



# Q&A

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## Tactical blueprint for the next generation

**What is your advice for a young woman at university, looking at the long hours and intense pressures of M&A and thinking, “I don’t know if I belong there”?**

I have often found myself in rooms where I felt I had to prove that I belonged. What I learnt is that you belong in any room you have earned the right to be in through preparation and hard work. The pressure is real, but it is not a measure of your worth or potential. It is simply part of the job, and preparation is one of the few things entirely within your control. Be audacious enough to back yourself before anyone else does. Invest relentlessly in your technical craft, but be just as deliberate about cultivating soft skills and authentic relationships. Competence gets you through the door; confidence, character and connection are what help you build a lasting career once you’re there.

**Beyond mathematical brilliance and financial modelling, what is the single most underappreciated ‘soft skill’ required to survive and excel in capital markets?**

If there’s one thing I’ve learnt in Investment Banking, it’s that communication and relationship-building are every bit as important as technical ability. This industry runs on relationships as much as it runs on numbers, so you need the ability to articulate complex ideas, paired with a strong professional network built on trust. Models don’t win mandates; people do, so a brilliant analysis you can’t clearly explain, or a client who doesn’t trust you, is worth very little. Technical skills qualify you to play, but your network opens doors and seals deals. Building it isn’t an option; it is core execution.

**When negotiating your own compensation, performance bonuses, or equity partnership within an advisory firm or bank, what is your golden rule?**

Know your market value and be prepared to advocate for it. Compensation discussions should be grounded in evidence, not emotion. Keep a record of the impact you deliver, whether through

revenue generation, execution excellence, client relationships, or team leadership. Understand how the market values your skills and be prepared to articulate your contribution clearly; nobody will advocate for your career more consistently than you will.

**How should junior professionals build a visible, respected personal brand in a regional industry that often prioritises behind-the-scenes execution?**

Early in my career, I learned that a strong reputation is not built by being the loudest person in the room. It is earned through ownership, consistency and trust. In an industry defined by execution, reliability is your brand and relationships are your currency. Be the person a senior banker can delegate a workstream to and never worry about because they know it will get done. At the same time, invest in relationships with clients, advisers and colleagues. Investment banking is a surprisingly small world. Consistent execution, professionalism and integrity compound over time, and your reputation will often reach a room before you do.

**When your strategic advice or valuation is met with heavy scepticism by a traditional, old-school corporate board, what is your personal strategy for reclaiming the floor and defending your thesis?**

Preparation earns you a seat at the table, but communication wins the room.

Growing up in Nigeria teaches you that respect is not a formality; it’s a language. When engaging traditional and senior stakeholders, understanding how to speak that language often matters as much as the message itself.

Before defending a thesis, understand who is sitting across from you. Different audiences are persuaded differently. Some respond to detailed analysis; others focus on commercial outcomes and practical implications. Acknowledge their experience, address their concerns directly, and frame your argument in a language they trust. The objective is not to win an argument, but to build conviction. 

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