

# The NEWTIMES E - NEWSLETTER

Issue: October/November 2011

Uniquely Authoritative, Informative and Practical

Since September 2006

## INVALUABLE STRATEGY LESSONS

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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

**We are now Empowered to Question Mediocrity and Leadership Accountability**

The new constitutional dispensation will most likely bring invaluable change in many spheres of life. Inevitably, it may also change our cultural orientations mostly for the better. Realistically, most of the challenges we constantly encounter may easily be attributable to our own cultural backgrounds.

Sometimes it is about culture of failing to respond to changing times. Other times, we innocently adopt other people's cultures, which may not be compatible with our own situations. The challenges cut across leadership, education and other day-to-day social cultural considerations.

Conversely, one of the greatest drivers of societal behavior is harmonious culture, a derivative from the word harmony. This word refers to a situation of agreement. The same can yield either negative or positive impact depending on the situation at hand. Harmony for example contributes to family unity especially in collectivist cultures, where the "we" rather than the "I" concept generally drives the society. This latter concept is associated with individualism which is symbolized by absence of group cohesion.

Harmony is a desirable attribute especially with regard to organizational performance. Organizational members are expected to work in harmony just like a musical choir. Everybody is expected to read from the same script and seemingly be in agreement with organizational direction and purpose. Organizational goals and objectives are therefore easily achieved when there is harmony. This situation is best when the harmony is driven by influence leadership, rather than manipulative leadership.

Influence or inspirational leadership occurs when the leader encourages the followers to achieve desired common goals. When everybody is guided by shared vision, visionary leadership takes shape. Meanwhile, the power of influence in this case could be derived from such at-

tributes as a leader's character, expertise or charisma among others. Desirable character is more often than not defined by the leader's moral standing especially with regard to credibility. Ideally, harmony driven by positive leadership influence, may lead to benefits that could be of interest to all team members.

Effectively, when whole societies are seemingly in agreement on values, behaviors and similar attributes, they are said to be harmonious cultures. The Africans and Orientals are classified as harmonious cul-

tures. These cultures can be good and bad at the same time. They are good especially depending on the perspective. When team spirit is desired for achievement of societal interests, the harmony attribute becomes hardy and beneficial.

However, the leadership process in harmonious cultures needs to be right for best results to be achieved. Where the harambee culture is not used as a political tool of influence for example, harmonious cultures in Kenya use the same to raise funds for school fees for the needy, medical bills and more. In fact, the harambee movement was a great source of mobilizing development funds for schools, hospitals and other national facilities, until the advent of the constituency development fund. Can the harmony attribute dog a society?

Inevitably, where the leadership positions are used to drive personal agendas, the society becomes adversely affected. Indeed, when those in authority tend to seek achievement of personal goals (rather than common goals); it spells doom for harmonious cultures. Manipulative leadership though unethical, seems to rule in search situations. Most of the

times, it involves arm twisting the followers or even fellow leaders in pursuance of personal goals. Such occurrences are witnessed in board rooms of corporate bodies, government organizations or even social as well as professional associations. The danger therefore occurs when people including other leaders accept to be manipulated.

Manipulative leaders will love to work with harmonious societal groups. The subjects will more often than not unquestionably allow the leaders to have their way. That is how African Societies ended up becoming victims of tyrannical leaders, after having suffered under the earlier colonizers. That is how the ruling families and dictators have for ages called the shots in the Arab World.

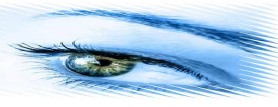
On the same understanding, harmony has led to entrenchment of destructive cultures such as corruption. Even when people know the perpetrators of the same, they tend to bury their heads in the sand and do nothing about it. They may not necessarily be excited about the occurrences. Nonetheless, they allow themselves to involuntarily abet on the same.

Consequently, we have ended up allowing leaders who are up to no good, to manipulate their way. And the more we are in harmony with their activities, the worse the situation becomes. That is how poor leadership which leads to deprivation and eventual poverty has become part of our lives. Can we afford to continue in the same spirit?

