

The NEWTIMES NEWSLETTER

ISSUE: June — July 2010

Since September 2006

HIGHLIGHTS

- THE LEADERSHIP CHALLENGE
- THE BUSINESS STRATEGY
- STRATEGICALLY THINKING
- PERSONAL STRATEGY/INSPIRATION FOR THE MONTH
- DID YOU KNOW?
- ORGANIZATIONAL STRATEGY/CEO' S DILEMMA

INSIDE THIS ISSUE:

The Leadership Challenge	1
The Business Strategy	2
Strategically Thinking	3
Personal Strategy	4
Did You Know?	4
Organizational Strategy	5

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 give you our own perspective. Let us together study and understand our national and business trends so that we can make important decisions from informed positions. This has been our contribution towards inspiring change in search of progress, since September 2006

Note: Free Subscription In June 2010; Half Subscription rate in July 2010

THE LEADERSHIP CHALLENGE

RAY OF HOPE as Ethical Leadership Practices Start Becoming Fashionable

There is a ray of hope in ethical leadership practices. Close to two years ago, I met Johnston, a Kenyan loving Mzungu from down south. He had read one of my published articles on ethics and decided to have a chat with the author. This was probably motivated by the fact that he had attempted to unite some corporate executives with a view to initiating a locally based ethics movement, some ten years before. Johnston, who was by then working as an expatriate received initial encouragement and was even asked to prepare a concept paper for his great idea.

Driven by passion, Johnston burned the midnight oil to produce, not only the concept paper but also the proposed brochure for marketing his ideas on ethical leadership practices. As is normal, the brochure contained the mission, vision, objectives and values of the soon to be embraced ethics development oriented movement. But alas! As each executive examined Johnston's now formalized ideas, they started missing in action one at a time. The previously regular meetings shortly died down.

Sadly, Johnston's ideas had become stillborn. But, the memories and spirit had not died. That is why he was keen to share his experience long after his failed attempt to inspire change in his own small ways. So, as I stepped into the meeting hall of this ethics based membership organization, I felt overly encouraged. At last, a forum has been initiated whose agenda is sorting out our challenged values and ethics.

Speaker after speaker lamented how difficult life has been for them after deciding to chart a different course compared to the majority of Kenyans. In the workplace, those whose values are incompatible with majority find it hard to even be promoted. Samson for instance narrated how he has resigned

to working without ever expecting any promotion during his employment term in the public sector. He has so far done ten years without any recognition at the workplace. Diana had to cut short her presentation on ethical leadership practices when her host switched off. "Ethics is an unwelcome vocabulary in our operational environment," the host interjected.

Melvin's situation could be an interesting case study. He served his full three year contract as a CEO of a quasi government body. He is proud of having left without a single finger having pointed at him, for any scandal or misconduct of whatever kind. No wonder, he was re-deployed though in a less senior position, in yet another quasi government body, where he is serving even



now. Most other CEOs disgracefully leave formal employment altogether after finishing their contracts. But, why is embracing positive values and therefore ethics such a challenge in our society? Are the alternatives rewarding? Are they sustainable?

One of the items that many readers may not have noticed in the proposed constitution is that, it contains positive national values that have not been embraced in the past. These values could naturally promote new behaviors if practiced across the board. Absence of positive national values has probably contrib-

uted to the continued societal and organizational decadence. This brings to mind an analogy by President Kibaki during his early presidential campaign days. He used to insinuate that some Kenyans believe that lies end up becoming truths when repeated a thousand times. On the same token, Kenyans tend to do the wrong things believing that they become right when embraced by the majority. Unethical behavior is evil whether practiced by one Kenyan or the whole society. It may seemingly be rewarding in the short term but in most cases it eventually becomes disastrous.

The yet to fizzle out global financial meltdown resulted from mortgage loan improprieties that occurred in the US. The Corporate fraud case of Enron where the Chief Executive committed suicide whereas the Chairman was jailed for life, is still fresh in our minds. Locally, multi-million car security improprieties resulted to the collapse of the then seemingly successful company.

