

# Impact

A newsletter for the clients of Training Solutions Ltd

From the *Editor*

## One Set Of Values

It's my pleasure once again to facilitate a review of the highlights of our most recent guru event. This time, we featured John C. Maxwell speaking on "Values-Based Leadership." A good number of you thought that our target audience was politicians (influenced by the frequency with which corruption features in the headlines!). I therefore need to set the record straight - our choice was actually informed by you! Feedback received from a cross-section of executives pointed to values-based leadership as an area of great need in Corporate Kenya today.

Kenya can only be a country that is great to do business with if its people are committed to integrity. We urgently need to return to values-based leadership. Leaders of integrity live by just ONE set of values in both their private and public lives. As a result, they never have to fear a review of their actions and decisions.

Maxwell urged us not to "talk what we don't walk", nor to send people where we have never been before. A true leader is a tour guide not a travel agent. People should follow our lives not our words. That means that it's time for us, in the business community, to stop pointing fingers at politicians. Rather, we should lead by example and create a business environment in which corrupt politicians have no place.

The topic of the day was truly "weighty," and not surprisingly, the principles we learnt caused much soul searching. Yet through it all, Dr Maxwell managed to create a rich and captivating learning experience. Take the humorous yet piercing way in which, after driving a particularly "sticky" point home, he would add, "My name is John...I'm your friend..." These few words alone served as a subtle reminder to face up to the need for change!



John Maxwell and the Training Solutions team (L to R Standing) Ben Mwangi, Monica Nderitu, Maureen Gathaku, Charles Kanyari, Ricardo Kamau, Victoria Kamau. (Kneeling) Anne Ng'ethe & Racheal Nderitu

I hope you are already working on your action plans, and equally important, passing on what you learnt. Ultimately, the goal is for you to mentor others, at home and on the job, in values-based leadership.

Thank you for sharing in what was, once again, a pivotal event. We consider it a privilege to have had the opportunity to contribute towards such an important cause. We sincerely look forward to hearing about how you are helping to redefine Kenya!

*Anne Ngethe*

Managing Director,  
Training Solutions Ltd



From Left: Mugo Kibati, Director Vision 2030, Carole Kariuki, CEO, KEPSA & Jacqueline Mugo, CEO, FKE.

» “The first person you should lead is... YOU.”



Vimal Shah, CEO, Bidco Oil Refineries Ltd and Josphat Mwaura, CEO, KPMG East Africa

# Highlights

## 1. The First Person You Lead is...YOU

Dr Maxwell opened by reminding us that too often, leaders focus on vision and forget values. In such a situation, it's all too possible to look better on the “outside” than on the “inside.” However if one's performance (who they are on the outside) is not underpinned by an upright character and values (who they are on the inside), it's just a matter of time until their lack of values impacts their influence in society. The important thing, therefore, is to focus on being better on the inside than on the outside. Only then can one's leadership influence grow.

John Maxwell shared candidly about how, when success began to increase in his life, he realized that he needed to define success for himself. In this way, he would avoid living a life that he would later regret. His personal definition of success is “when those who are closest to you are also those who love and respect you the most... there is something terribly wrong if your family and your closest work-team do not appreciate you, respect you and like you.”

If this definition of success resonates with you, and you perceive that there is perhaps some work to be done, start by taking steps to re-order your priorities and to re-define your value system.

An important leadership principle that we derived from this is that “the first person you should lead is...YOU.”

## 2. Put Your Dream to the Test

Every leader has a dream. Maxwell shared six questions that a leader should ask, to test whether he/she will achieve their dream and whether their dream is in alignment with their values.

### The Ownership Question: Is my dream really my dream?

Some signs that your dream is not really yours are an unwillingness to sacrifice and a tendency to make excuses for the dream's non-fulfillment. Great leaders do not make others responsible for their progress. And with organizational “dreams” the process of creating the dream/vision should be inclusive. The dream must be team-driven not simply leader-driven. A major attribute of a values-based leader is that he/she values people enough to get their input. The result? “Teamwork makes the dream work!”

### The Clarity Question: Do I clearly see my dream?

Clarity is important because one cannot pursue and prioritize what one cannot see. “A fuzzy vision leads to a fuzzy journey.” You aren't expected to be able to see all the specifics. Rather, it's about being able to see enough to have a sense of direction. Maxwell illustrated this point by sharing that when he was in his 20s, he already knew that he would spend the rest of his life teaching and equipping leaders. However he obviously did not know the global reach that his work would have, and certainly not that on 8th March 2010 he would be in Nairobi, Kenya, teaching leadership!

### The Reality Question: Am I depending on factors within my control to determine my dream?

The more factors within your control, the greater your chance of achieving your dream. Believing you can achieve is not enough. Your giftedness (natural talents) have a part to play in whether your dream is achievable. Example: If one is not musically gifted, a dream about being an orchestra conductor would be unrealistic.

