

The NEWTIMES E - NEWSLETTER

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Since September 2006

A COMMUNICATION TO CEO'S / BUSINESS EXECUTIVES

INVALUABLE STRATEGY LESSONS

THE HIGHLIGHTS

THE LEADERSHIP CHALLENGE Appreciating the Routine Application of Situational Leadership

• THE BUSINESS STRATEGY

**Continued Creativity and
Innovation not Options for
Success in Business Today**

• STRATEGICALLY THINKING

**Inevitable Transformation
requires that we Adopt
New Habits**

• PERSONAL STRATEGY/INSPIRATION FOR THE MONTH

**Yes Indeed! You can
Swim In Wealth, but
Let work become fun.**

DID YOU KNOW?

FIND OUT MORE

• THE YOUTH CHALLENGE

**Be yourself and the Change
You Want The World to Be**

• ORGANIZATIONAL STRATEGY/CEO'S DILEMMA

**How Team Synergy Can Revolutionize
Organizations and Nations Too**

Welcome to our incisive Newsletter that touches on personal, business and national development strategies. We bring out interesting case studies that provide invaluable learning experiences, especially for the youthful readers. We analyze the ongoing business 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.

THE LEADERSHIP CHALLENGE

Appreciating the Routine Application of Situational Leadership

On 11th June 2011, I was walking along Loita Street at about 4.30pm. Just outside Savanna Coffee Lodge, I noticed a crowd that was surrounding a vehicle which had an occupant who was seemingly resting peacefully on the passenger seat. Enquiries indicated that the lady had been there for a long while. Sadly, when 'good Samaritans' opened the car door and attempted to wake her up, she did not seem to respond.

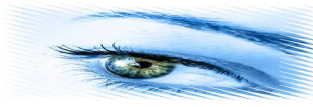
Ironically, the crowd had - as is usually the case in Nairobi - continued building up just to see what was happening. A debate was ongoing as I arrived. Understandably, someone had already suggested that an ambulance be summoned to pick the lady up for medical check up. Another one was volunteering to drive her to hospital. In any case, the car keys were visibly hooked onto the ignition slot. The lady's passport was also visible therefore making it easy to identify her.

But, the crowd seemed to have taken over and could not sanction any of the causes of action. In fact, many were wondering how the volunteer driver (who identified himself as a pastor) could be entrusted with a seemingly sick stranger, together with what seemed to be her vehicle. All this time the lady was comatose and therefore oblivious of what was happening around her. Alongside, some two policemen had mingled with the crowd and were seemingly onlookers as well - it was crowd power at work. The situation was desperate, but then it needed well thought out interventions.

The episode reminded me of what is known as situational leadership. This leadership is never premeditated or rehearsed. It happens instantaneously and is controlled by the prevailing situation, therefore the befitting description. More often than not, situational leaders emerge from nowhere to provide leadership where it is desperately needed. Remember how Cardinal Jaime Sin (God rest his soul in peace) emerged from his humble role in 1986,

to lead the un-armed Philippine population into ejecting the then Dictator Ferdinand Marcos, out of Malacana palace and into exile in America.

Remember how a junior GSU officer calmed angry crowds somewhere in Huruma estate when the country was experiencing unprecedented Post Election Violence in 2008. Remember our own Professor Wangari Maathai who persevered persecutions as she continued to single handedly bring sense into conserving our environment, especially from greedy national leadership.



Remember David Munyakei (again God rest his soul in peace), who in 1993 brought the matter of the infamous Goldenberg Scam into light while pursuing his duties at Central Bank of Kenya, and lost his job for that. In fact, if there had been national goodwill, the destruction that befell the entire economy would never have occurred. Notably, the same has serious ramifications even to this day.

Actually, our country needs more and more situational leaders to help in arresting the various challenges that have continually hindered our progress. The environment for doing this could never have been better than is the case today. As the new constitutional order continues getting entrenched, we need to make note of a key constitutional development that may not have taken shape as yet.

