

The NEWTIMES E - NEWSLETTER

Special issue: March 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

INVALUABLE STRATEGY LESSONS

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THE LEADERSHIP CHALLENGE

Beware of the Dynamic Behavioral Leadership Trends

Behavior of people around us sometimes influences us either positively or negatively. The influence affects us not only as individuals but also organizations and even nations. Of great concern is that behavioral influences are communicated immediately even across borders, seas and oceans. Today, this is facilitated even more especially through the social communication mediums. Inevitably, we now need to more than ever before, be concerned about these behavioral influences?

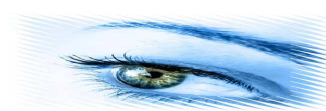
Apparently, anybody who regularly visits either hair salons or barber shops, must have been continually reminded of Mike Tyson, the dreaded heavy weight boxer of the 90's. Today, he is not remembered for his deadly punches. Not even the rough life that he led outside the ring. Mike Tyson is more remembered for his unique hairstyle, which is adopted by young and old, even though many of them may have no idea who the guy was. Bob Marley is likewise credited with the legacy on dreadlocks.

Whereas there are other numerous examples, it may be interesting to mention one lady who stands out. Oriel Rogo Manduli, has in the recent years stamped her authority as a leader in feminine fashion, through her signature headgear. Indeed, it is unlikely that one can venture in any social function where the Manduli headgear is unnoticed. It does not matter whether it is a wedding or merry go round or whatever women function, therefore making the influence of oriel Rogo Manduli to be omnipresent.

Typically, Oriel Rogo Manduli, Tyson and Bob Marley have unknowingly and perhaps unintentionally offered what is commonly referred to as behavioral leadership. People who appreciate and admire the headgear and respective hairstyles have ended up be-

coming the followers one way or the other.

Likewise many people that we ordinarily associate with either physically or through television, movies and many other mediums, influence us in different ways. They eventually become our role models. Our political leaders largely influence our perception of leadership. We want to talk like them; drive similar vehicles, stay in their preferred residential areas, embrace their dress code and so on. It is no wonder then that lead-



ership to some, is only a reflection of politicians. So, when our leaders do what is not ordinarily right, we tend not to see anything wrong in it. That is how the seeds of impunity are implanted. Behavioral leadership sets in, sometimes on the wrong footing.

In organizations, employees tend to follow those who may be appreciated as role models. Particularly, the behavior of those who hold legitimate offices sets pace for the rest of the staff. Ideally, the subjects tend to follow the behaviors of the seniors even when they may not exhibit desirable characteristics. Therefore, positive as well as negative behaviors of the seniors naturally cascade to the juniors. Therefore, a manager who perpetually exhibits undesirable behavior will not expect his/her juniors to behave differently. To what extent can the behavior of followers influence the leaders?

In the recent past, we have witnessed unprecedented behavioral leadership demonstrated in different parts of the Arab World. A Tunisian unemployed graduate died of at-

tempted suicide, setting off violent protests over unemployment across the North African nation. When Mohammed Bouazizi, 26, could not secure formal employment he became a fruit and vegetables seller, but had not acquired a license in Sidi Bouzid. When police confiscated his produce, Mohammed Bouazizi doused himself in petrol and set himself alight, an act that led to his eventual death. The whole nation went into violent protest over the matter. Subsequently, then President Ben Ali who had ruled the country since 1986 stepped down from leadership and fled the country.

Soon after, the behavior of the Tunisians influenced the Egyptians. Protests that lasted 18 days, were staged at Cairo's Tahrir Square. The same led to then President Hosni Mubarak's exit, after 3 decades on the hold. The behavioral influence of the masses has been so strong that, the long reigns of kings and monarchies in such countries as Yemen, Jordan and more in the Middle East are now threatened with collapse. Even continuity of Colonel Muammar Gaddafi's 42 year reign in Libya is seriously threatened as of now. Effectively, social behaviors now easily communicated through email, face book, and twitter among other mediums have spread the behavioral leadership, beyond borders, but this time through a bottom up approach.

Without doubt therefore behavioral leadership is not only dynamic but also capable of being applied in different situations in life. Further, the leadership cuts across individuals, social set ups, organizations and even nations. Finally, the same leadership may propagate both negative and positive behaviors, therefore need for its appreciation.

Notably, we offer highly practical structured leadership training on either in-house or open training arrangements as indicated in our downloadable training calendar.

