

# The NEWTIMES E - NEWSLETTER

Issue: April/May 2011

Since September 2006

## A COMMUNICATION TO CEO'S / BUSINESS EXECUTIVES

Welcome to our incisive Newsletter that touches on personal, business and national development strategies. We analyze the ongoing trends and share with you our own unique perspective. Let us all study and understand our national and business trends, so that we can make important decisions, based on informed positions especially at work. This has been our consistent contribution towards inspiring change, in search of progress, since September 2006. Remember to contact us for the respective practical training & consulting solutions.

**Note: This is a Free Subscription Newsletter aimed at inspiring change**

## THE LEADERSHIP CHALLENGE

### Embracing the Evolving Multicultural Global Leadership

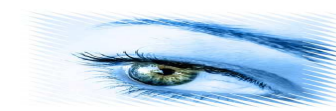
Continued regional integration brings to mind a leadership article that I penned in 2007, which was published in the Management Journal of April, the same year. The article titled 'leadership in a different league' (still uploaded in our URL) explored the virtues of global leadership long before the promulgation of our current constitution. Undoubtedly, this document has now given new meaning to leadership in this country. Previously, it was left to religion to define leadership, and sadly our politicians too.

Meanwhile, any mention of leadership is apparently incomplete without the consideration of the guiding values of integrity, trust, effective communication and vision amongst others. Further, the leadership character of inspiring change in search of progress cannot be ruled out or ignored.

Additionally, the very nature of dynamism in leadership has given prominence to other guiding values that have continually been taking shape in the last few years. But, more importantly, we are now faced with situations that demand leadership in an environment, which is continually becoming global in content and character as well. This is occasioned by the continued organizational reach to the larger regional, continental and global markets as well. An addition to this, is increased interactions with global investors, suppliers and providers of services, many of whom are spread out in both the east and the west of the global village.

Even absence of physical interactions does not simplify matters in any way. Are we not slowly witnessing increased virtual communi-

cation and business transactions? Indeed, global organizations have persistently maximized on usage of advanced technology. They are now conducting organizational meetings with personalities stationed across the globe, using the process of video conferencing. Inevitably, we have no choice but to embrace this culture of global leadership. Interestingly, this leadership assumes multicultural dimensions especially in a global village. Why?



Like the good old book says, "old wine skins cannot mix with new wine skins." Essentially, the changes we are now experiencing call for new outlook towards global leadership especially in multicultural organizations. The same call for renewed character and guiding philosophies as well as renewed leadership practices. Indeed, we need to realize that the human element in multicultural organizations comprises of people from different racial, cultural and ethnic backgrounds.

Notably, these players from diversified cultural backgrounds present whole basketful loads of diverse challenges and strengths in a multicultural working environment. Consider doing business or working with Chinese, Kuwaitis, Nigerians; is it not wise to understand their behaviors? Alongside, there is likelihood of experiencing prejudices and stereotyping of one form or the other. That is why the value of diversity must essentially be one of the core guid-

ing principles in global leadership. Actually, global leaders make the best out of diversity, while at the same time downplaying the negative attributes.

More still, successive global leaders are expected to be knowledgeable and open minded as well. Open mindedness is the ability and willingness to accept that one does not know everything. Therefore, these leaders embrace the need for continued search for information. Ideally, these global and multicultural leaders are willing to accept new ideas as situations continue becoming more complex. They are ready to seek additional information and evaluations in order to make sound business decisions.

The same leaders are culturally aware of the difficulties and challenges that surround their multicultural and virtual workforce. They are ready to learn and be educated by their workforce. Further, they are continually responsible for building organizations where individuals consistently expand their capabilities, through the learning process. This means that leaders are responsible for fostering learning and are themselves learners too.

Incidentally, desire to maintain organizational competitive edge leads successful global multicultural leaders into creating and sustaining teams that are free of conflicts, ethnicity, stereotypes and prejudice. Another attribute of good corporate leaders is that they guide their organizations into becoming socially responsible corporate citizens, who promote the welfare of the society from whom they are constantly benefiting.

Above all, global leaders make ethical decisions which ensure that they constantly maintain both personal and organizational dignity that guarantees business continuity. Inevitably therefore, these leaders live exemplary lives worthy of emulation by all. Watch out to avoid being left behind. But, you can still get there especially through our unique training and consulting solutions.