The matter came to our attention at the last Tom Mboya Lecture, an event of the Kenya Institute of Management, which is celebrated every November. In this last one, we were honoured to have MP Abdikadir Mohamed as the guest speaker. This is the man who chaired the parliamentary committee that oversaw the drafting of

the new Constitution. He currently chairs the Constitutional Implementation Oversight Committee and may therefore seem to have succeeded himself. That is from drafting to implementation role.

Though the youthful politician enumerated many milestones arising out of the new constitutional order, he seemed to heap praise on one unique development. The Judiciary was previously infamous for barring Kenyans from going to court especially on matters affecting public interest.

The then rule was known as Locus standi or the right to bring a matter before a court of law. This law was notoriously used to bar litigants from pursuing matters affecting them as members of the general public. It was almost impossible to sue local governments on matters of public interest.

Suing the government on matters such as inaction on land grabbing, was not imaginable. Kenyans were left to rely on the few daring activists who could withstand the mighty arms of the government.

Luckily, the new Constitution does not have such hang-ups. Kenyans can sue any public office or individual on matters of public interest. You can even take your neighbours to court not just for nuisance but also for neglecting their family. Indeed, unprecedented opportunities of practicing situational leadership have been unleashed to Kenyans. Coupled with a re-branded judicial system, this country will seemingly never be the same again.

Meanwhile, the lady who laid comatose inside her car on Loita Street could have benefited from some semblance of situational leadership. I personally requested the police officers at the scene, to enter into the Lady's vehicle and have it driven to Nairobi Hospital as was being contemplated. I later contacted one of the media houses to follow up on that case as matter of public interest. Having been unable to access any updates, I believe the lady must have recovered from the desperate state she was in. In any case, her mother had been summoned by the 'good Samaritans.'

Finally, it's my hope and prayer that Kenyans will now be more willing than ever before to provide situational leadership without fear of any repression, as we continue building a renewed nation. Indeed, everybody can be a leader as I have variously advocated in this newsletter and elsewhere. **Mwangi Wanjumbi (MKIM), Author**

**Key Recent Event Highlights**

- CIC Group Motivational Training for (56 no) Marketing staff
- Assa Abloy E.A . Ltd Change management and business skills training

Upcoming Events—August 2011 Open Training programs

- Staff Motivation & Capacity Building Training 18-19th Aug 2011
 - Customer Relationship Management 24th-26th Aug 2011
- Special Solutions—Call us for unique in-house solutions for rejuvenation of your marketing teams. Note: they are the “heart of business”**

BUSINESS Strategy — Change Inspiring Reflections**Continued Creativity and Innovation not Options for Success in Business Today**

Some insights prompted by a recent forum of the Kenya Institute of Management, may provide some good lessons



on continuous improvement initiatives aimed at continually taking business to higher levels. Of notable interest is the presentation by Mr. Kamal Budhabhatti, the CEO of Craft Silicon, a Nairobi based IT giant of the future. This average sized, casually dressed and fast talker could hardly be picked out in a crowd. Yet, he is a person who leads a team of 200 plus 'innovators' based in the company's headquarters, which sit on a 1.8 acre plot in Westlands, Nairobi.

Even more interesting is that Craft Silicon has no noticeable organizational structures. Offices were a burden that the company decided to do away with, a while ago. Therefore, everybody operates freely in the massive office space. Further, the staff can at anytime engage in any of the various keep fit or refreshing activities scattered within the compound, swimming being one of them. Absence of structures means that there are no stringent supervisory mechanisms of the huge workforce. But what drives the large team to achievement of desired goals?

As a company, Craft Silicon fully embraces the concept of creativity and innovation. "Creativity is about developing new products and ideas whereas innovation is about continued improvement on the creations," says Dr Wale who was also a presenter. The IT industry like most others is today largely driven by creativity and innovation. In a highly competitive environment the distinctive competence will today only be achieved through creativity and innovation, whatever the industry under consideration.

This explains why Craft Silicon has ventured into great lengths of harnessing creativity and innovation, something that can only be attributable to the human element of any company.