With positive values possibly being embraced nationally and getting entrenched in organizations, those who have already been ethical will certainly get new company. Besides, Johnston's early idea of an ethics development movement has now been institutionalized by one of the local universities. It has decided that teaching ethics is not enough. Instead, it has embraced the Caux Round Table Kenya Chapter, the global ethical leadership movement which is still taking shape.

Therefore, those who may have had challenged moral courage of doing what is right could now find solace. Further, they need to know that according to Jim Rhon, an International Motivational Author, and trainer, only 10 % of the population anywhere does things differently from others. They end up bringing the desired change to the 90% majority. Take heart then and have the moral courage of doing what is right. You could soon be a serious change agent as ethical practices continually become fashionable.

Comment at info@newtimesconsultants.com

BUSINESS Strategy – Change Inspiring Reflections

Are You Ready for Ensuing Opportunities in the Greatest Technological Migration?

The last major global technological shift was from black and white television to the coloured television that we are now all used to. Reliable information



indicates that the first two sets of coloured Televisions in Kenya were fixed in state-house Mombasa and Nairobi around 1977. It was a precious moment for the then President Kenyatta and a torturous exercise for the late Mr. Kinuthia, the Proprietor of Young Traders Company. Kinuthia was charged with installation of the then precious coloured television sets, whereas a now retired staffer of National Bank of Kenya Ltd was responsible for the importation process.

Therefore, as I listened to Mr. David Waweru – MD, Kenya Broadcasting Corporation (KBC), during a recent forum of members of the Kenya Institute of Management – KIM, I could not help recalling the coloured TV story. Apparently, the next major global technological revolution is the great shift from analogue television to digital television technology as we learnt from Waweru. Why is it such a phenomenon?

Firstly, analog technology is the process of taking an audio or video signal (the human voice) and translating the same into electronic pulses. The same are transferred into our televisions and other electronic gadgets. The gadgets as is the case presently must be attached to antennas or aerials for them to work as expected. This analogue technology is subject to distractions and may therefore give poor reception as well as clarity. On the other hand, digital technology involves breaking the voice or picture signal into a binary format. Here, the audio or video data is represented by a series of "1"s and "0"s. More simply, it is coded into computer language which is then

transmitted to the other end or our screens.

Secondly, the world continually embraces technological advancement. Any technology that inhibits efficiency must be constantly discarded. This is the fate that has befallen analogue technology. One great distinction between the earlier technological shift (black and white to coloured television) and analogue to digital technology is that the former had no time lines. Black and white televisions are still in service even now despite being archaic. In the latter case, analogue technology will be globally switched off for good sometimes in 2015. US for example switched off analogue technology on 12th June 2009. Further, the switch-off is scheduled for August 31, 2011 in Canada, July 24, 2011 in Japan and by 2012 in the United Kingdom. Australia has also scheduled to convert by 2013. How is Kenya placed in the global scenario?

According to David Waweru Kenya is fairing pretty well, compared to most other African Nations. Notably, KBC has undertaken this massive US \$ 60 m project on behalf of the government. In return, KBC will become the national Digital Television Broadcaster or distributor. The status and mode of operations of existing TV stations will change drastically. They will become content service providers as opposed to television stations. In fact, they will be developing their content and sending it directly to KBC for relaying. Effectively, anybody may become a service provider even from own house. All that is required is capability of developing continued viewable content. This means that the TV channels and licenses already held by the stations will be released back to KBC. Further, the TV stations will become production studios. What does that translate to?

There will be no more investments in Radio and TV masks which have been used for boosting transmission signals. It will also be easier to access television in any corner of the country. One of the greatest developments is that television content providers will now have to specialize. There will be sports, news, entertainment providers and so on, just the same way as the current DSTV subscriber channel, which is partly owned by KBC. Further, television channels may no longer rely on advertisement for income generation. Instead, they will all convert into subscription channels again as compared to DSTV. What then does the whole process entail?