Seemingly, the new constitutional order has delivered Kenyans from the yoke of poor leadership, hopefully for good. Constitutionally, we are now empowered to vet public servants, demand high standards of leadership character from our political leaders, insist on service and more. Incidentally, we could even hold constituency referendums aimed at sending home non-performing legislators. Further, one can go to court to litigate on any public matter in a rejuvenated judiciary.

Naturally, we should no longer have anybody but ourselves to blame, should we continue suffering 'harmoniously' on any societal matters. Let us all embrace cultural harmony only when it is beneficial to organizational or societal interests. Thankfully, we are now empowered to question not only mediocre services but also, leadership accountability whenever and wherever the situation demands.

Mwangi Wanjumbi (MKIM), Newsletter Author



**Key Event Highlights Since Last Newsletter**

- Motivational Training of 56 Marketing Executives of a leading Insurance Company & Several Open Programs
- Upcoming Events: Open Programs as per Oct Calendar

**Organizational Culture Change Program (In-house only)**

- Step 1. Non—Management Staff — 2 days
- 2. Middle Mgt Staff & Professionals — 3 days
- 3. Senior Management Staff — 3 days
- 4. Strategic Business Leadership Skills (Seniors)- 2 days

**BUSINESS Strategy — Change Inspiring Reflections****The Impact of Organizational Culture Change/Employee Re-branding Process**

The adage that “if you cannot measure it, you cannot manage it,” actually



holds true as we can now demonstrate. We are inspired by some lessons continually conducted by this writer since sometimes in 2009. The same have been happening through a regular TOT (Trainer of Trainers) program, on behalf of a Professional Training Association. The lessons revolve around training evaluation, training impact analysis and also training reports.

We are also inspired by a consistent newsletter reader who sought to know what happens after we conduct training programs for various clients. “Most trainers are last seen when collecting their cheques,” said the inquisitive Newsletter reader. The truth is that we are also excited whenever collecting cheques after the training programs. The only difference is that our contacts with client continue thereafter.

Immediately after conducting any training, we always carry out a detailed course evaluation, whose results are together with the training and feedback report, presented to the client and appropriately discussed. Ironically, some clients do not give much thought to the reports, as we have continually been experiencing. A few however go the full length of implementing each and every recommendation. It is one such company that we feel greatly honoured to share their experience, as a case study. That is besides the results of our unique attitudes management tool discussed in the CEO's dilemma page of our June/July 2011 Newtimes E-Newsletter (see our URL).

Late in 2007, a company which we shall refer to as MKZ Limited engaged us in discussions on how we could carry out an organizational culture change/employee re-branding process. Our proposal on the same, through our innova-

tive bottom up approach was quickly approved.

The training process of the 70 staff commenced in early 2008, starting with the junior category. By the time, we were through with the middle management staff; we had already identified all the organization's challenges and helped the management to overcome almost each and every one of them. Our detailed training reports contained not only the challenges but also the solutions, especially on anything that could not have been addressed during training.

As we trained the senior managers, who were apparently the last team, we had substantially known the company structures, processes and even politics. So, we were able to help the managers to understand their company even better, especially the challenges and requisite solutions on a holistic basis. Three months later, we conducted a review of post training events, making sure to give further recommendations, as desirable. Nine months thereafter, we carried out a detailed training impact analysis. We developed unique study tools, which we administered to the different levels of staff.

Subsequently, we realized that the skills levels with regard, to leadership, communication, teamwork and other key performance attributes had improved by between 10 - 22%. Alongside, we learnt that the company's license for 2007 had been renewed in October (2007 as opposed to January), stern warnings on compliance matters not withstanding. Surprisingly, the license for 2008, the year of organizational culture change program, was issued in June of the same year. This was fast-tracked by clear deliverables, which had been expected from the company.

