

The NEWTIMES E - NEWSLETTER

Issue: Feb/March 2012

Uniquely Authoritative, Informative and Practical

Since September 2006

INVALUABLE STRATEGY LESSONS

THE HIGHLIGHTS

THE LEADERSHIP CHALLENGE

Organizational Growth Can Never Exceed Prevailing Levels of Leadership Influence?

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A COMMUNICATION TO CEO'S / BUSINESS EXECUTIVES

Philosophy is about search and dissemination of knowledge, for the improvement of the welfare of humanity

Welcome to our incisive Newsletter that articulates on personal, business and national development strategies. We bring out interesting case studies that provide invaluable learning experiences, especially for the **youth** and **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

Organizational Growth Can Never Exceed Prevailing Levels of Leadership Influence

Until a few years ago, by most leadership Gurus. I used to wonder why numerous organizations either stagnate or are unable to outperform their circumstances. This situation, despite being sometimes seemingly endowed with invaluable growth potential. Some have the state of the art technology and financial resources. Others are endowed with untapped market potentials. Yet, others are monopolistic in nature, whereas others can easily reach support of stakeholders such as the government, and somehow grow even up-to the moon.

Whereas many analysts would attribute this scenario to corruption and poor management, I vehemently disagree with this perception. Make no mistake. This does not obviously and by any means imply support for corruption and its perpetrators. Nonetheless, not all organizations are subject to the two retrogressive ailments. My own continuing research has revealed another direction, which we have been addressing, as and when opportunities present themselves. Apparently, we as a nation have challenged leadership direction and skills in most organizations. Why say this?

Leadership anywhere is about the power of influence. There are various types of influences, which are recognized

trolling their followers like things or even furniture. Sometimes, it may be against the followers' own will. Others may accept to follow unwillingly just to please the office holder or justify their continuity in employment. Think of performance levels in such situations. Indeed, this could even present trouble organizational continuity.

The scenario is even worse in today's information era, where the workers are no longer seen as providers of labour. Instead, they are rightfully categorized as organizational intellectual capital. They possess and continue easily acquiring knowledge and information, which can be used for the benefit or otherwise of organizations. Whichever way the information is used entirely depends on the existing relationships. Naturally, favorable relationships demand for growth of leadership into the next levels of influence.

Each of them which we will reflect on, as and when appropriate, attracts followers in different ways and for diverse reasons. The followers accept to perform willingly depending on the improving relationship and growing organizational leadership.

Effectively, organizations continue growing exponentially as the leadership influences mature as well. Naturally, there is no organization anywhere, which can outgrow the leadership experienced within its framework. Organizational growth may therefore be commensurate to the quality and level of leadership influence at any time.

Mwangi Wanjumbi (MKIM)
Author, Newtimes E - Newsletter





Key Event Highlights Since Last Newsletter

- Organizational culture change program for KTDC—Dec 2011
 - Open Strategic Lead./Mgt Workshop — Dec 2011
- Upcoming Events:
- Organizational Culture Change Continuation—KTDC
- See also 2012 Training Calendar

Org. Culture Change Foundation Program (In-house only)

- | | | |
|-------------------------------------|---|--------|
| Step 1. Non—Management Staff | — | 3 days |
| 2. Middle Mgt Staff & Professionals | — | 3 days |
| 3. Senior Management Staff | — | 3 days |
- Note: The difference is content and/or training methodology

BUSINESS Strategy - Change Inspiring Reflections & Case Study Analysis

Ignore Multiple Skills at the risk of Suppressing Personal and Organizational Growth



Why would a well educated marketer and the accountant. It is in this light that he was able to conceptualize a thought provoking and popular article on personal development titled “multi-skilling is the best strategy which is still uploaded in our URL. So, all this knowledge and experience becomes handy whenever handling trainees especially of diverse thinking orientations. More importantly, staff with multiple skills are able to understand the cause and effect relationships within the organizational environment. Acquiring such skills therefore enables them to manage their departments more efficiently.

Therefore, when confronted with the thoughts of a diehard left-brainer (an accountant for that matter), he was not taken off balance as such. Instead, he only wondered why a highly educated accountant could be so pre-occupied in accounting functions and processes with little regard to holistic knowledge on company operations. In one highly successful organization that we know of, the marketing department does not always go pitching alone. The team is in turns accompanied by a mix of members from HR, IT, Finance and other departments as may be deemed necessary. The non-marketers acquire skills which enable them to bring business as well.