And for that to be achieved there is need for constantly conducive operating environment. Further, reaping the best from creativity and innovation also makes it imperative to embrace an appropriate leadership process.

Collaborative or innovative leadership style becomes hardy for situations requiring harnessing of creativity and innovation. It is this same style that is referred to as democratic leadership when applied in political leadership situations. In the same way that citizens are expected to make choices in politics, employees are allowed to make decisions on what to do, how and when, in the work situation.

Conversely, the alternative to innovative leadership is maintenance of prevailing situations. This latter style is appropriately referred to as maintenance leadership. Does it sound familiar? Indeed, the style also commonly identified by others as traditional leadership is a widespread phenomenon in most organizations. Here, the leadership is associated with consistent suppression or resistance to change and therefore operating within familiar comfort zones. Needless to emphasize, doing the same things in the same way may not yield any different results. Yet, no situation is ever perfect; there is always room for improvement. That then is the idea behind creativity and innovation, thus innovative leadership.

This innovation is about continually taking risks while in search of progress. Operations are done differently with the aim of achieving desirable continuous improvement. Ultimately, thinking outside the box on a continuous basis becomes inevitable. It is beneficial to realize that there are no hard rules that govern the process of creativity and innovation. Ideally, the change process approaches may be as diverse as the organizations themselves.

Vimal Shah, the multiple awards winning CEO of Bidco Oils Ltd, says that his is a continuous learning organization. Everybody drives creativity and innovation therefore leaving no room to traditional practices. Besides, the company employs the Japanese

continuous improvement process commonly known as Kaizen. The same embraces the idea that there is always a better way of doing something, therefore avoiding the onset of complacency.

Craft Silicon follows the same continuous improvement concept but adopts a rather unique way of doing things. According to Kamal, the company manages a rather unique in-house blog. "Any outsider reading the contents of this blog would think that the company is on fire," says Kamal. But alas, that is their *modus operandi*. In fact, there are no boundaries on what can be discussed as long as it is about the company. Issues about work, personality clashes, salaries, new contracts, responsibilities and more are public information to all the Craft Silicon fraternity.

Effectively, weaknesses are easily noticed on any aspect of the organization. Likewise, solutions are without difficulty discerned from the massive ideas that are freely fronted through the blog, anytime there may be a challenge. On the other hand the level of employee empowerment is such that there is no fear of reprimands from whatever source. It is this unusual openness that drives creativity and innovation at Craft Silicon.

Consequently, it may be advisable to avoid being stuck with traditional practices as noted by Dr. Wale. In reality, competitiveness especially in a global village abhors complacency and therefore the need for continued creativity and innovation. The good news therefore is that there are no formalities that guide the process of becoming a continuous improvement organization and adopting this culture at the same time. This is even more crucial for continued organizational relevance in a continually dynamic and increasingly globally oriented operating environment.

Mwangi Wanjumbi (MKIM)
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- **Finally**, we are Trainers of Trainers for the Professional Trainers Association of Kenya



Strategically Thinking – Thought for August 2011

Inevitable Transformation requires that we Adopt New Habits

Life begins at 40 as the adage says. Nothing demonstrates this observation more than the eagle which is well known as a highly strategic bird. At age 40, the eagle is already weary and weak. It settles in the cliffs and starts a process of transformation, so that it can survive the next 30 years that are expected of its lifespan.

Henceforth, the eagle undergoes a painful change process. It sheds off all its feathers.

It also cracks its beaks against the rocks. Then, it awaits the growth of new feathers and renewed beaks too. These new growths signify the transformation of the eagle into a renewed bird with renewed vitality and new habits, geared towards conquering the skies once more.

Similarly, our nation has experienced renewed transformation in its 40s. Like the eagle, it has now achieved renewed vigor through the promulgation of the new constitution in 2010. Is it really ready to fly? This and many other questions have been lingering in peoples' minds. More specifically, are we really going to experience substantial change in the not too distant future? Is the change likely to be real and will it last? These additional questions are pertinent and have been raised by many Kenyans in social places, offices and even homes. Actually, will the change we want really happen to this great nation?