**Mwangi Wanjumbi (MKIM)**  
Author, Newtimes E - Newsletter

## INVALUABLE STRATEGY LESSONS

### HIGHLIGHTS

#### THE LEADERSHIP CHALLENGE

**Embracing the Evolving Multicultural Global Leadership**

#### THE BUSINESS STRATEGY

**The Pathway to the Global Business Arena?**

#### STRATEGICALLY THINKING

**It Pays to Give Retrenchment a Human Face.**

#### PERSONAL STRATEGY/INSPIRATION FOR THE MONTH

**Defying Conformity to find Rightful Place and Roles in the Society**

#### DID YOU KNOW?

#### FIND OUT MORE

#### THE YOUTH CHALLENGE

**Ladies favored by nurturing trait as gender parity beckons, in ...**

#### ORGANIZATIONAL STRATEGY/CEO'S DILEMMA

**Right Attitudes Could Lead to Beneficial Autopilot-like Organizational Systems**

## BUSINESS Strategy — Change Inspiring Reflections

### The Pathway to the Global Business Arena



The newsletter of February/March 2011 visited an interesting area of study, which was coined as the bigger picture of business. The special issue of March tackled the market dynamics relating to ongoing price wars in the telecommunication industry, which is now subject to global business practices. As promised in the same Newsletter, we will continue bringing to you, fresh ideas aimed at taking your business to the next level. But, first what holds your business from continually getting to new levels of growth?

Invaluably, any business that stops growing will end up dying at one time. Apparently, business is driven by what is commonly known as the enterprise or product life cycle. This cycle comprises of the 4 stages of introduction; growth; maturity and finally the decline stage. Left unattended, the business will naturally progress through the full cycle and eventually collapse or die just in the same way as human beings, who experience a similar cycle. That of business could either be long or short depending on the circumstances.

Luckily, businesses do not have to die like human beings. They are supposed to outlive the founders, the shareholders and the employees as well. To achieve this, they are re-engineered, restructured, and transformed through continuous improvement process and other dynamic management concepts. Why then should your business just be stuck to survival and therefore unable to get to the next level? Here are some of the ideas which may hold true in most cases.

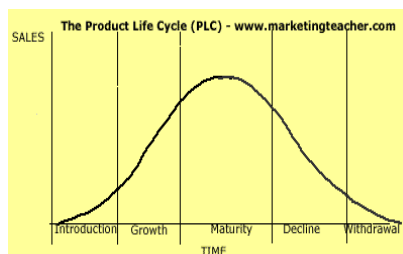
**Militaristic Management styles:** 'The boss is always right,' and must therefore be obeyed without question. As the boss, you stick

there giving direction to all your subjects. You decide how business is going to be done by whom, how, when and even using what resources. You even decide the skills shortages including how you will personally fill the gaps. Essentially, there is no room for consultation with the rest of the team or even outsourced expertise.

**Financial constraints:** Permanently tied to working capital constraints, yet many suppliers are wondering where to offload their products at mutually beneficial terms. What could have gone wrong with the business brand? Do you also know that banks are waiting to lend you as long as you have a properly documented business focus?

**Customer Service Strategy:** The customer is king and the reason for existence of any business. Your business has no customer management and retention strategy, in a highly competitive business environment. You are not able to determine whether your customers are satisfied or not. In this era of competitiveness?

**Organizational structures and systems:** Are they up to the required standards that are capable of continually driving business to the next level?



How is the chain of command? How are the controls. Do you know whether they facilitate or hinder business growth?

**Business values and performance drivers:** In a renewed nation, the culture of constitutionalism and therefore compliance with statutory requirements is certainly going to be entrenched. The guiding principles of doing business need to be right. The

performance drivers need to be up-to date as well.

**Quality products:** in a competitive environment, nothing drives business more than the quality of products and/or services. What measures are in place to determine that the quality is right and continually driving business as desired?

**Change resistance:** change is the only permanent condition in business. It affects not only the entire business environment but also organizational resources. Are you stuck in doing business the same old ways? Are you contemplating the desired future situation and working at achieving it today?