Mwangi Wanjumbi, E - Newsletter Author

BUSINESS Strategy — Change Inspiring Reflections

How Market Share Dynamics Yield the Occasionally Furious Business Rivalry

Wonders never cease in this city in the sun. Walking around the CBD – Central business district, the other day, one could not help, but join other onlookers.



The perplexed crowd was seemingly being entertained by two ladies, who appeared to be in their twenties or early thirties. In hushed tones the ladies continued arguing uncontrollably over a seemingly shared suitor. One lady proclaimed to be the legally wedded wife whereas; the other one alleged that the wedding was after all a con. It is her who ought to have been married after all, therefore her entitlement to the 'lucky' or probably 'unlucky' guy.

The continued arguments eventually ended up into a lousy fight, between the now furious ladies. They clawed into one another and inflicted pain using whatever available weapon. They used handbags and even the soles of their high heeled shoes, to the amusement of the bystanders. It's not clear how the fight could have fared if the man at the centre of controversy, had come to separate protagonists. Luckily for him, the police came by and took the ladies away, probably to be charged with a crime of causing a breach of the peace.

The scenario brings to mind the recent and continually ongoing price wars in the telecommunications industry. Safaricom Ltd was until March 2010 enjoying market share of 78 % in the telecommunications industry. By September 2010, the same had reduced to 76 %. At the close of the year, the market share of this giant had gone down to 72%. The same continues to be shaky as new market dynamics continue taking shape.

As the fortunes of Safaricom Ltd follow the downward trend, Airtel Kenya the chief aggressor continues to reap benefits of the beatings inflicted on the regional telecoms giant. By August 2010 when Airtel Kenya (then Zain) started the price wars, it was enjoying 16.9 % of the

market share. The same has now increased to 20 %. In fact, Rene Meza, the Airtel Kenya Chief has intimated that the wars will continue for a while. That is probably until Airtel Kenya acquires a further 10% market share, for business sense to prevail for the company.

People may call them price driven wars but in reality, they have resulted from failure of achievement of increased market share by Airtel Kenya and its preceding brands. Having used innovation, product development and diversification strategies but without achieving the desired customer reach, Airtel Kenya decided to adopt the last available and sometimes hurting cause of action - the low cost pricing strategy. It is more synonymous with supermarkets or merchandisers. The idea here is to sell as much quantity (airtime in this case) as possible, but at the lowest price as is practically possible. Ideally, this strategy is applied in perfect market scenarios—where sellers are innumerable. Then, was it not strange that the strategy was applied in an industry that only prides a few players?

Indeed, the strategy must have become attractive to Airtel Kenya in the absence of strategic alliances, within the telecommunications industry. These players operate independently without referring to any common grounds, except through the industry regulator. In this regard, the consumers are lucky that there can be no cartels. The consumers therefore continue enjoying the benefits attributable to lack of the alliances, which sometimes turn into cartels whose effects are well known.

Meanwhile, the concerted war on the market share resembles the fight for the suitor by the two ladies, earlier described. The suitor in this case is the consumer or customer who is in other scenarios referred to as the 'king.' Further, he/she is the reason for existence for any business. Many consumers form the market or industry of a certain product or range of products. The efforts focused towards acquiring or maintaining this suitor could sometimes have far reaching implications. Some result to job losses or even complete business closures.

In the current scenario, serious business rivalry motivated by attempts to grab the market share from Safaricom has

caused serious rifts in the telecommunications industry. The industry has only been lucky that it is refereed by the Telecommunications Commission of Kenya. The latter has stepped in; any time there has been signs of foul play.

However, the CCK interventions notwithstanding, it is expected that rivalry will ordinarily occur in the normal conduct of business. In fact, it is one of the competitive forces of business anywhere in the world. How the combatants conduct themselves is what differs from one situation to the other. In some cases, fighting for market share has turned ugly as has been witnessed in cases such as Mastermind Tobacco versus BAT, or Castle Brewing versus East African Brewing Ltd or Keroche Brewing Industries versus East African Breweries Ltd, once more. Inevitably, it is highly unlikely that competing rivals can be expected to be friends.

On the other hand, the current price wars have been condemned as immoral in some quarters. Factually however, the products on offer in the telecommunications industry are largely similar only being differentiated by the branding process. Further, there has been no record of infringement of requisite statutory requirements. More still, the competition has led to unprecedented fairness in pricing, especially with regard to calling charges. To that extent therefore, the trends in the telecommunications industry are not only legally, but also morally acceptable, even as the competition for the market share continues undeterred. But, does acquiring desired market share have to be so pronounced?