The answer is yes and no at the same time. This is so because it all depends on how we perceive change. A yes scenario will apply to all those who are seeing new opportunities and gearing towards exploiting them one way or the other. With devolution for example, everything will be decentralized. Numerous jobs will be created. New markets and market chains for goods and services will emerge. Desired change will therefore happen to them who are visionary, just like the eagle. This bird targets and catches its prey from far off distances, even to the extent of 5 km. Positive change will naturally be experienced by those will continually focus into the future opportunities, not only as individuals but also business and corporate entities.

Obviously, there may be no change for those who will wait for things to happen. There may be no positive change for those who will retain all the old habits. Inevitably therefore, we may all need to embrace new paradigm shifts. Like the eagle, we may need to shed old habits, which may not align with the new order that is driven by the new constitution. In line with chapter 6 on ethics and leadership, we may need to adopt new guiding values as well. Seemingly, it is only then that we shall be able to consistently fly high in rewarding careers and vocations in a renewed nation.

By Mwangi Wanjumbi— 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 motivational levels, teamwork and Performance Skills?

Continued research indicates that one of the greatest challenges to business today is dealing with employee attitudes. The same are sometimes 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. The GOOD NEWS however is that improvement measures can be put in place at any time, whatever the situation.

Apparently, our flagship program branded as STAFF MOTIVATION AND CAPACITY BUILDING TRAINING SOLUTIONS, provides organization-wide improvement of motivation levels and performance enhancement 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 highly experiential and motivational program has content for :-

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NOTE: Our training follows unique experiential processes, enhanced through digital lectures, workbooks in lieu of notes, Case Studies and interactive discussions etc. WELCOME!!!!

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Ever Heard of Attitude Management TOOLS? Yes! But only at Newtimes Business Solutions
Bring Instant Personal/Organizational change — The benefits are guaranteed for all who apply the defined change process



PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

Yes Indeed! You can Swim In Wealth, but Only when work becomes fun

It has emerged that the youth are not interested in working. They however desire to swim in wealth, live well, dine well, drive big cars and live in the leafy suburbs in Nairobi (many of which have now been encroached by high-rise structures that are all over). All that is great stuff that everybody would want to associate with.

But, the good book says that those who do not work should not even eat. Indeed, they are not entitled to good life. We further learn that all of us came to this world for a purpose and not just to occupy space. For us to achieve that purpose we were blessed with great skills which we do not have to struggle to acquire.

Remember the parable of talents. One rich man bestowed ten talents each to three of his servants. One of them invested the talents and got great returns. The other one put some efforts and doubled the talents. The last one fathomed that the master would scold him should anything bad happen to the talents. But when the master returned, he praised the first and second servant for their efforts. The third servant was described as wicked and the talents taken away from him and given to the first one. Consequently, those who will develop their talents and subsequently exploit their full potential, more will be added to them.

We only need to develop the inborn abilities that each of us is endowed with. There are those who were meant to come and entertain mankind through singing and dancing like Michael Jackson (God rest his soul in eternal peace). There were those who are meant to entertain us through different kinds of sports such as football, athletics, swimming and more.

On the other hand, there were those who are meant to entertain mankind through drama. Others like Daniel Ndambuki alias Churchill are supposed to make us laugh our heads off. Seemingly, their purpose was to help us in releasing destructive stress. Still, others were meant to entertain us through hilarious writings and even poetry, whereas others were meant to teach and enrich us with knowledge. Do not forget engineers, artists, designers, builders and many others who are meant to improve our comforts one way or the other. Indeed, the purposes for each of us cannot be exhausted in this page.

Naturally, those who follow their purposes never struggle to accomplish the same. They do not even go to work. Instead, they go to have endless fun that others may not perceive as work. They do not struggle to make the money or riches. They do not even think about making money as a goal or objective. Naturally endless fun and work leads to continuous flows of money. Indeed, we voluntarily pay dearly for the efforts and time of the purposeful.