More good news was awaiting MKZ Limited, in 2009. The Company CEO was surprisingly summoned to personally collect the renewal license, this time in January (2009). The regulator needed to understand what the company had done

to achieve such a fast turnaround. More still, when the company accounts for 2008 were finalized and published, it was realized that the sales turnover for MKZ Limited had increased by 16% (from KES 400 - 450 Million).

This compares well with the skills improvement (10-22%) earlier indicated. In addition, the profitability had increased 3 fold during the same year. Ironically, the achievements were against the backdrop of slowed down economic trends, which were influenced by the infamous post election violence.

Moreover, calculations aimed at determining the return on investment, using the ROI in training formula, yielded a benefit of about 7,000% in the case of MKZ limited. This return may seem astronomical but is nonetheless within expectations, especially from an organization that readily embraced and implemented performance management systems amongst other progressive measures. Therefore, whenever we reflect on the impact of training, the experience of MKZ Limited, always comes to mind.

Meanwhile, we believe that the CEO and/or senior staff of MKZ Limited who are normally privy to this newsletter can attest to this experience. It is not striking that MKZ Limited is today a stable learning and growing organization, whose employees are continually undergoing focused training on different performance facets?

Yes Indeed, but only after having achieved invaluable benefits from the unique culture change program, which is today a highly dynamic process in line with changing times. We are convinced that similar benefits can be replicated in other interested organizations, irrespective of the industry, particularly in a newly re-branded nation.

**Mwangi Wanjumbi (MKIM)**  
**Author, Newtimes E-Newsletter**  
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- |   |   |
|---|---|
| <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                       |
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| <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 October 2011

### The Future May Belong to Only Entrepreneurs and Intrapreneurs

Currently, the talk in America is about the unemployment situation. It is a major challenge which is causing ripples even at the White House. Here at home, such talk is rare. We mostly find ourselves driven more by Charles Darwin's theory of survival for the fittest. Subsequently, it appears that not everybody will be guaranteed of opportunities any more. This is especially so in a highly competitive and global society. Moreover, unemployment is seemingly more of a personal problem than anything else. This may sadly be so in a world synonymous with economic meltdowns, bankruptcies, redundancies, retrenchments and many other forces of instability.

In fact, competition driven by the Darwinian Theory has already been happening. This time however, it may become more deep rooted than in the past. The era of getting educated merely to secure employment may now be threatened. Ideally, many have in the past treated certificates as an end to a means. That is acquiring a job therefore livelihood and nothing more. It may perhaps pay to realize that employment opportunities will now be driven by other factors, which all of us need to be aware of.

Firstly, the world is moving towards talent driven economies. People are now following their inborn abilities to chart their career paths and occupations more than ever before. The same is naturally characterized by infinite passion which can drive one to become economically active throughout a lifetime. Indeed, each of us is endowed with one or more talents which sit in us just awaiting to be nurtured and exploited. Think of actors, poets, writers, marketers, designers and more.

Secondly, the world has in the recent years been driven by knowledge based economies. People get exposed to continued knowledge that enables them to constantly hone their abilities, therefore becoming continually competitive.

Thirdly, acquired skills have consistently enabled people to drive desired careers or occupations both in the formal and informal employment sector. The skills have been acquired through either conventional or unconventional training processes.

Fourthly, people have followed their hobbies and interests to develop gainful careers in both formal and informal sector. Think of dog breeders, handlers and trainers who develop careers only out of attachment to the pet. Think of beauticians, caterers and others. It is through these attributes that one is able to identify opportunities of either formal or informal employment.

Basically, the 4 attributes are the key drivers of entrepreneurship. They are however beefed up by strong personal characteristics and values. Grouped together the same include honesty, creativity, persistence and risk taking amongst others. Some people have risked venturing into self employment and become successful entrepreneurs. This has led to sometimes highly successful ventures which have created employment for many other members of the society.

Alongside, there are those who possess the same qualities as entrepreneurs. They have however been unable to take risks and instead continued in employment as intrapreneurs. More often than not, they conduct their jobs just like they were part owners of the employing organizations. Fundamentally, work will soon belong to entrepreneurs and Intrapreneurs. Those lacking in the qualities of the two will most likely fall by the wayside. In a competitive world, organizations may no longer enlist people who will just be doing enough to justify their pay.