Notably, you and your team now have a chance of quietly and progressively acquiring desired market share, through embracing our various programs, as reflected in our downloadable training calendar. It does not matter what industry you operate in. The structured knowledge and skills acquired will inevitably lead to the desired effect.

Mwangi Wanjumbi — Newtimes E-Newsletter Author

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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 Members are requested to continue supporting the association.



Strategically Thinking – Thought for March 2011

There are no Winners in "Transiting" Brands Situations

A recent experience of mentoring some young Kenyans on performance improvement, raised some pertinent issues. The fact that the young clients were not only senior team members, but also departmental heads in some of their sponsoring organizations, made the 3 day process even more challenging. Ordinarily, the training could have started off with a bang. However, it was initially taken off balance. Of great concern, was that the attitudes of most delegates, towards the employment situation were dangerously casual. Never mind that, it is the same employers who had sponsored the respective participants. How did this picture of challenged attitudes manifest itself at such an early stage?

Like a well rehearsed chorus, all of the delegates calmly volunteered their names and careers/positions as well as work experience. With regard to the employer, the majority subconsciously demonstrated some element of implied disassociation or disconnect. "I am 'currently' working for company x, y or z," the semblance of chorus continued. What does this mean? Further, could the objectives of the training have been achieved if the hidden meaning had been ignored during the three days?

Obviously, the word currently does not have many meanings. Though it can be replaced by such others as presently, for now, for the time being and so on; the meaning does not change in any spectacular way. So, when employees explain their employment in terms of only the present, does this not present grave concerns?

This becomes even worse when the delegates happen to be top level employees, who have influence or authority over others. Even more worrying is the fact that, the team at hand was only a very minute representation of a few companies. Conversely, the few companies represent whole industries and ultimately the whole national situation. Now, does this present serious cause for concern?

Naturally, the word currently describes a transitional situation. Imagine then, that the mindsets of organizational team leaders are fixated towards continued seeking of better opportunities. Can organizations consistently achieve their full or even reasonable performance potential?

Invariably, any company undergoes the normal registration process, becomes a legal person. This person can rightfully own property or incur debts as desired. Further, the company can do everything else that we human beings can do, save for the absence of the sensory system and the physiological processes. Inevitably therefore, shareholders, directors and employees may need to act with devotion on behalf of the respective legal persons. Will seemingly transiting employees be fully committed as they serve the different employer brands? Further, will such employees achieve their performance potential and help in that of the organization as well?

Certainly, the performance of transiting employees is motivated by very short term considerations. Most likely, they may only be there to justify whatever remuneration, as they await or actively seek better opportunities. Who gains or loses in this scenario? Inevitably, organizations of whatever size in whichever industry need to work on aligning and retaining the human capital brands. Apparently, it is only strong brands that will continually help organizations in achievement of their desired goals, besides serving as institutional memory.

On the other hand employee brands challenged in whatever way, may find it difficult to realize their full potential. Actually, they may even be challenged in successfully moderating their performance cultures, especially after managing to transit to desired employment situations. This is besides challenged references that may follow their careers. Predictably, value addition to the market place may therefore be inhibited. Inevitably, this scenario calls for complete paradigm shifts for all organizational stakeholders. We need performing individual, organizational and eventually national brands, where all parties are able to win from the relationship. What does this shift entail?

Whereas there may seemingly be no straight answers, **all** organizations need to change tact. Notably, there seems to be glaring gaps that may have been occasioned by challenges in our national educational system, which need to be filled. Further, decline in value systems has worsened the situation even further especially with regard to work ethics.

Consequently, organizations may invaluablely benefit if concerted efforts of continued workplace learning are entrenched. Like the earlier "transiting" training delegates who have now re-aligned their values, besides acquiring new skills, you and /or your teams could as well benefit from our structured and more elaborate personal and organizational re-branding solutions.

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. 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.

Advert: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 :-

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

Applied Business Leadership Skills (2 days) for CEOs and Senior Corporate Managers is the 4th tier of this program

This highly researched and continually improved solution addresses most organizational attitude management and performance skills that relate to not only our local but also the regional social cultural situation, as has been experienced by past and ongoing clients.

Above all the learning process is immediately applied into the practice as has been witnessed.

All other courses (see <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.