Let the youth and everybody else have their priorities right. Let everybody realize his/her purpose in life. The rest will just fall in place naturally. That is; money, work and fun. Incidentally, it is now possible to scientifically and with precision determine people's orientations therefore guiding them towards the right careers and vocations. This will enable them to achieve the desired passion as they work, have fun and effortlessly make money. Indeed, all those who dream big can swim in wealth as long as they realize that work is supposed to be fun and strive to make it so.

Mwangi Wanjumbi—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 Ziggler)
- 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

The older generation of Kenyans has apparently been overwhelmed by the corruption menace that has continually become of our country. Some have given up and joined the bandwagon. Others have simply lost interest and allowed things to just happen naturally. Meanwhile, corruption is apparently a very discomfiting and ironically one of the most popular words in both the print and electronic media in Kenya. It is mentioned by politicians, government bureaucrats, resident diplomats, visiting dignitaries and many others who have may have something to say about Kenya.

Seemingly, the more the word is mentioned or the more the warnings against the vice, the more the same gets entrenched in our society. That brings to mind a statement by President Kibaki to the effect that "if Kenyans are told a lie one thousand times, it is eventually perceived as a truth. That was long before he became the President of Kenya.

So, when Kenyans get repeatedly bombarded with the word corruption, it becomes part of them and a way of life. That is why it is difficult to eliminate corruption in this country. That is why some people can without blinking their eyes say that yes, they may have been involved in corruption, but anti-corruption and money laundering laws were not provided for in the Kenyan statutes. That is why many get into leadership positions promising to fight or eliminate corruption, but instead become part of the menace. That is why the national economy is permanently experiencing corruption driven inflation through one scandal after the other. But, can the youth of this great nation reverse this disturbing trend?

Indeed, it is possible. They are the majority in this nation. They have more stakes in the future of this country, than the senior citizens. Further, they have already witnessed (through the continuous public interviews) how some seemingly missed steps have derailed career progressions of some prominent Kenyans.

Careers/Vocations

As a measure of guaranteeing successful progression in desired careers, it makes sense to guard against improprieties throughout a life time. Shortcuts may be tempting but temporally. They may also be the undoing of future rewarding opportunities. It may therefore be necessary to take only a few easy steps, which could bring much deserved paradigm shifts, leading to irreversible positive change for now and the future. Forget about corruption completely. Instead, embrace positive values. One of them is to enjoy only the results of your work efforts. Mugo Kibati, the Director General of Vision 2030 calls it 'eating what you kill.'

Be proud of who you are. You are a masterpiece of creation that never came to this world to occupy space. Instead, you came for a purpose. That is why you were enriched with inborn abilities which are meant to help you achieve what you want throughout a lifetime, as you continue fulfilling your purpose.

Develop those abilities in the best way you can, whereas ensuring to avoid any shortcuts along your path. In particular, realize that you could have numerous inborn abilities and select the ones which you find most natural and easy to pursue. This may happen through studies, practice or any other means.

In the meantime, whereas it is best to dream of a career, don't allow yourself to be distracted by the same. If you are studying, ensure to pursue what you are good at. Don't do anything to please anybody. Just be yourself in whatever you are doing or intend to do; realize that you are not and can't be everybody. Forget your peers, your parents or sometimes teachers. Teachers would want every good student to pursue their subjects, so that they can keep shining.

Nevertheless, use all these good people to help you in identifying what you are good at. Eventually, your career will naturally fall in place. You will be passionate in what you do, as you effortlessly fulfill your purpose in life. You will naturally get what you want in life as you continually improve the welfare of humanity. Indeed, "strive to be the change that you would want the world to be," Mahatma Gadhi.

Author - Newtimes E- Newsletter

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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:-

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- 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 Ins. Group Ltd.
- AMREF Int. Training Centre
- 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
- Mullard Fire Protection Ltd.
- Assa Abloy E. A. Limited

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Post- Staff Motivation & Capacity Building Training



Participants from Insurance/ Reinsurance Companies



From a Nairobi tourist Industry Development firm



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



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.



