional personnel managers in orientation. The days of conventional routine are all gone. Today's employee has a lot of power in his hands to wield. He has got a lot of options to take. He is also highly itinerant. Few practices are highlighted below.

Working the Science

Selection science has come into play in modern recruitment. It thrives on the concept of predictive index wherein certain traits of the prospective employee can be foretold. This helps to pre-determine how he will behave. The conventional approach of recruitment wants to know what the prospect has done and doing. However, in selection science, the employer is largely concerned about what the employee can do, what he wants to do, what his dreams are, what he is capable of doing. Psychometrics has to be invested in. It will be nice to be able to predict if this glamorously *C**V**e**d* person has the potential of ruining your Company. Predictive Index will identify 'Best Fits' and 'Natural Fits'. No sweats. Just chat out the rest.

Green Recruiting

A onetime investment in software, recruitment apps, linked to the website of the Business does wonders. Apart from the ease it brings to prospective employees and the employer, it boosts the image of the Organisation. Since everything communicates, that touch point affords the prospective employee an experience of the brand. The organization that's keeps tab on modern trends like this communicates life, currency, flexibility and verve to its stakeholders. One can compare with an Organization that is unresponsive to the changing dynamics of engagement. An Organisation who still requires applicants to send in hand written application letter and deliver by hand can't be the preferred. Such simply communicates inflexibility and complexity. It suggests an Organisation who may likely not be thriving on change and creativity. Many people will stay clear off. Virtually all Organizations people have classified as '100 Best Companies to Work For' have left the era of piles of paper to electronic era. If you are going to make me write volume and go through hell just because I want to be a part of your Business, you probably will drive me too hard when I join you. I may be at your mercy.

Referral Recruitment

This, in my view is the best strategy. Increasingly, more and more employers are going via this route in getting top talents to work for them. In Referral Recruitment, stakeholders are motivated to refer talents for a vacant position. The beauty of this strategy is that it saves time and throws up quality options to select from since the referrer's reputation is at stake. Research shows that employee referrals are the number one source in hiring volume and new hire quality. Statistics reveals that from 2008 to 2011 shows referrals are hired at a rate of one out of three applications at top-performing firms. The strategy is easy, rewarding, and effective. To have good and prompt responses, recognizing and rewarding referrers is not a bad idea. And don't just grant rewards for successful hires – also consider offering small rewards merely for the act of providing referrals. In terms of the type of reward, studies show that cash is king as a reward motivator.

Sound Brand Equity Via Employment Experience

Perceived employment experience is the association current and prospective employees have about working for an organization and is based upon the online (e.g. career website, social networks, YouTube channel, etc) and offline (e.g. word of mouth, career fairs, induction programs, etc) touch points the person interacts with. When I hear the name Google I perceive the employment experience as challenging, inspiring, fun, and one that offers career and personal development. I have been fortunate to visit some Organisations in Nigeria and the physical environment from the reception, to the themed meeting rooms, to the canteen, to the recreational room is exactly the type of environment that would inspire me not to

hold back my best. I will take my experience to everywhere I go and would be proud to talk about it to anyone who cares. Employers who are conscious of treating their employees fairly would indirectly be building a strong brand equity that goes a long way in attracting best talents. Big Pay is not all. The emotional attachment borne out of cordial employer-employee relationship that thrives on mutual respect can be invaluable.

SIGNS TO LOOK OUT FOR IN IDENTIFYING THE RIGHT CANDIDATE.

Consistency – How well he has stayed within chosen career is a good sign. If on and off the field, be careful. That might be out of confusion and lack of focus. It's fine probably within the first three years of career. Afterwards, consistency is expected. If I see consistency, I want to chat on.

Stability – Job Hoppers aren't so good to hire. They simply increase staff turnover which may be seen in negative lights. Some folks can't just stay in a place. Most of the hoppers are not necessarily exceptional talents that could be in high demands but craves for more pay. In hopping, they grow their pay from place to place. To balance things, if the candidate is able to easily explain each move and you can spot patterns that fit in with wider economic trends, give him a go. If you have a negative hunch, let him off. It's better at that stage. Some jobs are naturally up for hopping; like jobs for fresh starters who are trying to find their footing in the career world. You can't blame them. Those may not cause disruption to the business and quite understandable. Watch out for those experienced hands that can't hold a job down for at least eighteen months. If you are going to shake the candidate, ask for the last time he took his annual leave. You most likely get him there.

Respect for past/current Employer - If you sit across me and you bad-mouth your current employer, you may do the same to me if I employ you. Ask the prospect what he dislikes about his current employer. Check out for the body language. If discrediting his employer catches his fancy, he can't hide it for long, you'll know. It's a tactical way of knowing who has potential for breeding negativity in the workplace. Urge him on. He'll keep dropping until he flattens out in front of you. Yea, you got him. The CV might be impressive, be careful.

RECRUITMENT GOOFS EMPLOYERS SHOULD AVOID

Employers fall for well crafted CVs – There are experts who get paid for crafting that winning CV but disparate to the person behind it.