Therefore, it may be prudent to work towards becoming either entrepreneurs or intrapreneurs, irrespective of the level. The two love their work. They continually add value to themselves and the workplace too. Above all, they easily set their own missions, visions, values, objectives and goals. Alongside, they chart not only their career progression but also their income standards. Guided by the same attributes, others consistently drive the corporate world to continued levels of development. Needless, to specify, think of the many corporate Leaders influencing the local and regional economy. Essentially, anybody who does not only cherish but also strive to become either a successful entrepreneur or intrapreneur may as well just be playing games with his/her personal life.

**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. The same are sometimes impediments to expected personal and organizational performance. When unchecked, these attitudes can slowly make prosperous businesses to either ground to a halt or fail to achieve their full performance potential. Interestingly, there may be nobody to blame on this. The GOOD NEWS however is that improvement measures can be put in place at any time, whatever the situation.

Apparently, our flagship program branded as STAFF MOTIVATION AND CAPACITY BUILDING TRAINING SOLUTIONS, provides organization-wide improvement of motivation levels and performance enhancement solutions. This innovative bottom up product of Newtimes Business Solutions also doubles up as a Corporate Re-Branding as well as organizational culture change solution. This highly experiential and motivational program has content for :-

- Non Management Staff —2 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 crowns the improvement process. The same blends well with our innovative programs on Customer Relations Management, Marketing Management & Business Strategy training 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!!!

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



### PERSONAL STRATEGY: INSPIRATION FOR THE MONTH

#### Our Successes in Life Depend on the Quality and Complexities of Our Goals

Can a farmer in the countryside feel as successful if not better than a corporate or organizational executive? That is a question that was posed by an inquisitive training participant during a motivational training program. But, before considering the answer directly, we got into a serious thought process which, we believe may be of interest to readers.

Alongside, many questions arose in attempts to answer the first one. What for example constitutes success? Who decides whether we are successful or not? What are the parameters and when and to whom are they applicable? Indeed, these numerous questions that are related to success keep hovering in the minds of many people. The same therefore constantly beg for sometimes rare answers.

In that regard, our keen readers may recall a piece on success strategy, which was published in the December 2010/January 2011 Newtimes E-newsletter (still uploaded in our URL). The article related success to the basic theory of needs advocated in the 1940s, by Abraham Maslow, an American Psychologist. Needless to revisit the intricate details included in the newsletter, success moves through a ladder. Neither is it an event nor a destination. As Robert Maxwell says, "you can never arrive at a place called success. Therefore, there is nothing like a journey of finding success."

Seemingly, nobody can hold you by the hand and make you achieve the desired success. Effectively, one can only help in facilitating the achievement of desired success. This may happen through clearing your path or removing the barriers that may block you from achieving success. Ideally, it is you as an individual who personally charts your success. That means empowering yourself with skills, attitudes and other personal attributes that can make you successful.

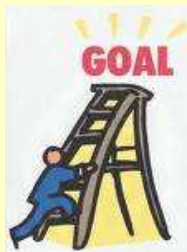
However, there is need to understand your purpose or mission in life before everything else. It is only then that you will align your strengths; desired skills and attitudes that will help you progress through the ladder of success. This brings us back to the very initial question of the farmer and

Naturally, we all go through the preciated and recognized in the society, for entiation factor is not the money or wealth selves in life. Money is in fact the end of a money or anything tangible for that matter?

Apparently, the levels at which we life. Whether they are daily, weekly, annual they are SMART. Are they in other words therefore quality goals?

Since goals depend on our missions as well as strengths, it may therefore be realistic to assess whether those of a rural farmer can be the same as those of an organizational executive. Interestingly, the rural farmer could be more harmonious with personal situation than the organizational executive.

