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## **Case Study: The Risk Management Oversight at Ukuaji Capital.**

Ukuaji Capital, a prestigious financial firm, prided itself on its deep-rooted industry reputation and strong ties to elite business schools that trained its finance professionals. Within the firm, attending risk management training at one particular business school was seen as a rite of passage—a marker of belonging to the top echelons of the organization. It was not necessarily about who needed the training most but rather whose "turn" it was to attend.

### **The Training Selection Dilemma**

Two department heads, Mr. Adams from the Corporate Finance Division and Ms. Grace from the Risk Management Division, were tasked with selecting employees for the upcoming risk management training.

#### **Department A: Corporate Finance (Mr. Adams' Approach)**

Mr. Adams followed the traditional selection process—picking a senior manager, Mr. Francis, because it was his turn to attend the training. Mr. Francis had previously attended multiple similar programs but was expected to go again to maintain his prestige within the firm. There was no evaluation of whether he needed further training in risk management, nor was any skills gap analysis conducted.

#### **Department B: Risk Management (Ms. Grace's Approach)**

Ms. Grace took a different approach. Instead of simply selecting the next person in line, she assessed her department's current risk challenges and identified key employees of who would benefit most from the training.

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One of them was Rebecca, a rising professional managing a high-net-worth client account, and Daniel, a risk analyst responsible for investment audits. Ms. Grace conducted a pre-training evaluation to assess their current knowledge and skills, ensuring that their participation aligned with both individual and business needs.

### **The Training Experience**

The business school was renowned for its engaging and hands-on training methods. The training was highly interactive, filled with real-world case studies, simulation exercises, and expert-led discussions. Rebecca and Daniel actively participated, linking the training content to challenges they faced at Ukuaji Capital. Meanwhile, Mr. Francis, despite attending, found the sessions redundant as they covered principles he had already encountered multiple times.

### **The Crisis That Changed Everything**

Months later, a major financial oversight occurred in the Corporate Finance Division. A miscalculation in risk exposure within a client's investment portfolio went unnoticed, leading to a catastrophic financial downturn. The client, a high-net-worth investor, suffered massive losses due to poor risk assessment—a scenario that could have been mitigated had someone with updated risk management training been involved in the decision-making process.

Rebecca and Daniel, on the other hand, had applied their learning to strengthen risk assessment in their department, successfully preventing similar issues within their accounts. However, the damage in the Corporate Finance Division was already done. The client withdrew all assets from Ukuaji Capital, and the firm faced severe reputational damage, losing other high-value clients in the process.

### **Required:**

- What went wrong/right in the training selection process, and how did it contribute to the financial loss?
- Why did the training work for Rebecca and Daniel but not for Mr. Francis?
- What role did post-training support (or lack of it) play in the outcome?
- What would you recommend ensuring future training success at Ukuaji Capital?