The latter move has led him into achieving invaluable potential of becoming a marketing practitioner, passionate trainer and writer as well. In fact, he was in 2007 - 2009 where teamwork is the order of the day. It is even more beneficial when a critical mass of senior organizational staff is endowed with multiple skills. More specifically, all senior staff members need to be strategic thinkers. In fact, this is a crucial attribute for all. These skills enable people to think outside the box as they seek to understand the distinctive advantages that could maintain organizational competitiveness. That calls for clear appreciation of organizational products and services as well as the existing and potential customers. It is also important to be aware of the competition, their strategies and even competitive advantages.

Eventually, all the organizational employees who attain certain pre-determined levels of sales are rewarded appropriately. In that case, acquiring multiple skills becomes beneficial not only to the organization but also hard-working employees. Multiple skills could therefore be beneficial if encouraged. In any case, they lead to both employee and organizational growth.

His main advantage then was and still is the fact that he understands the thinking of both the marketer and the accountant. It is in this light that he was able to conceptualize a thought provoking and popular article on personal development titled “multi-skilling is the best strategy which is still uploaded in our URL. So, all this knowledge and experience becomes handy whenever handling trainees especially of diverse thinking orientations. More importantly, staff with multiple skills are able to understand the cause and effect relationships within the organizational environment. Acquiring such skills therefore enables them to manage their departments more efficiently.

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Mwangi Wanjumbi (MKIM)
Author, Newtimes E-Newsletter

Why do our training and Consulting Solutions Stand out in a dynamic and highly competitive environment?

- | | |
|---|---|
| <input type="checkbox"/> We are hands on consultants with broad experiences on best business practices | <input type="checkbox"/> We are good presenters backed by great story telling (see writings) |
| <input type="checkbox"/> We uniquely understand how to blend the business theory and practice | <input type="checkbox"/> We always develop and deliver invaluable training & consulting reports |
| <input type="checkbox"/> We are continually up-to-date on global business trends (backed by research prowess) | <input type="checkbox"/> We follow experiential and motivational training process leading to easy application at work |
| <input type="checkbox"/> We easily customize training & consulting solutions to suit client needs | <input type="checkbox"/> We follow up progress. We even conduct training impact & ROI analysis on demand |
| <input type="checkbox"/> Our innovative solutions are simplified, highly dynamic and universal | <input type="checkbox"/> Finally, we are Trainers of Trainers for the Professional Trainers Association of Kenya |



Strategically Thinking – Thought for February 2012

Adopt New Attitudes on Quality Or Wait For Doomsday.

Poor examination grades resulting from poor institutional management present the beginning of a life of poorness for our beloved youngsters. If anybody ever doubts, the impact of quality to our lives in general, I will dispatch my one time Total Quality Management lecturer to him/her. This is the man who totally changed my perception about life, work ethics and success. It is memorable how all of us learners kept murmuring, upon provocation by his insinuations. In fact, one would have been forgiven for mistaking him for an undercover Japanese protégé. “Yes, only adopting the culture of quality like the Japanese can bring success in your businesses, in careers and whatever other endeavors in life,” Mr. Maina kept saying.

And to demonstrate his believe in quality culture, he kept referring to a citation by Dr. Edward Deming, a foremost Quality Management pioneer who relocated from US to Japan, after the Second World War. This Guru is renowned for his insinuations that “Quality is free; there is no rework or wastage of resources; you get it right first time.”

Dr. Deming, a former World War 2 equipment engineering veteran, from USA was poached by the Japanese. Yes, they needed him to help in the rebuilding process of their country. Those who may recall, know very well that Japanese products including vehicles and electronics were treated sarcastically by the rest of the world, especially up to the 1980s. They were deemed to be third rate products, which could not meet desired quality standards.

Instead, demand was biased towards European and American products for obvious reasons. However, focus on quality has over the years led to reversal of global attitudes towards Japanese products and institutions. Notably, Japan made quality improvement into a national culture almost to the man. It was matter of continuous improvement later driven by what is today known as Kaizen - it advocates that there is always room for improvement. It is no wonder then that before the advent of China in the recent years, there were only 3 global economic superpowers, then known as the TRIAD. That includes Europe, Japan and the USA.

One wonders why all these facts were and still are relevant to studies in Total Quality Management. It is important to appreciate how Japan has over the years transformed from a victim of destruction, especially through the atomic bomb which hit and submerged Hiroshima in 1945, to the economic power house that it is today. Perhaps, we need to ask ourselves; where are we placed in this quality scenario?

Ideally, we are largely a nation of copy and paste culture. Rarely do we embrace creativity and innovation as a way of life. Continuous improvement is almost a vocabulary to many. Whenever we attempt to respond to change, we have little respect for quality. That explains why we never appreciate our own products and services. We will more often than not derive satisfaction from imports from the East, West, South and literally every sweet talker who can convince us to buy whatever product that they wish to dump at our doorsteps. The list of such products is endless and sometimes even nauseating.