This will of course depend on personal strengths which naturally determine the complexity of the goals that we formulate in life. In reality, complex goals present more challenges than the lowly ones, which are certainly easier to achieve. (This topic is broadly covered by this author in an upcoming book titled "Beyond Survival," and also in the motivational content of our training programs).



an organizational executive.

same needs in life. We need to eat, love and be loved; be ap- who we are and our purposes and activities in life. The differ- that we acquire, but rather the level at which we place our- means and not the means itself. Else, was anybody born with

place ourselves are determined by the goals that we pursue in or life time goals, we need to always ask ourselves whether specific, measurable, achievable, realistic and time bound

**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 Ziggler)
- 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 and Management/leadership Skills as well as Motivational Training

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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.

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## THE YOUTH CHALLENGE

### Youth Mentoring

School holidays. Previously, we have as a family had both their academic and extra-curricula activities.

During holidays particularly, the girls are ever busy meeting for activities of this group/club or the other. Actually, the girls seem to have no free time of their own. It is even near impossible to find time for fellow students from other schools whom they may not have much in common. So, I was personally eager to discern what the presentation was all about.

At the session, I was surprised by the focus of these teenage girls, who are just about to join the free world in only a few months. In fact, I could not help visualizing how many of us were let to grow up like trees, back those days. Even worse is that, it is about forest trees and not those from gardens as such. Then, it was a matter of being nurtured by nature with little or no focus. This state of affairs was facilitated more by the fact that the role of most parents ended after sending us to school, particularly those lucky enough to become boarders.

Alongside, some may have confused school with holiday tours given the new company, reduced responsibilities and freedom from sometimes strict parents. Peer pressure could naturally influence many into naughty habits, which could sometimes distract the attention on studies. It was up to each individual to take charge of personal life and responsibilities, especially where the schools did not maintain strict disciplinary systems. Surprisingly, many students from different schools still experience that care free attitude and life, which sometimes leads to poor focus, therefore almost predictable results.

But, for girls from Precious Blood Secondary School, the story may seemingly be different. It is about activity, responsibility and focus. Interestingly, the outgoing girls are now focused towards life after living their formative school. How will they continue without the endless productive activities of the last 4 years?

In answer to that question, the 12 (twelve) girls who had invited us for the presentation went into serious brainstorming sessions. They dreamt and visualized. Eventually, they have come up with an idea which

## Careers/Vocations

they feel, will some- in, even in their own With the women in technology) from the Nairobi Innovation Hub founded [www.azma.co.ke](http://www.azma.co.ke). AZMA is an organization that works to consolidate and expand community service (and leavers). They seek to combine efforts with busi- bodes and anybody interested in improving the welfare includes mentorship (whereby students from reputable from relatively weak schools); outreach (visiting homes hospitals) and a green movement that involves both cleaning as well as tree planting.

Like Dr. Wale a Friday Nation columnist wrote recently, "your originality is your greatest gift to the world and it will be what defines your legacy." It was therefore a pleasant surprise to learn that AZMA an original idea of one of the twelve girls is not only raring to go but complete with management structures and defined mission and vision.

It is no wonder then that International organizations such as Google and New Horizons Initiative have already pledged to work with the young girls as soon as they are through with their examinations. However, the girls will disrupt their busy academic programs to work on their first tree planting day slated for October 8<sup>th</sup>, 2011.

As a student, are you still there wondering what to do with your time and energy after the 2011 examinations? As a CEO, is your organization unsure of where to channel the resources allocated to corporate social responsibility? Not any more. The path has already been chatted through [www.azma.co.ke](http://www.azma.co.ke). Indeed, Kenyans of goodwill can invaluable help in channeling youthful energy towards productive activities, which are eventually beneficial to the entire society.