There are employment and money making opportunities galore. According to Waweru researchers, marketers, entrepreneurs, hawkers and many more should brace for opportunities of minting millions. The most immediate ones arise from importation and sale of digital converters, some of which are already in the market. Notably, no television set in Kenya is digital compliant as yet. They will all have to use the digital converters after the 2015 transition. The same gadget will be used for watching TV from our personal computers and laptops. On the other hand, sale of TV airtime and subscriptions will be added and sustainable money making opportunities. It appears that after 2015, KBC could become another wealth creation machine as is the case with Safaricom Ltd.

Meanwhile, the massive opportunities are actually beyond the management of KBC. As indicated by David Waweru, an innovators conference where all the emerging opportunities will be discussed is already in the planning stages. But, the challenge is, are we physically and psychologically prepared for the great migration? Indeed, are we all ready for the great paradigm shift?

This article borrows from a presentation by David Waweru, CEO of KBC, during a recent KIM Members' forum which took place at the Sarova Panafric Hotel

Comments @
info@newtimesconsultants.com

PTAK News: PTAK – Professional Trainers Association of Kenya, the body registered by the Government aimed at taking workplace learning to new levels is continually growing in size and stride. The membership has now reached 900. 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: KTTI Complex, 2nd Floor, Commercial Street, opposite KEMSA Phone : 254 20 2519102 Web : www.ptakoffice.org



Strategically Thinking – June 2010 Reckless Parents should not be pampered, but rebuked if not jailed

In the last week of May 2010, we were treated to rather obnoxious news from Indonesia. A fisherman and his wife had allowed their two year old boy child to become addicted to cigarettes. They were even at ease buying two packs of cigarettes a day. The news reminds me of two incidences. At the animal orphanage, Langata, we used to be entertained by a large chimpanzee named Sebastian. In its cage, Sebastian was enjoying each and every moment of his smoking episodes. Absence of the cigarettes would make Sebastian restless and sometimes even violent.

In the second instance, I was once a chain smoker who could not do without a packet or two of embassy cigarettes every day. When nursing a fractured leg in a cast at home, my then 11/2 year old daughter made it her responsibility of delivering the cigarettes to her immobile dad, from the bedroom. Unfortunately, half of the delivered cigarettes would be in pieces. The small girl kept attempting to smoke, but instead ended up chewing the sticks.

The experience was not only uncomfortable but also depressive to me. I could not even share the same with my spouse or anybody else for that matter. So, when I got back on my feet, I worked out a way of stopping the habit that I was now finding extremely shameful. In particular, I gathered courage and willpower to overcome the habit. I had to replace the habit with another one of continually enjoying Kenyan Tea. I only learnt later that psychologists recommend that a negative habit should never be abandoned abruptly. It should instead be replaced with a positive habit as I had unknowingly done. Many years after, I am at a loss as I witness parents turning their innocent child into a drug addict.

Worse still, they have turned their son into a tourist attraction like was the case with Sebastian. Are there no penalties for parents who waste the children of God in Indonesia? Is it not ridiculous that good Samaritans have offered to pamper the said parents with car gifts, as an appeasement for helping the child to overcome his innocent addiction to nicotine? In other countries, these parents could be in jail as authorities or relatives attempt to re-claim the child from their carelessness.

Mwangi Wanjumbi (Newtimes Newsletter Author) [Comments at info@newtimesconsultants.com](mailto:info@newtimesconsultants.com)

ADVERTISEMENTS

Key Solutions — Newtimes Business Solutions

We provide Holistic Corporate Capacity Building Training Solutions aimed at unleashing staff performance potential. Our Flagship program is the innovative *bottom up Corporate Employee (Re-) Branding Solution* titled

Staff Motivation and Capacity Building Training Solution for

- Junior/General/ Staff—2 days
- Supervisory/ Mid Mgt Staff and Professionals— 3 days
- Senior Managers— 3 days

Applied Business Leadership Skills (2 days) for CEOs and Business Executives is the 4th tier of *this program*

This highly researched program addresses most organizational attitude management and performance skills that relate to our local and regional social cultural situation, as has been experienced by past and ongoing clients.