**Poor self image:** Your attitude determines your altitude. All big businesses started small. They have outgrown their smallness by focusing towards growth without being hindered by prevailing situations. Are you still stuck to your size or existing constraints?

**Prisoner of budgets:** In this day and era, every business challenge has a solution. It is only that there is need to invest in the solutions whose benefits are achieved in the short, medium or even long term. Sadly, most of us perceive those investments as costs, which have not been budgeted for. We allow the challenges to continue causing havoc to business. Luckily, most of the challenges can be addressed through sharpening of performance skills and other measures. Thereafter, it will be easy to calculate the benefits achieved from the investments on the same solutions.

Are you still worried about the trends in your business? You'd better be on the lookout for solutions. In particular, you can through our solutions, join the club of unconsciously competent CEOs/business practitioners. Better still, your business could start transitioning to the global business arena. Are you aspiring for the same?

Mwangi Wanjumbi (MKIM)  
Author, Newtimes E-Newsletter



**IMPORTANT TIPS:** Are you in the business of selling? Many people will say, "No, I am not in business; I am a professional; or I am employed." The truth is that we are all in the business of selling, as long as we engage in economically gainful activities. If employed, you are constantly selling services to your employer. If a doctor, lawyer or any other professional for that matter, you are selling your services to the client. If a writer, you are connecting with the readers. If a politician, you are selling your services to the electorate. Effectively, acquiring business leadership and performance skills is a MUST rather than an option, especially in a competitive environment. But, are you selling on purpose? Better still, are you living on purpose? If you are, I bet you verbalize what you do all the time, like is the case with all natural preachers. Actually, are you proud of and verbalizing what you are doing today? **Welcome for more from our unique training programs!!!!**



## Strategically Thinking – Thought for April 2011

### It Pays to Give Retrenchment a Human Face

Hosting Johnston after being sent home on early retirement basis was a real humbling ordeal. He had recently passed by to share his experience of suddenly being sent packing, after 22 years devoted service to a financial institution. Sadly, Johnston had no kind words for his former employer.

Nonetheless, change can be really discomfoting in organizational management. At one stage, the organization is employing en-mass to take advantage of ensuing opportunities. At another stage, the same organization is sending people packing sometimes unceremoniously, whenever the opportunities start dwindling especially in a liberalized or market economy.

Luckily, after having been involved in lengthy employee pre-retirement training programs, one cannot help but get a clear understanding of both the affected employer and the retiring candidates as well. In fact, nothing could have prepared this writer for these lessons more than a pre-retiring training stint of about 50 days in a span of two years.

The task involved preparation of pre-retirement candidates for 2 day sessions each, for a then drastically reforming organization. The experience was as varied as was the ages of the retirees, who comprised both the young and the old. In fact, this program that was managed by an international organization was an eye opener for all the parties concerned.

Above all, the program gave a human face to employee retrenchment process. The exercise had been embraced by this former huge quasi-government body, before it was substantially sold off to international investors. Despite the tears that flowed freely from many of those affected, especially during the debriefing sessions, the exercise was nevertheless humane and successful for some good reasons.

Notably, the retrenchment process now widely practiced by many organizations negates the age old management principle of 'security of tenure.' The same is supposed to bind the relationship between employer and employee during the employment term. In the earlier days, there was talk of permanent and pensionable employment situations. The same has largely been replaced by renewable or fixed term employment contracts, as the situation demands.

Unfortunately, even this fixed term is sometimes not honoured whenever the need for retrenchment is embraced by some institutions. Understandably, the retrenchment process is a cost reduction strategy. However, the application is sometimes painful to the affected employees. This is all the more reason why it needs to be given a human face for the benefit of all parties concerned. Why say so?

Retrenchment leads to abrupt loss of regular earnings and security. It is particularly shocking to those directly affected. It is equally worrying to those left behind. In any case, they may never know when their turn is likely to mature. Sometimes, the candidates are not only shocked but bitter as well. They talk ill of the employer or even go to court if dissatisfied with the process. This litigation dents the image of the employer. On the other hand, those left behind tend to be driven by uncertainties.