That has continually made our economy to be at the mercy of international speculators who are easily aided by the forces of global competition, especially in light of our liberalized economy. Do you still recall the recent free fall of our currency by more than 30%, compared to other international currencies? If so, we all need to do something about changing the situation. Let us all embrace new paradigm shifts in 2012.

Indeed, it is possible to overhaul our attitudes and practices on quality. We need to know that the world markets have insatiable demand for quality products and services. The same markets will however have no tolerance for products emanating from jua kali mindsets of poor quality and quick bucks.

That is why world beating Kenya exports of tea and coffee are re-processed to meet standards of the importing countries. Indeed, it is us who are unable to attract much needed foreign currency from global consumers. Do we not realize that believe in quality goods and services could keep off mediocre international traders from our own territory?

More still, do we not need to protect our currency from future upheavals that could be driven by global forces of competition? Essentially, each of us has a duty to safeguard ourselves, our organizations and national situation from the volatility of the global forces of demand and supply. Alternatively, we can each do nothing about quality and wait for doomsday.

By Mwangi Wanjumbi— Newsletter Author

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 (motivation). Many authors have indicated that staff who are de-motivated for whatever reasons perform only up-to 10-20% of their potential. That effectively translates to 4-8 working hours (I day Maximum), in a 40 hour working week. What happens to the balance of 32 hours or 4 full days. The bitter truth is that it could be going to waste and therefore lost for good by both parties. What of the organizational challenges presented by the now dreaded Y generation? Can anything be done about these issues? Apparently, our flagship program branded as **STAFF MOTIVATION AND CAPACITY BUILDING TRAINING SOLUTIONS**, provide organization-wide improvement of motivation levels and performance enhancement solutions whatever the generation. This innovative bottom up intervention of Newtimes Business Solutions also doubles up as a foundation corporate employee re-branding as well as organizational culture change solution. This highly experiential and motivational program has content for :-

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

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

Applied Business Leadership Skills (2 days) for CEOs and Senior Corporate Managers is the 4th tier, which lays a sound foundation of the improvement process. The same blends well with our innovative programs on Customer Relationship Management, Marketing Management & Business Strategy training, all of which provide great opportunities of continually transforming business from GOODNESS to GREATNESS. Welcome!!!

Attention: Attention: Is your organization encountering Staff attitude, values and performance skills related challenges? If so do not worry; It is not your fault. However, don't leave it to fate; iko dawa (there are Solutions). Just call on us for free discussions on how we can help you to get out of that situation, like we are continually doing for others. Meanwhile browse customer experiences

@ <http://www.newtimesconsultants.com/testimonials.html> for more.

Welcome!!!

Ever Heard of Attitude Management TOOLS? Yes! But Only at Newtimes Business Solutions.

They Bring Instant Personal/Organizational Change — The benefits are guaranteed for all who apply the defined change process



PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

Are You Still Downplaying That Which Could Propel You to Greatness in Life?

Until getting amassed into studies on entrepreneurship amongst others, the concept of focused success in life was seemingly hazy and more appropriately a complex matter. It was not quite clear to me what exactly drives continuing success in our lives. Nonetheless, some people advocate developing whatever skills to your best ability. In my view, it pays, to align the skills with own personal orientations. Why say this?

Through entrepreneurship studies, I was able to add one plus one and come up with my own unique perspective. I realized that talents are the greatest drivers of success for anybody living in this planet. It does not matter whether one is in self employment or formal employment. It does not even matter the chosen career or vocation. All it matters is that one is doing what is right based on his/her own uniqueness.

Following one's natural gifts comes with bag loads of advantages whose co-relation may or may not be obvious. They all reinforce one another towards continued achievement of desired goals in life. Creativity is foremost of them all. Naturally, it is difficult for anybody to be creative in something in which he/she has no unique abilities.

This creativity which eventually breeds innovation becomes extremely handy, particularly in competitive situations in not only careers but also business activities. The higher the degree of creativity and innovation, the more likely is the chance of outwitting the competition. Besides, is it not the same creativity and innovation that yields unique products and services?

Secondly, following talent yields confidence in not only the pursuance of the chosen careers or vocations but also in life generally. When guided by talent, you are sure of yourself and your purpose in life. You are sure you are contributing to the improvement of the welfare of humanity in your own unique way. More over, you can easily become the best in whatever you are pursuing in life. Further, you are sure that you are not chancing in any way. That enables you to face life with confidence and determination no matter your residence on this planet.