Big must start from small beginnings : Take note of our unique and tested SME Staff Training Solution

NB: We do not just train; we provide unique training solutions whose benefits start accruing soon after conducting the programs

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

Images never lie. Instead, they communicate even more effectively. view some which are continually uploaded @ <http://www.newtimesconsultants.com/pictorials.html>

WHAT OUR CLIENTS SAY ABOUT OUR PROGRAMS

Please Check @ <http://www.newtimesconsultants.com/testimonials.html>

OUR PAST AND CONTINUING CLIENTS –

Please Check www.newtimesconsultants.com

You can also view some video clips depicting us live in action

@ <http://newtimesconsultants.com/video/gallery.html>



PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

Never too late for personal re-branding and re-positioning

St. Valentine's Day 2011 is not too long past. Presumably, you can precisely recall all your activities on this day, which has in the recent years been heavily commercialized. Personally, I can still recall most of my deeds for the day. Not because of the unusual sensitization of the day, but rather for meeting an interesting person.

As I pursued my usual errands in the Central Business District, I met a seemingly strange lady, but who somehow knew me only too well. And being the early evening of St. Valentine's Day, I felt intimidated by her smile, which appeared more than friendly. I honestly thought that it was mistaken identity, but not until Marceline referred to me by name. Apparently, this is the lady who featured in the inspiration section of the August/September 2009 Newtimes E-newsletter.

At that time, Marceline was still working in a Government office and at the same time pursuing a diploma in management, somehow to get occupied during her free time. Surprisingly, she was even unsure of what to do with the knowledge (or papers) once through. She had not even contemplated furthering beyond the diploma. In her early 40's, Marceline was seemingly feeling too old for the purpose.

Nonetheless, our conversation and continued reading of the Newtimes E-newsletter led Marceline into new realizations. She even became conscious of the fact that she is supposed to be economically active throughout a lifetime, a topic in which she had been featured in the referenced newsletter. Subsequently, Marceline recognized that continued studies would guide her towards new realities as she acquired more and more knowledge. On this valentine day therefore, it is no wonder that Marceline was excited upon meeting this author, who had provoked her into continuing with studies.

Like I had insinuated in a Standard Newspaper article published on 25th August 2009, people need to learn from the hawk. It flies high in the air and from that position; it is able to identify its prey right on the ground. It dives for the same with precision without wasting efforts. Likewise, educated persons are more likely to understand their orientations and eventually align themselves appropriately.

More importantly, they are able to effectively play their respective roles towards the improvement of the welfare of humanity, most likely throughout their lifetimes. In the meantime, increased knowledge helps in making people more competitive and therefore able to add needed value to the marketplace or workplace if you like. In that regard, I could not avoid heartily congratulating Marceline for not only embracing university studies, but also devotedly attending class even on a valentine evening.

More structured training on personal development strategies is available in our various programs, both on in-house and open basis as described in our downloadable annual training calendar.

Newtimes E- Newsletter Author



Author's File Photo



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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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. Fdtn.)
- SME Solutions Centre (Back Off. Intl)
- Basco Products Kenya Ltd
- Medlink Labs & Surgicals Ltd
- Centro Food Industries – Thika
- Wida Motel Ltd
- Alfa Paints Kenya Ltd
- Catrina Camp Ltd etc.
- Mullard Fire Protection Ltd.

Appreciating Motivational Theories Routinely Applicable to the Workplace

One of the favorite references on theories of motivation is Abraham Maslow's basic theory of needs. It not only applies to our day to day situations, but also forms a basis of all other theories of motivation. Further, the same theory not only explains the basic understanding of success in our lives, but also the associated repercussions in the event of not achieving the said success. In fact, appreciation and routine application of Abraham Maslow's theory seemingly explains attitudes on personal and organizational performances.

At the same time, it is important. Apparently, this is the theory lured with a carrot on one hand, and a explains people behavior not only at



tant to appreciate John Macgregor's theory X and Y of motivation commonly expressed through the picture of a donkey being threatening stick on the other. In reality, the theory somehow work, but also in school, as well as personal situations.

sumes that people **do not like work** or expending effort at all. situations or even schoolwork. Alternatively, it is assumed that they end up underperforming, defying

On one hand, **Theory X** as-

The efforts could be in employment

people are unwilling to do good or what is ordinarily expected of them. Consequently, they end up underperforming, defying legitimate instructions and sometimes even venturing into crime.

