

The NEWTIMES E - NEWSLETTER

ISSUE: December 2010— January 2011

Since September 2006

A COMMUNICATION TO CEO'S / BUSINESS EXECUTIVES

Welcome to our yet again incisive Newsletter that touches on personal, business and national development strategies. We analyze the situation as it is and share with you our own perspective. Let us together 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.

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

THE LEADERSHIP CHALLENGE

Guiding Philosophies in A rejuvenated Republic

In the county where this writer was born and bred, the ancestors were able to assign important periods based on events such as hunger, locust invasions and other memorable occurrences. The same events enabled them to identify age groups and other important societal happenings. On the same token something happened sometimes in 2009, which is comparable to those early days of our civilization.

Local organizational CEOs had just benefited from the wise counsel of Robert Sharma, a renowned leadership/Management Guru who has authored a book titled "The Monk who sold my Ferrari." Afterwards, Sharma appeared on one of the TV channels preaching the same gospel of ethical leadership practices. This Guru made some comments that may still be memorable to those who watched this interview. "It is best to follow ethical practices any time. Alternative practices can boomerang on you even after 30 years," Sharma said

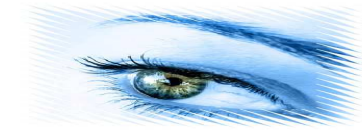
At about the same time, the media was abuzz with investigative news on a car security firm which had been found to have been cheating on its customers. The company had profited from allegedly fitting tracking gadgets some of which could not be traced by the investigators. Consequently, some customers had not only lost on the cost of the alleged gadgets but also the high end vehicles themselves, many of which had disappeared without trace.

Upon the discovery of this mind-boggling scam, it did not take long before the security company executives went underground. The business went underground too, marking the end of what was seemingly a lucrative venture, therefore quickly confirming Robert Sharma's remarks.

Coincidentally, less than a year thereafter, our new constitution

became a reality. Incorporated in this new document is chapter 6 which guides on ethics, integrity, leadership and national values. Apparently, not many Kenyans had given much consideration to this chapter. The same now seems to have the answers to some of the gigantic challenges facing this dear country.

Above all, the chapter describes the expectations and conduct of public servants including our elected leaders. Better still, the chapter does not give room to any loopholes once a Kenyan leader is found to be in contravention of the constitution. Could this chapter be a practically applicable tool of shaping the leadership direction and therefore changing



the politics of our country?

This may not be in doubt as we have now witnessed within only a few months, since the promulgation of the constitution. The jobs of a number of influential public servants are on the line for being suspected of involvement in massive scandals. On the other hand, fate was apparently very kind to Kenyans. Seemingly, not many of the elected leaders had quite internalized the contents of chapter 6, especially during the campaign for the new constitution. Even if they had, they appear not to have been clear on the eventual implications.

Inevitably, the new constitutional dispensation presents an opportunity of redeeming the country from the continued decline that we had been experiencing. But, for the new constitutional dispensation to take shape, we have some roles to

play as individuals. In particular, we need to embrace national values which have in the past been unknown to us or even inexistent. Luckily, we do not need to strive as we formulate these values.

Indeed, we have all along had them enshrined in our very prayerful national anthem. Nevertheless, we need to realize that we will now need the values more than ever before. An even more compelling reason is that we will constitutionally, be a devolved state. As many retreat or remain in their counties, we need to entrench our Kenyan-ness after all.

That will happen perhaps only if we can all start internalizing and proudly verbalizing our National anthem. Alongside, we need to believe, practice and continually verbalize the values thereon. Good examples include believe in **xx** Justice as our shield and defender **xx** dwelling in unity, peace and liberty with hearts both strong and true **xx** Service as our earnest endeavor **xx** Our diversity and homeland of Kenya as a our heritage **xx** standing firm in defense of our nation **xx** one accord which commonly unites us **xx** the fruits of our labour which fill every heart with thanks giving.

And once these guiding philosophies are continually internalized, verbalized and practiced, there may be no more Goldenbergs, Aglo-leasings, tribal crashes, post election violence, entrenched poverty and other undesirable national shames. Instead, there will be plenty for all, brother/sisterhood and eventually nationhood.

This may sound outrageous in the present day Kenya. It may also seem to be wishful thinking. It is nevertheless achievable, if there is goodwill of making it happen in our homes, schools, offices, factories and other situations especially in a rejuvenated Kenya. Above all, we will become good students of Robert Sharma.