Some become less productive whereas others end up developing negative attitudes towards the employer. Their commitment and loyalty gets adversely affected. Specifically, they work and live every day at a time. Whether such situations can guarantee optimum individual and organizational performance is anybody's guess. But, does the retrenchment process have to be made a painful experience?

Certainly, the employer who is a corporate citizen, needs to put in measures of continually preparing employees for eventual separation. In particular, they need to be prepared on how to develop themselves as individuals. Let them learn how to invest their earnings. Let them also be helped to identify their passions, which need to be aligned to their organizational roles, as much as possible.

When the employees are able to focus on both personal and organizational development, devastation upon retrenchment is minimized. The situation is even better; when outgoing employees are properly prepared on how to handle new realities, after the retrenchment process. That way, they are easily and positively able to cope with life thereafter. Besides, responsible corporate citizenship calls for reduction of social problems rather than contributing to their increase. Indeed, it pays invaluablely to all parties, when retrenchment is given a human face.

**Mwangi Wanjumbi (Newtimes Newsletter Author)**

**JUST FOR THE RECORD:** This writer is also the Author of a 2005 published international research titled "The impact of training and education on entrepreneurship development in Nairobi, a case study of Barclays Bank Business Club." (The research has since been turned into a guide for targeting the SME sector, by the Banking Industry in Kenya. Ref: Business in Africa Journal- July 2007). Meanwhile, the same research had first been presented by the Author in an International Entrepreneurship Conference whose theme was, "Fostering Entrepreneurship and SMES in Africa," which occurred in USIU, Nairobi, May 2006. The same research enabled the author to guide the Kenyan Ministry of Youth Affairs on implementation of the Youth Fund as well as promotion of Youth Entrepreneurship.

**Attention: Attention:**

**GOOD NEWS : GREAT NEWS :**

### Could your organization be at the mercy of Challenged Attitudes and Performance Skills?

Continued research indicates that one of the greatest challenges to business today is dealing with employee attitudes. Sometimes, they are impediments to expected personal and organizational performance. When unchecked, these attitudes can slowly make prosperous businesses to either ground to a halt or fail to achieve their full performance potential. Interestingly, there may be nobody to blame on this. But, the GOOD NEWS is that improvement measures can be put in place at any time, **w h a t e v e r t h e s i t u a t i o n .**

Apparently, our flagship program branded as **STAFF MOTIVATION AND CAPACITY BUILDING TRAINING SOLUTIONS**, provides organization-wide attitudes management and performance/productivity enhancement training solutions. This innovative bottom up product of Newtimes Business Solutions also doubles up as a Corporate Re-Branding as well as organizational culture change solution. This experiential and motivational program has content for :-

- Non Management Staff —2 days
- Supervisory/ Mid Mgt Staff and Professionals— 3 days
- Senior Corporate Managers — 3 days

Applied Business Leadership Skills (2 days) for CEOs and Senior Managers is the 4th tier which crowns the improvement process. Blending the same with our innovative programs on Customer Relations Management, Marketing Management & Business Strategy training provide great opportunities of continually transforming business from GOODNESS to GREATNESS. **Welcome!!!**

All Our Courses are DIT approved. They are intended to empower participants with soft skills and/or emotional intelligence irrespective of professional background. The key benefit is achievement of sound foundation for continually improving performance.

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### PERSONAL STRATEGY: INSPIRATION FOR THE MONTH Defying Conformity to find Rightful Place and Roles in the Society

In the recent past, we have been treated to news of a 40 year old mother student from somewhere in Mukurwe-ini, Nyeri. She rejoined primary school at class 7 aiming to re-engineer her life. Finally, she excelled in the 2010 KCPE exams, gaining admission to Kenya High school for the earlier evasive secondary education. Another 40 year old lady from somewhere in Nakuru benefited from her son's coaching which blended well with her late in life secondary education. Guided by determination to eventually become a nurse, she finally acquired a grade B- in KCSE, therefore qualifying for university education.

Other similar exam feats continue being highlighted by an inquisitive press.

Naturally, we belong to collectivist societies. The same society is associated with conformity and harmony as a norm. Guided by our societal backgrounds, people are expected to behave the same way; have the same set of values; pursue similar or related economic activities. The alternative is individualistic culture which is more synonymous with our brethren, who reside in the western part of the global village. Individualism is about the 'me' rather than the 'we' concept. This culture largely embraces high order competition.