Thirdly, talent yields passion. Without passion, it is difficult to achieve job satisfaction in whatever situation. It is also difficult to reach ones full performance potential. This passion is a derivative of infinite interest and enthusiasm. Ideally, talent oriented passion can last a whole lifetime. Any doubts about this? In fact, work becomes long sessions of having fun. Many writers for example write or work their whole lifetimes. They neither tire nor retire from their vocations. How can they when they are constantly having fun and making big money at the same time?

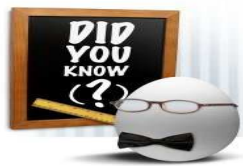
Fourthly, when following talents, you become focused in life. Some authors say that life is about adventure, which needs to take the shortest time possible after attaining adulthood. This is followed by focus and eventually living a legacy. It is unlikely that you can live a legacy without first being properly focused on careers or vocations. We therefore need to have the right focus for us to live complete lives.

Fifthly, following talents enables one to acquire patience and resilience. Knowledge that one is in a career or vocation for the long haul breeds inevitable patience. One is able to continue researching and improving endlessly on the chosen fields. In that regard, one is naturally precluded from pursuing instant gratification whose benefits are only short term.

The same are marked by attitudes of scarcity mentality, which sometimes lead to tendencies of greed with regard to acquiring wealth. When wealth becomes out of reach, people may turn into hopelessness. The alternative is the preferred abundance mentality which enables people to realize that their opportunities of acquiring whatever they want in life lie ahead of them. Further, they may even be inexhaustible.

Sixthly, most of the people who follow their talents remain gainfully employed throughout their lifetimes. Many of them will also work at their own terms. They will charge the fees that they deem fair for their efforts as long as they can be afforded by the market. This market or target customers will have no qualms about the same. Yes, they will be proud of the value obtained from the talented service provider or product developer.

In very simple terms talents are the guides to our purposes in life. We are born with these free gifts of nature which most people tend to take for granted. Yet, it is just about choosing these invaluable gifts and developing them as appropriate. Therefore, we do not need to struggle in life when the power to propel us into greatness lies right within us. **Mwangi Wanjumbi—Author, Newtimes E- Newsletter**



Did you know?

- That our successes in life are attributable to only 15 % of our technical skills, while the balance of 85 % depends on our soft skills? (Dale Carnegie)
- 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 you are young at 80 ('therefore youthful') if you continue learning or old at 20 if you stop learning? (Henry Ford)
- 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/Consultant of Newtimes Business Solutions. He enjoys Business Strategy Consulting, Management/leadership and HR Skills as well as Motivational Training

NEWTIMES BUSINESS SOLUTIONS

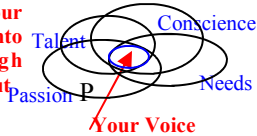
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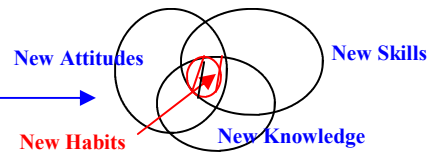
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We will help you find your voice as you venture into GREATNESS through understanding more about



We can help you to become a Renewed Person, Endowed With



Images never lie. Instead, they communicate more than 1000 words. View some which are continually uploaded @ <http://www.newtimesconsultants.com/pictorials.html>

WHAT OUR CLIENT ORGANIZATIONS SAY ABOUT THEIR EXPERIENCES Please Check @ <http://www.newtimesconsultants.com/>



THE YOUTH CHALLENGE

Youth Mentoring

Why You Need to Become an Effective CEO of Your Personal Life For a Start?

Recently, I was tickled by a youthful Newsletter subscriber who seemingly cried foul for being referred to as a CEO, yet he is only a university student. Serious! Is it not?

The truth is that we are all CEOs or chief executive officers one way or the other. Even if, you are not an organizational CEO or Business Executive, you are no doubt a CEO OF YOUR OWN PERSONAL LIFE, or affairs at the minimum. Or are you not?

In the event that you may not be aware, your success or otherwise in life is attributable to your parents only to the extent of 5 % or even less. However, there is only one condition as determined by psychologists. The parents ought to have helped you to acquire education probably up to university. Incidentally, an educated person is described by the Oxford English dictionary as one who has acquired at least one university degree, even if there is no distinction on the branch of study. The presumption is probably that one who has attained that level of education is able to make well informed decisions on personal life, careers and other situations.

The purpose of this newsletter therefore has been to empower all CEOs of whatever category with practical knowledge and attitudes on how to successfully cruise through various attributes of life especially in a dynamic world. More specifically, it seeks to enable the readers to become focused and thus capable of **Careers/Vocations** readying themselves towards becoming economically active throughout their lifetimes.