Fortunately, studies in human behavior indicate that ordinary human beings are not inclined towards extreme (negative) behavior. This of course exempts psychopaths who will ordinarily defy the law of averages especially, and behave outrageously. Regarding, the ordinary person therefore, simple deterrence or threat of punishment induces performance efforts. Accordingly, this explains the use of the cane in schools (though now a banned tool). In the workplace many tools are used in lieu of the cane. Examples include excessive supervision and threats of salary deduction or eventual job loss. But, to what degree will threats and intimidation be sustained in producing the desired work efforts?

Probably, this could work only for a while especially on the same employee. Early management practitioners (including many in factories today) assumed that people will be encouraged to perform especially based on piecework rates or what would be termed as pay for performance. So, the higher the quantity produced, the higher the pay. Unfortunately, this will only work for a while because the workers will eventually succumb to stress. Further, their performance is inevitably affected by social needs whether consciously or otherwise. Besides, human effort can never be likened to that of machines. Does this explain the consequences of stress experienced by our brethren who work for 18 hours, when they venture into the land of opportunities or in the Diaspora generally? Your guess is actually as good as mine.

On the other hand, **theory Y** assumes that people like work or doing good as would be expected. As a result, instead of using the cane, the carrot becomes the preferred tool for enticing performance. The practitioners of this theory concentrate on improving the work environment, conditions and benefits. They continually induce the motivational levels of the performers and therefore avoid enforcement of the same as in the case of theory X. Incidentally, de-motivated employees perform at only about 10 % of their performance potential (Zig Ziglar), thus the induced performance potential.

Unfortunately, different situations demand application of **theory Y or X** at different times, for continued achievement of desired performance. Naturally, a manager may be required to know exactly when it is appropriate to apply theory X or Y. This requires more elaborate lessons which may not be accommodated in this space. Luckily, those who are able to attend our business Leadership and performance management or staff motivation and capacity building training programs gain invaluable through understanding performance tools, attitudes and skills. Undoubtedly, they are during the training able to pilot new behaviors, attitudes and approaches towards continued organizational and personal success. **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

Post- Staff Motivation & Capacity Building Training



2008



2008

Participants from Insurance/ Reinsurance Companies



2008

From a Nairobi tourist Industry Development firm



2011

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



2009

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



2010

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

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

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THE YOUTH CHALLENGE

Youth Mentoring

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OUR PAST AND CONTINUING CLIENTS

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You can also view some video clips depicting us live in action

@ <http://newtimesconsultants.com/videogallery.html>

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

Build Your Career like you would your valued house

In the last three newsletters, this section has discussed careers/vocations as well as the much misunderstood concept of success. It would be beneficial to familiarize with the previous content so that we can reason together.

Meanwhile, we hosted a young lady after having been referred by one of the newsletter adherents, two or so months ago. Initially, Magdalene, a beautiful baby faced lady of 23 years appeared like she had just finished her secondary education, especially judging by her looks. But alas! she was already an 'educated' person, particularly judging by the definition of the Oxford English dictionary. Specifically, the dictionary indicates that an educated person is one who has attained at least a first degree in university education.

Magdalene had just graduated from one of the public universities with a degree in Bachelor of commerce specializing in accounting. Interestingly, this youngster had chosen the accounting career on her own accord. There was no influence of her parents, teachers or even mentors." I was a good student in mathematics right from primary school. I was finding the subject rather easy compared to other students," volunteered Magdalene. What had brought her into contact with us then?

Magdalene had suddenly developed interests in human resource management. She needed to start working as a human resource practitioner. But, did she have any skills or competencies that would enable her compete for a job in this field?

Careers/Vocations "I know I am good in dealing with people therefore the development of these interests," said Magdalene.

Apparently, building a career is like building a valued house. You can never complete a house before planning the whole process. A trial and error approach of building a house could not only be expensive, but also take longer in achieving the desired results. Worse still, it could yield an unpleasant scene. Therefore, in this era where desired university and professional education is right on our doorsteps, people may find it easier to plan appropriately than was the case in the 70s and 80s for example. They may also find it easier to understand and follow their personal orientations than otherwise. Indeed, it may pay invaluable to be original rather than following others or even being taken hostage by the prevailing environment.

Consequently, the earlier one conceives the career planning process, the higher the chances of continued success in life. More specifically, the higher the chances of achieving personal performance potential as Magdalene may have realized during the short session. More structured training on careers is available in our various programs as described in our downloadable annual training calendar for 2011.

Author - Newtimes E- Newsletter

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

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