**Mwangi Wanjumbi, 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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## Nurturing our Future Leaders

## Teenagers Dream Big as They Plan for the Days beyond Upcoming National Examinations

They are known for being ever active if not hyperactive. Thus, the invitation to attend a "brief presentation" organized by a few students from Precious Blood Secondary School, where our younger daughter attends school, was not unusual. That was during the recent August



how make this world a better place to live small ways.

guidance of the Akira Chix (a group of as well as Kuyu Project, they have already scopes the use of internet and social net- efforts amongst Kenyan high school students ness entities, government, international of humanity through 3 main objectives. That high schools mentor primary school children for the elderly, children homes as well as

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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:-

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- 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)
- Dunlop Industries Ltd
- Kenya Tourist Dev. Corp
- Kenya Reinsurance Corp.
- CIC Ins. Group Ltd.
- AMREF Int. Training Centre
- SME Solutions Centre (Back Off. Intl)
- Basco Products Kenya Ltd
- Medlink Labs & Surgical Ltd
- Centro Food Industries – Thika
- Wida Motel Ltd
- Alfa Paints Kenya Ltd
- Africalla (K) Ltd
- Mullard Fire Protection Ltd.
- Assa Abbloy E. A. Limited
- Kenya Wildlife Services

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



Participants of a Proposal Writing Seminar —Newtimes B. S. Conference room - Sept



Grant Management Training Delegates—Newtimes B.S. Conference room—Sept 2011



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

## You Could Be Resisting Change if not Replicating The Leadership that you Desire

Change is said to be the only constant in our lives. Therefore it may be prudent to embrace change and work around the same rather than fight it. When contacted by a firm to propose on conducting performance management related training, we quickly complied. However, instead of proposing to train for 2 days as had been requested, we added an extra day. This contradicted, the company's request as well as the proposals from other aspirants.

Asked about the extra day, we explained that the senior management staff naturally needed to acquire some customized business leadership skills. It is only then that they could effectively and efficiently apply the desired performance skills. The company quickly agreed to our proposal and the training went ahead for the three days.

Earlier, this writer had attended some interviews conducted by an international consultancy consortium. That was at Windsor Hotel, a few years ago. The interviewers wished to recruit local representatives through a stringent selection process. The same included written interviews which resembled a real life examination. This writer insinuated in his answers that most change resistance occurring in organizations, is actually driven by top management. That was contrary to the commonly held view that change is normally resisted from below. In that regard, the Wazungu interviewers needed to know why the views were different from the rest of the interviewee consultants.

With great confidence, this writer articulated the fact that change must initially be driven by organizational leaders. It is them who are supposed to conceptualize and initiate, or support the organizational team on desired changes. But sadly, any change that destabilizes the comfort zones of the top leadership, is fought with zeal and may therefore never see the light of the day, in the organization. Inevitably therefore, most change resistance originates from the top. Convinced, by the arguments, the Wazungu's quickly extended the consultancy opportunity, which unfortunately had tough requirements, some of which could not be easily fulfilled.

Some years after, I, the concerned interviewee have had numerous opportunities of not only training but also writing widely on leadership. I have also accessed invaluable counsel from such Leadership Guru's as John Maxwell, Brian Tracy and Robin Sharma amongst others. I am now convinced more than ever before that change resistance actually occurs at the top, more than is the case in the middle or bottom.

The lower categories do not resist change as such. They only need good flow of information on the change process. They also need to be involved and made to appreciate the need for any desired change. That way, they end up owning the change process and moving in the expected direction.

Therefore, we must first become before making others to become what we would want of them. To achieve this, we need to embrace not only the leadership character but also the various leadership principles and concepts continually being advocated. Naturally, we can only replicate who we are, across the entire organizational spectrum.

Once we embrace the right leadership attributes, it becomes easy to influence the followers. We become their mentors and role models. We reproduce desirable leadership skills and attributes within the organizations. We are even able to inspire the followers towards unleashing their full performance potentials, for overall achievement of organizational goals and objectives. The effect becomes contagious to the entire organization. Is that not the organization that you the reader would want to lead? But, lest we forget, this does not just happen. It is driven by well structured and continuous organizational learning process. Ideally, "organizations are as good as the 'growing' leadership that they are exposed to," John Maxwell.

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