Mwangi Wanjumbi, Newsletter Author

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How to Embrace Brace New Paradigm Shifts In Business

The tribulations of the nation of Israel during the agonizing 1991 Gulf War, are still implanted in many memories.



These Israelis were devastated by attacks from Iraqi despite not being involved in the war in any way. The strategy of Iraq was seemingly to draw

Israel into the war, probably as a means of attracting the wrath of the Arab world. Naturally, the other Arab countries could have sympathized with Iraqi had Israel fallen into the trap. Meanwhile, the world under a coalition led by mighty America had united to rescue the tiny but oil rich Kuwait Nation from occupation by Iraq, its strong northern neighbor. Earlier, Iraq had under the now slain dictator Saddam Hussein, overrun this tiny nation and declared it as one of its provinces, as a misguided solution to persistent oil field disputes.

Apparently, nobody was sure of the strength of Iraq's much hyped war arsenal. Perhaps, this is because, this warlike country had endured a long war with Iran, which had lasted from 1980–1988. More still, this latter war was great international news. No daily news was ever complete without elaborate updates on daily gulf war exploits.

Ironically, Israelis kept their cool despite persistent provocation. Under continued heavy attack by the coalition forces, Iraq under Saddam Hussein diverted attention through, seemingly wanting to provoke Israel into war, in the hope of attracting support from other Arab countries. If Israel had played ball, these Arab countries would have come in to

help Saddam from both the coalition as well as the Israel forces.

In the meantime, the provocation was being achieved through attacking Israel with weapons of massive destruction known as scud missiles. The missiles are long range weaponry which could be dispatched at any time and any target in Israel. They were aimed at anybody and anything hence undefined targets.

Actually, the small state was completely under siege from Iraq. But, the ever swift Israelis outlived the provocation against all odds.. Technologically, the Israelis employed war gadgets known as patriots as well as gas masks which were used by all citizens. The patriots could weaken the force of the scud missiles, therefore minimizing damages. Gas masks would protect the Israelis in the event of any nuclear attack. On the other hand, the coalition forces were continually weakening the Iraqi capabilities.

Interestingly, this war scenario is not different from our daily business lives. The only variation is that the provocation of Israel was defined. It was coming from one source – Iraq. On a day to day basis, we are faced with serious challenges arising from business environmental factors most of which are highly dynamic. The same factors bring opportunities and threats at the same time. Notably, avoiding threats occasioned by the competition, weather, technology, globalization and others will not be enough. You will at the same time be expected to ex-

ploit the ensuing opportunities.

Right now, our nation is bracing for devolvement into small administrative units known as counties. National resources previously centralized in Nairobi will now be managed in the counties. Some businesses will lose their traditional markets. Some counties will have needs which will initially be unmet. Market and supply chains will therefore be disrupted.

Conversely, the country has fully embraced regional integration. East Africans are free to do business anywhere as they exploit opportunities in the 130 million population strong market. At the same time, global investors from China, India and other vibrant nations are angling to flood the same market with goods and services as well.

As we approach and get entrenched in this New Year, it will be difficult to excel following traditional ways of doing business. We need to embrace new paradigm shifts more than ever before. Neutralizing attacks like the Israelis did will not be enough. This is particularly so because the forces of change cannot in any way be put at bay, especially in a fully liberalized economy. Suppliers, substitute products, and business rivalry amongst others continue to destabilize business.

Under the circumstances, we need to continually upgrade the business war arsenal. There can be no better way than embracing continued and dynamic business strategy solutions. Interestingly, strategy originated from war exploits. It became popular after the Second World War. The war strategies were found to work in business as well. They have therefore been employed continually but modernized over time.

Undoubtedly, it is only through strategic approaches that business can attack threats and exploit opportunities at the same time. Indeed, a combination of regionalization, decentralization and even globalization call for re-invention of our business practices irrespective of the business scope. Is your business set for the inevitable shifts?