On the other hand, collectivists societies do not condone competition. But, the situation has changed drastically especially as a result of loss of societal resources. Probably, the same can be attributable to continued entrenchment of capitalism as opposed to socialism, which seemingly blends more with African Societies. Effectively, the same collectivist societies have been undergoing persistent evolution, which has led to continued individualism. Realistically, life today is an unending competition for space. In order for us to remain relevant, we have no choice but to continue identifying our strengths as we improve our competitiveness as individuals, at the same time.

Meanwhile, the evolving collectivist society condemns people into different disadvantaged classes such as the poor, uneducated, landless and so on. With the persistently entrenched competition for space, opportunities and more, can we really afford to conform to societal norms of doing what everybody is doing? Better still, can we afford, to remain in the same disadvantaged social classes that we unfortunately found ourselves?

Certainly, increased competition demands continued improvement of personal situations. Nobody should retire into a life of desperation, especially if there is potential for furthering personal credentials. We need to continually strive to claim our rightful places and roles in the society.

Apparently, continued learning and therefore attainment of new knowledge will most likely enable us to continue understanding how we can exploit our full potential. Essentially, we must therefore defy conformity with societal practices for us to get into positions of contributing better to the same society. We can only achieve this through becoming more learned, more knowledgeable, more skilled and therefore more competent in whatever we chose to do in life. The timing on when to improve our situations solely depends on personal circumstances irrespective of perceptions of other members of the society. And as you continue trying to improve, please realize that your blessings have only been delayed but not denied, as advocated in the good book.

**Author—Newtimes E- Newsletter**



#### Did you know?

- That there are no limitations to the mind except those that we acknowledge? (Napoleon Hill)
- That you can get whatever you want in life if you can help as many people as you can to get what they want in life? ( Zig Zigler)
- That we have now refined our highly effective attitudes change and management tools for easy application in all our training programs?
- That the Author of this newsletter has written a book on Personal Empowerment Strategy, which is still undergoing the publication processes?"

**Our Motto: Inspiring Change**

**Our Guiding Principle: Continually Taking Business to the Next level.**

This is a bi-monthly Communication to ( both existing and potential) Corporate CEOs/Business Executives from Mwangi Wanjumbi. He is himself the CEO and Chief Trainer of Newtimes Business Solutions. He enjoys Business Strategy Consulting and Management/leadership Skills as well as Motivational Training

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## THE YOUTH CHALLENGE

### Youth Mentoring

I am not sure of their application especially in the practical situation," observed Gerald. After we reviewed the practical roles as well as strategies of the human resource function, the candidate was ready to attend the impending interview. "But one last question; why is it that majority of human resource practitioners are ladies? If my competitors for this job happen to be ladies, will my chances not be threatened?" Gerald wondered.

Incidentally, the gender perception on the HRM career was unexpected. Gerald's concerns were nevertheless important considerations if he was to confidently stride into the interview room, without worrying about the other competitors. Consequently, the observations brought to mind the very broad and sometimes very interesting discipline of culture, which revolves around our norms, beliefs and values. But first, what does the human resource function entail?

In its very basic form, the HR function in any organization is charged with acquiring, training and developing as well as maintaining an efficient workforce. Notably, this workforce is the one that is charged with manipulating all other resources for achievement of organizational objectives. It follows therefore that any future oriented organization must essentially embrace a strong HR function. The same will be charged with caring for the interests and roles of the human element in the organization.

Secondly, the individual assigned the HR function must not only be befitting but also have an orientation towards the career. Why is this important? The science of human psychology indicates that every career has got its own personality orientation. An accountant for example has some orientation towards logical analysis and is therefore endowed with logical thinking skills.

On the other hand a marketer is inclined towards continually thinking outside the box and is therefore endowed with creative thinking skills. The HR specialist needs to above all be endowed with people skills. Key of these skills include communication, dispute resolution and team leadership among others. Many times the HR practitioner is called upon to give guidance and counseling. On the other hand, the HR is supposed to decide on sensitive staff issues especially those related to discipline and rewards. Therefore, the HR must not only be, but also be seen to be objective in all situations.