All other courses ([see http://www.newtimesconsultants.com/Training%20programmes.html](http://www.newtimesconsultants.com/Training%20programmes.html)) and programs such as application of the balance score card will easily fall into place and at the same time continually reinforce the now solid employee brands.

For now book your (Re) Energizer (short motivational training sessions), as you plan for the fully fledged training programs. You only need to indicate your immediate challenges and have them sorted in a session of 1 1/2 – 2 hrs
= Big must start from small beginnings : Take note of our unique SME Staff Training Solution

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.

WHAT OUR CLIENTS SAY ABOUT OUR PROGRAMS Please Check @ <http://www.newtimesconsultants.com/testimonials.html>

OUR PAST AND CONTINUING CLIENTS – Check www.newtimesconsultants.com

Images never lie. They instead communicate even more effectively. You can now view some which are continually uploaded @ <http://www.newtimesconsultants.com/pictorials.html>

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

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



PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

(Personal success is a pre-requisite of that of the employing organization)

OUTLIVING NEGATIVE LABELS

You have no doubt become aware of the sad demise of Gary Coleman (Arnold Jackson) of the different strokes fame, at only 42 years. Though Gary Colman never grew taller than 4ft 8 inches during his lifetime, his minuteness did not deter him from growing into great heights, in his earlier years as a child actor. In other words his short stature became his strength in his acting career.

Certainly, you may have encountered low moments in your life one time or the other. You may have been labeled as a failure, inferior, outcast, weak, defeated or loser. Even if you have not experienced such negative labels, you certainly have noticed people who have gone through the same. Further, you may have failed in one way or the other. It is not unusual to fail in exams; fail to secure desired job or career; fail in business or in love.

In such circumstances, many people tend to be pulled back by their experiences or the negative labels.. The are unable to outlive the negative tags. They instead accept and live the negative labels or even end their own lives. Without doubt, you can outlive those labels. Refuse to allow them to distract your mind. Work on your goals and focus on them. Forget your negative experiences and treat them as learning opportunities and move on. The truth is that you were never born to fail or to live an unfulfilled life. Abraham Lincoln, the 16th American President failed 16 times in different aspects. The failures did not deter him from finally becoming one of the greatest American Presidents.

Further, Scientists fail many times before coming up with great inventions. They treat the failures as learning experiences. Each failed experience provides an opportunity for further improvement. Likewise, refuse to live negative labels that are based on people's perceptions. Refuse to own their perceptions. Focus on success because you came to this world for a purpose. You must continue fighting to fulfill this purpose, until your last breath. In his minuteness Gary Colman will be remembered for his acting exploits more than anything else. In your case, seek to exploit the greatness within you. Start now.(My personal strategy book is now being edited).

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



Did you know?

- That Intrapreneurship is being embraced in organizations globally? Companies are now engaging dedicated Financial, HR, marketing partners and so on, as opposed to line managers
- That the Internet is now a globally recognized marketing strategy? Upload your organizational info and encourage existing and potential clients to check you out.
- That Newtimes E - Newsletter is now a subscription magazine? Enjoy it free in June (1 month) and 1/2 rate in July for whole year.