Mwangi Wanjumbi, Newsletter Author



PTAK News: PTAK – Professional Trainers Association of Kenya, is a Government registered body which aims to take workplace learning to new levels. The association is continually growing in size and stride. The membership has now reached about 1000 members. Meanwhile, ALL registered members will require certification through attending an initial PTAK TOT – Trainer of Trainer's course. It is through this course that members are introduced to desired professional training standards. The courses take place every 3rd week of every month. Book your place early to avoid disappointment. SEE YOU during the various training sessions. CONTACTS: Vision Plaza, 2nd Floor, Suit 35, Mombasa Road, Phone 254 20 2519102 or 0717648648 Web: www.ptakoffice.org Meanwhile, the registered members' Annual General Meeting of Tuesday, 19th October 2010, at Charter Hall was highly successful. Many issues were discussed which are invaluable to the training profession. Those who are members are requested to continue supporting the association.



Strategically Thinking – Thought for December 2010

Why We Are stuck in a poor learning culture

One fact that may not be disputable about Kenyans, is that they have a very poor learning or reading culture, especially after leaving school. Worse still, majority only read to pass either professional or national examinations. It is no wonder then that many people pass examinations but are left with little or no knowledge at all, for application to the practice of whatever vocation. I think it may not be out of order to conclude that we have more educated illiterates than those who are properly educated, who actually apply the knowledge acquired. But what actually causes this poor learning or reading culture?

I had never given any thought to this matter until recently, when we met with Mike, an old friend, of those early years of our young adulthood. Like me, Mike was studying to become an accountant. For many years though, Mike could not make headway in the then tough Certified Public Accountants Examinations. They were not only tough but punishing to the candidates. In fact, it is only recently that candidates were allowed simple aids like calculators during examinations. But, it is not that I fared better either, as outlined in the article titled "Personal Strategy: Many skills half a brain," which is uploaded in our website.

So, when we recently met, we ventured into discussions on continued learning, a subject that Mike detested vehemently. "Why are you so much against continued learning Mike," I enquired.

"My friend, you need to realize that I spent many years pursuing my professional qualifications. Given, my tribulations, I do not intend to study anything more unless professional development training, which is mandatory anyway," Mike volunteered with finality.

Since then, I have revisited the matter and at the same time had further discussions with Mike. Apparently, Mike ventured into a career which he seemingly had no personal orientation as described in the personal strategy article. He nevertheless struggled hard to complete the professional qualifications. Of particular interest is that Mike's perception is that learning is difficult and sometimes seemingly a punishment. He would hate to learn anything, new lest he encounters the same challenges as he had done earlier. But, is that the reality with all others?

As explained in the article mentioned earlier, our brain operates on the basis of 3 compartments. There is the right brain, the left brain and the whole brain. The right brain is associated with creative or artistic thinking process. It involves thinking outside the box. Good examples of right brained people include marketers and musicians amongst others. On the other hand, the left brained people are associated with logical thinking. They perform best when following formulae and other exact science principles. Most scientists, mathematicians and accountants lie in this category.

The third compartment is the whole brain. Here, one is capable of being both logical and artistic therefore using both the right and left brains exceptionally well. Such people are however a minority in the society. It follows therefore that, we need to choose careers which are related to our personality or brain orientation. When we choose the wrong careers, we end up facing gigantic challenges as we try to get to the top. Like Mike, we develop negative attitudes towards learning. Perhaps that is why many Kenyans detest continued learning after getting established in one career or the other. Should the situation be left to continue escalating?

We certainly need to adopt lifetime learning cultures. "Minds that are challenged through learning make people remain young, even at 80 years, whereas others age at 20 years, once people stop learning" as noted Henry Ford. This is achievable but only if we can early in life understand our personalities and talents and align ourselves appropriately.

Mwangi Wanjumbi (Newtimes Newsletter Author) Comments at info@newtimesconsultants.com
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.

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Key Solutions — Newtimes Business Solutions

Through our Flagship program branded as STAFF MOTIVATION AND CAPACITY BUILDING TRAINING SOLUTIONS, we provide 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. The program has content for :-

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

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You can also view video clips depicting us live in action @ <http://newtimesconsultants.com/videogallery.html>

NOTE: Our recently introduced HR Recruitment and Placement Solutions @ <http://www.newtimesconsultants.com/hrdforum.html>



1. PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

Stop Living in Self Pity.

In 2006, we hosted a unique guest in Nairobi. He is none other than Nicholas James Vujicic who was born on 4 December 1982, without limbs. Despite being legless, he has two small feet, one of which has two toes. Vujicic, an Australian national, is a preacher, motivational speaker and the Director of the non-profit organization called 'Life Without Limbs,' which he formed at age 17. He did this as a means of overcoming hardships experienced early in his childhood.