The ideal situation is to help readers to discover their purposes in life, a situation that enables them to unleash their full performance potential. Yes indeed, all of us need to contribute to the improvement of the welfare of humanity one way or the other. Consequently, we believe that those who have been reading this newsletter since September 2006 can attest to this assertion.

More over, those who have been attending our various training programs have no doubt been benefiting from fast-tracked and structured personal and career development processes, which they have from then onwards kept reaping invaluable benefits. You are welcome to benefit from the structured training programs should you need to fast-track your progress as well.

By Mwangi Wanjumbi, Author - Newtimes E- Newsletter and Beyond Survival (An Inspirational/personal development book in the publishing process)



A faster pace calls for a personal/ employee re-branding process

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>

NEWTIMES BUSINESS SOLUTIONS

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ORGANIZATIONAL STRATEGY:
THE CEO'S DILEMMA



Repeat Clients earn attractive Loyalty Rewards, as we continue helping them scale the heights of progress – It may therefore be beneficial to be Loyal



Scaling the Heights

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(TZ)
 - Pacific Ins. Brokers Ltd &
 - First Reins. Brokers Ltd
 - Dunlop Industries Ltd
 - Simbi Roses (Sansora Grp)
 - Pacico E.A. Ltd
 - RIDO Savings & CR Sc (UG)
- Kenya Tourist Dev. Corp
 - Kenya Reinsurance Corp.
 - CIC Ins. Group Ltd.
 - AMREF Int. Training Centre
 - National Museums of Kenya
 - Basco Products Kenya Ltd
 - Medlink Labs & Surgicals Ltd
 - Centro Food Industries – Thika
 - Wida Motel Ltd
 - Alfa Paints Kenya Ltd
 - Africalla (K) Ltd
 - Mullard Fire Protection Ltd.
 - Assa Abloy E. A. Limited
 - Kenya Wildlife Services

A CIC Ins. delegate receives a CRM Training Cert. as one from Africalla (k) Ltd looks on -Sept 2011



Below: Awarding a certificate to a Manager after a strategic leadership & Mgt



Below:group Photo with non-mgt staff of KTDC after an employee re-branding Program. The HRM franks the NBC Chief Trainer



Below: 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

Why Not Choose to Transform Your Organization; from GOODNESS to GREATNESS in 2012?

Any time we encounter a past training delegate, we are fond of casually enquiring whether he/she is still applying the experiential lessons gained during the respective program. Interestingly, most of them have a few things to share in memory of the training.

But, that of Monica, a recent delegate of Staff Motivation and Capacity Building Training took us by surprise. “I have completely changed my attitude towards my job, the employment situation and even my bosses. I now know that promotions are no longer an entitlement. It is me to work hard to proof my worth so that I can get rewarded through promotions and merit increments, else....,” Monica volunteered. We had thought that this was rather obvious, but it is not as we learnt.

Nonetheless, such feedback has enabled us to continually gain invaluable confidence whenever making presentations to prospective clients on what we can do for them. But, the same has apparently not been enough as experienced sometimes in the beginning of 2011. Two companies that invited us for a discussion, had implemented the balance score card, one of the processes of tracking employee as well as overall organizational performance. As has been experienced by many organizations, the balance score card does not always work as expected, especially when employees and other stakeholders have not been adequately prepared for the same.

In one of the cases, we were retained to prepare the employees towards a re-orientation process. In the other, the organizational leadership was seemingly unable to buy our ideas. In our view, they seemed to have become extremely precautious whenever dealing with consultants. It was not surprising therefore that our presentation was termed as “too good to be true.” This may be understandable given their past experiences as had been explained. We are not sure what they deed thereafter, but for us, it was yet another learning experience.

Today, we ensure to provide “money back guarantees,” in the event that the client does not notice change in attitudes, at the minimum, immediately after the training. That particularly applies to all in-house programs, more so those regarding organizational culture change/employee re-branding.

Meanwhile, a recent experience further supports Monica’s earlier explained paradigm shift. In light of the guarantee, the HRM of a quasi-government body called for the delegates’ recommendations soon after the training. To our amazement, the team unanimously gave an immediate verdict, even before we could leave the training hall. “Let them please be paid immediately,” they pleaded in unison.

As experts in enterprise and human capital development, let us remind CEOs and business executives that any worthwhile training in this knowledge era of the 21st century needs be seen to help the delegates to acquire renewed paradigm shifts. Only then will organizations continually transform from GOODNESS to GREATNESS.

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

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