Our Motto: *Inspiring Change*

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

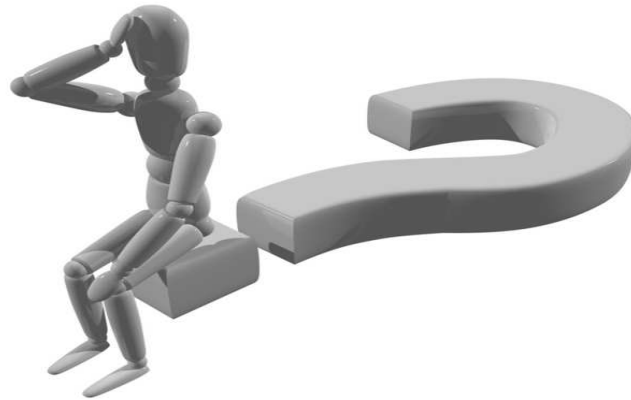
This is a bi-monthly Communication to (both existing and potential) Corporate CEOs/Business Executives from Mwangi Wanjumbi, the Chief Consultant and Chief Trainer of Newtimes Business Solutions. He is himself a Business Strategy Consultant and Management/leadership Skills as well as Motivational Trainer

Our Contacts

NEWTIMES BUSINESS SOLUTIONS

DIT Certified Enterprise and HRD Consultants | Utalii House, 3rd Floor, Uhuru Highway
P.O. Box 55546 – 00200 Nairobi, KENYA | Telephone 254 20 2245425/2245853/ 0772516210 or 0722516210
Email: info@newtimesconsultants.com | web: www.newtimesconsultants.com

ORGANIZATIONAL STRATEGY/THE CEO'S DILEMMA Performance: Who is fooling who?



This month, my mind races back to our days of the hind and seek game, which seemingly compares with many employment situations. One party may be taking advantage of the other especially with regard to expected performance. The employer may on one hand be paying just enough to ensure that employees do not quit. On the other hand employees may be performing just enough to ensure that they are not kicked out. Incidentally, that happens every day in most institutions, especially in our country where work ethics, are sometimes seriously challenged. In the process work flow and organizational progress becomes inhibited.

In a recent 3 day training program, Martin the CEO of HZK Limited could not believe the facts deduced from questionnaire results obtained from his own staff. Having been in the training as well, Martin was unsure why his staff would be seemingly reporting to work for odd reasons. This is despite his notion that they were giving expected value. Eventually, the exercise became an eye opener for all parties.

Above all, it turned out that some employees were riding on the backs of others, a situation that led to eventual re-alignment of working arrangements. Further, the employees were not giving their best after all. In-explicit claims that employees give as much as they could be getting would have no justification anywhere. So, the question of who is fooling who becomes inevitable.

Unfortunately, the answers which are unique to every organization may never be forthcoming until employers and employees' attitudes are addressed and the right performance measures implemented as Martin and HZK Limited may now be experiencing. More still, it is only then that organizational and staff performance potential can be unleashed, especially in a newly regionalized economy.

Contacts: info@newtimesconsultants.com

ADVERTISER'S ANNOUNCEMENT

1. Newtimes Energizers – 11/2 – 2 hrs Motivational Training Sessions

We have in the recent past conceptualized these training sessions, guided by the need:-

- for short term training programs by some existing clients
- to help clients in maintaining staff motivational levels therefore achieve consistency in performance and productivity capacity (See chart on page 2 of our brochure – uploaded on the home page our website)
- to promote the spread of training benefits to as many organizations as possible

The energizers can be implemented even internally especially during departmental meetings.

What then do the Newtimes Energizers involve?

- I) Select a desired area of study especially based on organizational or departmental challenges
- II) Call us a few days before the meeting (to allow development of the material)
- III) Avail an LCD for PowerPoint projections
- IV) Conduct organizational deliberations and then allow us to run our session

What is the most disorienting challenge in your organization for now? No Matter the situation, no organization can escape occasional challenges.

NOTE: The Energizers cannot in any way replace our re-branding/organizational culture change solutions

2. NEWTIMES SME Staff Training Solutions

Big must start from small. In this realization, Newtimes Business Solutions initiated an innovative SME Staff Training Solution meant to help SMEs to unleash their growth potentials especially in a regionalized market. We provide free training space for teams of up-to 10 staff for the 1/2 day sessions

3. The two day SME Practitioners for Entrepreneurs and Professionals continues without change