Vujicic acquired university education after which he began his travels as a motivational speaker. Through the talks, **Vujicic** attracted more and more mass media coverage. Today, he regularly gives speeches on subjects such as disability, hope, and finding meaning in life. Interestingly, Vujicic will even enjoy a swim like most of us.

In 2008, the US Federal Aviation Administration granted Jessica Cox a pilot license making her the first pilot to ever fly a plane using only her feet. Jessica Cox was born without arms but still trained to be a pilot of her non-modified 1946 Ercoupe 415-C plane. This is a kind of plane that does not have rudder pedals and only requires two limbs to control, unlike most planes which require four. It took this courageous lady three years to complete her flight training, a course which other people would normally complete in six months. Nevertheless, all her sacrifices paid off when she was finally up in the air, flying the plane all by herself.

In October 2010, Press reports brought to light an armless KCSE candidate who was tackling the exams using his legs. This 21year old youngster was born without arms, somewhere in western Kenya. He writes while sitting on a low stool, only requiring 15 extra minutes to complete each paper, compared to his able colleagues.

In November, 2010, we received another unique guest, this time from Italy. M/S Simona Atzori, is a 36 year old dancer, painter and motivational speaker. Born without arms, Artzari has perfected the art of amazingly using her legs for almost all her needs. As noted, she would not know what to do with arms if she was to get them today.

Meanwhile, the ability to overcome inability and lead almost normal lives by the above 4 individuals is amazing. They have mastered their strengths to overcome their weaknesses and move on with live like everybody else. In particular, they have done so with confidence and enthusiasm. Consequently, there are those of us enjoying full use of our body organs, but living in self pity, self denial and therefore lacking in self esteem. We had better re-examine our purposes in life. Without doubt we each have power within us which could help us in finding meaning of life, whatever the situation.

Newtimes E- Newsletter Author



Did you know?

- 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 your attitude determines your altitude?
- 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, the CEO and Chief Trainer of Newtimes Business Solutions. He is himself a Business Strategy Consultant and Management/leadership Skills as well as Motivational Trainer

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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.

Focused Employee Re-branding now desirable especially in a rejuvenated nation.

At one time, an organization requested to have some of its staff trained on Intrapreneurship skills. This concept is similar to the more commonly known entrepreneurship skills. But, the former are attributable to organizational employees. During the training, a memorable question was raised by Peterson, one of the participants. "Is it not appropriate then to identify loopholes in an organization and take personal advantage of the same," Peterson sought to clarify. Apparently, he was excited by the entrepreneurship trait of ability to continually seek, detect and exploit opportunities. But, before being corrected he had seemingly not fully appreciated that identification of opportunities was this time for the benefit of the employment situation.

Meanwhile, we have in the recent past been treated to news of a bank officer who assembled all the foreign currencies that were at his disposal in the workplace. Eventually, he took advantage of his position and casually walked away with the millions, despite the full glare of the CCTV system. Naturally, it is unlikely that the officer exploited this opportunity and at the same time left unnoticed. It is even ironical that nobody did anything on the matter, a situation that led to huge financial losses. Similarly, there are many situations where employees have been continually exploiting such opportunities.

Interestingly, such actions are mostly viewed as abuse of trust, perhaps by only one person. But, then likelihood of others, being accomplices in embezzlement of the resources leads to dangerous situations. More still, only symptoms of an entrenched problem gets into the limelight, whereas the dangerous culture remains undeterred. The end result is tragedy for organizations. Why? Such occurrences are indications of glaring disconnection between the employer and employee brands. Should it be left at that just because there will be compensation from insurance?

Disconnection of employer and employee brands portends trouble. It translates to differing of goals and objectives between the employer and employee. Further, it indicates absence of unity of purpose and direction within the entire organization. Indeed, the brands may be in competition for benefits or resources one way or the other. The situation could even lead to the beginning of the end of an organization if left unattended.

Luckily, it is possible to avert deterioration of this situation without necessarily invoking legal measures or even coercion. The surest reversal or improvement strategy is through continued re-branding process. Employees will be helped in adopting improved attitudes and behaviors. The employer will also be helped in implementing measures of enhancing the branding process. Only then will the employees and employers walk together in mutually beneficial relationships which are guided by befitting brands.