First Class and so what? – Don't just buy the first class. Drill the holder. A pass may be better. In this clime, that first class may be a joke.

Being too formal and uptight – Some stern looking persons sit in the panel to interview top talents? The candidate would most likely reject the offer (I know most of us don't mind anyway). You likely have brought hostility to him on first contact. Interviews should be relaxed. Find a good balance. Be firm, friendly and courteous.

Evaluate Personality – Don't base your interview on job skills alone. Check the personality if it fits into the culture of the Business. Check his tolerance threshold. Attitude is everything. If he doesn't fit into your culture though he scored highest in technical ability test, let him off.

Look out for Replicas – there should be one or two of your staff who exemplify the ideals of your Organization. Mirror your prospects in them. Can this fellow be another James, for instance?

Create time for the exercise – don't rush the process. You may miss out essential details. Don't do anything else but listen and discuss with the candidate. If you think a ten minute chat is adequate to know someone who is coming to manage your client relationship, it's up to you. If the candidate is fake, the longer you engage him, the more likely he goofs on a critical point.

Get mixed views – don't leave it all to the HR person. Allow one or two executives have independent chat with the prospect or be in the panel that reviews suitability. There is safety in a multitude of counsel.

Give Adequate Notice and Information – you can't give 24 hour notice. What are you communicating? Bad planning, disrespect for others, lack of Corporate Governance, et al. Your prospective employee should have at least a 48 hour notice. He needs to take time off to see you. That has to be planned. Don't make him look irresponsible with his current employer. You also want to tell him about your business on phone, your website and address, so he can take in your brand as much as possible in prep.

Place the Cards on the Table – Don't arm-twist. Be upfront and clear. Let the candidate know the total rewards and benefits, job expectations and conditions of service. Don't toast him to accepting and he resumes to discover you have swindled him. It might turn out a vendetta instead of romance.

Do a Proper On-boarding – allow the first two to four weeks for on-boarding. We all show our visitors round our house to know their way around. The new intake needs time to detach from former employment psychologically and integrate into the new one. Make it strategic on mentoring, coaching and training. Some Organizations set aside the first six months for on-boarding.

At a Wedding in a Church, the Pastor said to the Congregation; Is there any Man or Woman here who knows anything that will make this wedding not to go on?. You may say it now or forever remain silent. Akpos quickly stood up at the back and started walking towards the altar. The bride fainted, the groom ran out of the church. The pastor then gave Akpos the microphone to say what he wanted to say. Akpos said; Pastor, please show me the way to the toilet, I want to shit.

A Maths teacher asked Ajasco a Simple Question in a Warri school...

Teacher: Ajasco, what is '2' raised to power '5'.

Ajasco: Why '2' dey raise power for '5, dem be mate?... '2' leave '3', '4' come dey raise power for '5'...him wan die?.. Him no know say '5' use ... three years senior am..."

The teacher fainted.....

A Warri man traveled abroad. He entered a Restaurant and wanted to order chicken but he couldn't remember what chicken is called in English. Luckily for him, he sees another man on the next table with 4 eggs on his plate..Happily he calls out to the waiter and points at the eggs on the man's plate."Abeg... arrange me their mama!"

Johnny was in his new limousine when he saw a man eating grass by the roadside. He ordered his driver to stop and he got out to investigate. "Why are you eating grass?" he asked the man.

"I don't have any money for food," the poor man replied.

"Oh, please come to my house!" Johnny said.

"But sir, I have a wife and four children...the man replied." "Bring them along!" Johnny said. They all climbed into the limousine. As they were going, the poor fellow said: "Sir, you are too kind. Thank you for taking all of us in." Johnny replied, "No, you don't understand. The grass at my house is over five feet tall it will be enough for all of your family members....

An illiterate woman boarded a plane from Enugu to Abuja.

She was booked for an economy class seat... Just after the plane took-off, the woman stood up and went to sit in the first class cabin. The flight attendant went to ask her to go back and sit in economy class because that's where her ticket allowed her to sit, but she refused. She had paid and wanted the best seat. Then the attendant informed the junior pilot. The junior pilot went and spoke with the lady and she still refused. Then the junior pilot went to inform the Chief pilot.

The chief pilot said, "I am married to an illiterate, I'll go and talk to her". The Chief Pilot went and whispered some words to the woman and she peacefully stood up and went to her economy class seat. Surprised, the flight attendant and junior pilot asked the Chief Pilot: "Sir, what did you tell her?" The Chief Pilot said: Easy Guys! I just told her that first class is not going to Abuja, only economy class is!!!

TEACHER: Akpos, what is 4+4?

AKPOS: Aunty, I nor know.

TEACHER: Ok, I know you love snacks so listen; If I give you 4 balls of puff-puff in your hand, and I give you an additional 4 balls, what will you have?

AKPOS: 8 puff-puff.

TEACHER: Bravo! We are making progress here. So what is 4-4?

AKPOS: I nor know!

TEACHER: (sighs) ok, if I give you 4 balls of puff-puff in your hand, and I collect all of them back from you, what will be left in your hand?

AKPOS: Na oil naa!