Apparently, an effective HR practitioner may not always rely on expertise acquired from studies and experience. The culture discipline intimates that some skills that help in dealing with people are actually inborn. Top of them all is the nurturing trait, which is attributable to ladies. By their very nature, ladies are gifted with caring capabilities more than is the case with men. Perhaps that is why they are also credited with the 6th sense. This nurturing aspect is important for childbearing and upbringing process. Interestingly, these motherhood skills can be extended beyond child bearing, therefore to other people.

Some cultures like those of the Scandinavian countries ( an example is the Netherlands the home of the now famous Hague) not only adopt this nurturing attribute but also allow what is seemingly female domination. In other words, ladies adopt more prominent society roles in those countries. It is no wonder then that the Scandinavians are known as nurturing or feminine cultures. (The converse is masculine cultures where societal authority and responsibilities rest with men).

By their very nurturing nature, ladies are easily entrusted with leadership roles in the feminine cultures. Incidentally, paternity leave has its origins in the Scandinavian countries. Here, husbands are naturally expected to play more critical roles towards supporting their spouses during the childbearing and up-bringing process.

Meanwhile, Gerald's fear may not have been misplaced after all. Majority of HR practitioners could actually be feminine. An enquiry guided by a list of the quoted public companies in Kenya, gave some interesting views. The sample checked included such heavyweights such as Safaricom, Standard Chartered, Barclays, Nation Media Group and Mumias Sugar amongst others. Out of the 17 (30% of close to 50) companies tested, 10 (59%) have ladies as heads of HR departments. Only 7 (41%) have men in the same positions.

Effectively, even if the nurturing trait works in favor of ladies, it looks like men are continually closing the gap. Apparently, gender parity may eventually prevail as demand for human resource practitioners continue to rise, whereas their task continues becoming even more complex. Therefore, human resource management is no longer a feminine career as earlier perceived. More structured lessons are available through both open and in-house trainings as depicted in our downloadable annual training calendar. **Author - Newtimes E- Newsletter**

Focused youth training and development now available through **NEYODA Forum**—Newtimes Youth Development Agenda Welcome to monthly forums held every last Saturday from 1.45— 4.45 pm at YMCA Nairobi Central. More details @ <http://www.newtimesconsultants.com/NEYODA%20Forum%20-%20Newtimes%20Agenda%20for%20Youth%20Development.html>

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Assisting CEOs in nurturing the future leaders under their care

## Ladies favored by nurturing trait as gender parity beckons in.....

Concerns on Gerald's chances of acquiring a job as a HR officer led to an interesting study. After having been unlucky in many others, he was desperate to pass this interview that he had yet again been invited to attend. It is in an attempt to boost his chances that Gerald sought to acquire some tips.

"I am conversant with the theories on human resource management, but

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## ORGANIZATIONAL STRATEGY THE CEO'S DILEMMA



Welcome to the continually growing list of past and ongoing beneficiaries of our diverse solutions. Some of them include:-

- Barclays Bank Ltd
- British American Ins. Co.
- Sasini Limited
- Corporate Insurance Co
- GIMCO Limited
- Fresha Dairy Products
- Telkom Kenya Ltd
- Equity Bank Ltd
- Parastatal Pension Fund (PPF), Tanzania
- Pacific Ins. Brokers Ltd &
- First Reins. Brokers Ltd
- Dunlop Industries Ltd
- Simbi Roses (Sansora Grp)
- Dunlop Industries Ltd
- Kenya Tourist Dev. Corp
- Kenya Reinsurance Corp.
- CIC Ltd (Co- opt. Ins Co. Ltd.
- AMREF ( Africa Med Res. Fdn.)
- SME Solutions Centre (Back Off. Intl)
- Basco Products Kenya Ltd
- Medlink Labs & Surgicals Ltd
- Centro Food Industries – Thika
- Wida Motel Ltd
- Alfa Paints Kenya Ltd
- Catrina Camp Ltd etc.
- Mullard Fire Protection Ltd.

## Right Attitudes Could Lead to Beneficial Autopilot-like Organizational Systems

"This is a totally new company. Everything is working as if it is automated whereas everybody is doing what is required at the right time and as expected." That was the message that Rebecca, a corporate CEO showed this writer which had been dispatched to all the directors of the company. Interestingly, the company had been undergoing some unique transformation, during the preceding six months.