In the meantime, the re-branding process is now necessary more than ever before, especially in a rejuvenated nation. Notably, the nation has through the new constitutional dispensation embraced new values, which need to be cascaded to the whole national spectrum. Organizations could benefit more if they are pro-active on this matter. What then is your organization doing towards promoting healthy organizational and national people brands? Naturally, it all starts with you and me.

Author – Newtimes E-Newsletter

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



Participants from Insurance/ Reinsurance Companies



From a Nairobi tourist Industry Development firm



From an Insurance / Reinsurance Broking firm



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

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

All Our Courses are DIT approved. They are intended to arm 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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Youth Mentoring & Development Strategies

Many CEOs face challenges of nurturing the future leaders under their care, therefore the need for this section.

THE YOUTH CHALLENGE— Success Strategy

Perhaps you are there and wondering whether you are on the right track. May be you are going through challenges in your career. You may on the other hand have lost passion in what you do for a living. Worse still, you may be having financial challenges. In fact, you may be feeling unsuccessful and unfortunately cursing yourself for all those seemingly unpalatable experiences. Indeed, it is difficult to find a person who is not going through one success challenge or the other. Therefore, there may be nothing wrong with those experiencing challenges. However, there may be everything wrong in how we approach solutions

to those challenges. What does this mean?

One of the greatest challenges in life is to achieve all the successes that we long for in equal measure. That is why it is important to understand the basic theory of motivation so that we can be properly guided as we face routine challenges. This basic theory of motivation or needs was formulated in the 1940's by Abraham Maslow, an American psychologist. The theory advocates 5 stages of success in life, for every human being. It tries to explain the immediate needs that are supposed to be satisfied one way or the other by each one of us. These needs are apparently hierarchical in nature. Further, they are driven by our sensory system of hearing, seeing, tasting, smelling and feeling.

At the lowest level is the basic bodily needs of food and water. This is followed by security needs which include clothing, medical health, job and also shelter. Naturally, the first two levels of needs are dependent on finances especially for adults. The third category of needs is emotional in nature and revolves around relationships with family, society and the people that we constantly interact with.

Fourth on the hierarchy is the recognition need which is somehow related to how people react to whatever we do in life. Do they appreciate our work, our products or our businesses? Are we rewarded for our efforts? If so, are we rewarded adequately to the extent of feeling contented? These are serious questions that we need to ask ourselves, if we expect to achieve the success that we desire in life. Apparently, success for most of us does not go beyond this 4th level. The 5th level is termed as self actualization. Most people confuse this level with achievement of personal power. A good example is striving to become a company CEO or even a member of parliament. Whereas there is nothing wrong with that, it however does not contribute to self actualization.

Careers/Vocations

This self actualization is attributable to pursuance of high goals aimed at achieving ones full potential. How many people are able to achieve their full potential? Very few indeed, as most researchers have argued. It is also argued that the achievement of potential needs to be outside personal interests and more for the general good of humanity. Is it a coincidence then that most people who are said to be self actualized become Nobel prize and national award winners amongst others? In fact, some end up pursuing lifetime causes in the interest of humanity. Consider such cases as Nelson Mandela, Prof. Wangari Mathai, Mother Theresa and Prof. Mohamed Yunus of The Microfinance Movement, amongst others.

This then takes us back to the 4th level of recognition, since this is where most people will reach. What does it take to get there? Notably, failure to achieve all the levels of success leads to stress in our lives. Sometimes, we end up doing things that we ordinarily would not do. We end up in the wrong careers or vocations. When we do that, we risk failure of being recognized in our occupations/vocations. We end up only surviving but never nearing achievement of our potential.

Consequently, as we strive to achieve all the levels of success, let us try to understand ourselves, our personalities, our talents and interests. We need also to continually assess our SWOT— (strengths, weaknesses, opportunities and threats) analysis. Based on the SWOT, let us determine our line of best fit and place ourselves in positions of continued success. Let us continually put the cart where it rightfully belongs. It is only upon understanding our line of best fit that we will entrench the building blocks of continued and irreversible success. Yes, success is driven more by the powers within us rather than those outside us, which can only augment or facilitate. Eventually, focused work effort brings forth desired financial success. **Editor - Newtimes E- Newsletter**

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