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

How Team Synergy Can Revolutionize Organizations and Nations Too

It is a bright Friday morning in the normally cold month of July. Parents and guardians are gathered in one of Kenya's top performing girls' secondary school. The occasion is about presentation of prizes to these top performers. Many of the guests have continually attended these functions for a couple of years now. This time, all are seated calmly under elaborate tents, set in the school playing field. Something remarkable happens during the introductory stages, even before experiencing the intricate details of the function.

The school head introduces the guests, board of governors and the members of the PTA (Parent Teachers Association). She then invites her core team. The teaching staff lead by personally introducing themselves, one at a time. The venue becomes continually livelier as the teachers are each applauded warmly by the enthusiastic students, who are seated in one corner.

Next, the non-teaching staff members are also invited to present themselves as well. All of them are warmly given standing ovations especially depending on their levels of interaction and direct contribution to the welfare of the students. At that point, everybody in the venue is admirably beaming with joy and ready to continue with the rest of the activities.

Notably, we have just witnessed invaluable recognition of each member of the whole team that brings the school's superior performance ratings. Without doubt, the role of each one of the players whether teaching or non-teaching staff is important in the achievement of the school's continued superior results. Each team player is thus part of the cog that turns the whole wheel.

Ironically, teamwork is certainly not common everywhere. If it was, we would be achieving superior performance everywhere including government departments, organizations, business entities and eventually the entire national economy. But, for teams to work everybody must be pulling in the same direction. The efforts of each and every player must be seen to be important and recognized appropriately. In addition, teams must have the same guiding values, mission, vision and objectives. What then inhibits successful teamwork?

Teamwork excels in situations where all members are in harmony with one another, their roles and purposes in organizations. Ideally, the management structures need to support the desired success. Perhaps we need to learn a few lessons from the Europeans and Americans. One of the greatest imports from Europe by the Americans at the turn of the 20th century is the Protestant work ethic. This is what drove the industrial revolution which occurred soon after the First World War. It is during this revolution that modern management principles were developed by Henry Fayol and Fredrick Winslow Taylor amongst others. Teamwork was one of the principles that were expected to support the then management structures, which were largely bureaucratic in nature. What has now changed?

Today, teamwork has grown in different dimensions. It has become the answer to competition, innovation, organizational and even national growth. Countries like Singapore, Malaysia and the other Asian Tigers have over the years, largely adopted the dynamic concept of team work, leading to achievement of gigantic leaps in economic development. These countries have embraced great national values which have converted them into great team players. Notably, great team players are devoid of competition amongst themselves that would affect their organizational interests negatively. Further, they embrace harmony, unity of purpose and direction amongst other attributes.

Another great stride in development of teamwork is emergence of organic or flat organizational structures. The gap between the leaders and followers continues to reduce. Sometimes, it is not even noticeable. This is easily demonstrated by American oriented organizations which largely adopt open door policies. CEOs or team leaders only provide support for highly focused teams, which understand fully what is expected of them. Anybody who may have interacted closely with Kenya Wildlife Services and CIC Insurance Group Ltd must have learnt a few tricks about organizational transformation. In fact, the two form great case studies of organizations with long histories of bleak pasts that they have conquered to become what they are today.

The common denominator between them is development of empowered and therefore high performing teams, which have matured into strong organizational families. Indeed, the organizations have continually invested heavily in employee development through continued learning. In common with these highly successful organizations as well as the girls' school earlier discussed, the human resource is highly valued. Naturally, everybody's contribution invariably adds to the overall success. Remember that our national structures are developing into county governments. Besides, the walls of public offices are now being demolished in line with new Government policy. Inevitably, all these discussions send clear signals to organizations, which are yet to embrace team development, organic structures and structured empowerment of the human resource, especially through continued learning.

Mwangi Wanjumbi, Newsletter Author

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

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