This message reminds me of a trip back home during the pre-9/11 era. That is before the then twin towers of the World Trade Centre, in New York, were reduced to rubble, through a deadly terrorism act. Before then, aircraft pilots could freely leave the cockpit, to mix with passengers as the jet navigates its route, through the auto piloting mode. It is in one of these moments that I met Gregory, a jumbo jet captain, with whom we had already been familiar, especially when earthly bound. Surprised at the airborne meeting, he volunteered to take me on a tour of the then easily accessible cockpit. So, he walked me up to the place and gave an overview of what really happens.

Alongside, I noticed numerous red lights blinking from the cockpit equipment. Upon asking Gregory what that meant, he only gave a simple answer. "These are indicators of the 'faults' we are currently experiencing. But don't worry; we are safe," Gregory intimated casually, as if talking to another one of his colleagues. Apparently, Gregory did not know that he had just planted the seed of flying phobia, to a now concerned passenger. Indeed, it took me many years to get out of that phobia. Particularly, I learnt that the jumbo jet may during that fateful trip have been experiencing turbulence in the air. That turbulence as indicated by the red lights, is normally recorded and automatically corrected by the autopilot system, even without the knowledge of the sometimes stricken passengers.

Meanwhile, Rebecca's company had six months before experienced our organization-wide corporate employee re-branding and training solution. We were now meeting to review the experiences thus far. More importantly, had they implemented the recommendations that emanated from the whole team's training? Had staff aligned their roles and responsibilities in line with the training process? Indeed, had they implemented and internalized the guides that were deduced from the quick surveys that had been carried out during the training process?

These were amongst the many questions that were the subject of our session with Rebecca. And just to proof what was going on in the company; Rebecca summoned two of her key operations lieutenants, to give their testimony. "These are examples of witnesses of the change we have been experiencing," said Rebecca. "Whenever, any one of us is out, the other one is fully briefed on the work situation. Therefore, no customer will call and fail to get the progress report on his/her work situation, or job order," said an elated Eric, the team leader.

What Rebecca was now realizing is that when the entire employee team modified attitudes towards work, themselves and the employer too, everything changed for the better. Coupled with the skills acquired during the training, the entire company went on autopilot mode. It acquired unity of direction and purpose. Turbulence in business and workplace relationships stopped threatening Rebecca's team. They were now able to see the risks and opportunities in every situation, whereas acting appropriately at the same time. It is no wonder then that Rebecca was freely sharing the message that she had sent to the company directors. For our team, it was easy to understand what Rebecca's company was now experiencing, especially after implementing all our recommendations.

**Mwangi Wanjumbi — Newtimes E- Newsletter Author**

More from [info@newtimesconsultants.com](mailto:info@newtimesconsultants.com)

### Newtimes Pictorial Profile

Herebelow is a representation of our organizational re-branding experiences as recorded through the few samples



The Production Manager of a Manufacturing Company looks on as a company employee receives his training certificate

The CEO of an Insurance company witnesses as his HRM receives her Training certificate

The CEO of an Insurance Broking firm receives her Training participation Certificate as her General Manager looks on

The CEO of a Real Property Consultancy firm receives his training participation Certificate after a 3 day session as his General Manager looks on

The Chief Consultant and Trainer of Newtimes B. S. stresses a point, as he conducts a regular Trainer of Trainers—(TOT) session for the Professional Trainers Ass. Of Kenya—PTAK.

The General Manager of a flower growing and exporting farm receives his certificate after a 3 day organizational Leadership & performance Management training, as his HRM looks on

### Post- Staff Motivation & Capacity Building Training



2008



2008

Participants from Insurance/ Reinsurance Companies



2008

From a Nairobi tourist Industry Development firm



2011

Delegates of Customer Relationship Management Training go through the paces of experiential learning



2009

This is David Muriuki who tells an interesting story @ <http://www.newtimesconsultants.com/testimonials.html> Yes, he was so fired up that he finally got an international job.



2010

The story of this Inspired mother (testimonials) started right from the training process, as is evident from her pose

**You can click @ <http://www.newtimesconsultants.com/pictorials.html> for more pictorials**