### The Passion Question: Does my dream compel me to follow it?

Is fulfilling your dream an option or is it in fact - everything? Passion gives leaders the energy to keep going. Passion says “As long as I am alive, I am not done.” Passion sets a person apart because, the average person is often lacking in passion! Maxwell shared how his father remained a passionate person even in his 80s, still saying no to retirement.

### The Tenacity Question: Am I moving closer to my dream?

Tenacity is demonstrated by consistency. The secret to a leader's success is determined by his/her DAILY agenda. Maxwell asserted that each leader needs to develop “The Rule of Five.” He used the analogy of felling a tree to illustrate this concept. If anyone, no matter how weak, were to pick up an axe and take five swings at a specific tree every day, eventually the tree would fall. To have written as many books as he has – and become a leading speaker - Maxwell

developed his own rule of five. Every day he 1) writes something, 2) reads something, 3) files something, 4) thinks about something and 5) asks questions. Every leader needs to discover their rule of five. Some prudence needs to be exercised though – it takes time to discover the combination of the “five” most effective things.

### The Cost Question: Are you willing to pay the price?

Is the dream free? The dream is free but the journey is not. The price will be higher than you can think or imagine. It will also come sooner and it will be continual. It is however possible to pay too high a price for your dream - a leader should never compromise his/her marriage, family, health or values for their dream.

## 3. Three Questions a Values-Based Leader Should Ask Themselves

Every leader should have questions they ask of themselves concerning their values. Some examples of questions they could ask:

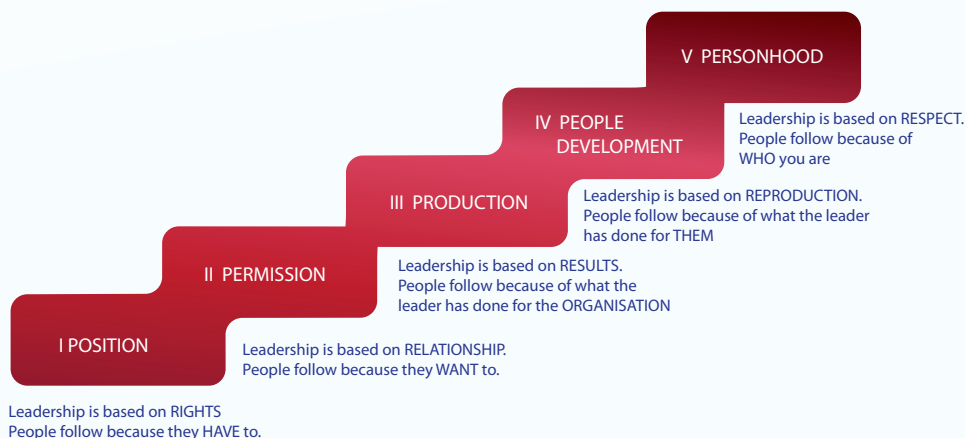
1. Am I investing in myself? Growth is not automatic. It is intentional. Your personal growth plan should be DAILY. The leader should invest in feeding his mind with truths and knowledge that will equip him to lead better.
2. Am I genuinely interested in people? Values-based leadership places people first in a leader's mind. This is because the only reason to be a leader is to genuinely help people.
3. Why do I lead? Leaders see more and they also see before others. A values-based leader is one who is careful not to manipulate people, because there is a fine line between manipulating people and motivating them. Manipulation takes place when a leader seeks to move others for his/her own advantage rather than seeking to craft what works for both the leader and his/her followers. A leader's “currency” to lead is the trust of his people. Trust is built by good decisions. It takes longer to earn trust (or regain it) than it does to lose it. Each time a leader makes a bad decision, he/she loses some of his/her followers trust. A leader can live on low levels of trust for a limited time only. Sooner or later he/she will be ‘bankrupt’ of trust.

## 4. Three Questions Followers Ask of their Leader

1. Do you care for me?
2. Can you help me – if I follow you will it get better for me? (this is a competence question)
3. Can I trust you?

## 5. The Five Levels of Leadership

The five levels of leadership represent five bases of a person's leadership influence. Each of these levels can be active in a leader's life at the same time, but in different contexts. However the fifth level is the “highest” form of leadership. The five levels are illustrated below.



John Maxwell illustrating a point

» **Passion gives leaders the energy to keep going. Passion says, “As long as I am alive, I am not done.”**



A bevy of beauties – welcome John



## Defining Our Values As A Nation

The Uungwana Initiative is a national campaign which seeks to enable Kenyans to subscribe to a set of core values. Ken Njiru, Team Leader of the Initiative and CEO of Uungwana Resource Institute took us through the campaign's core values:-

**Utu** – the true essence of your humanity as exemplified by qualities such as gentleness, goodness, service to others, kindness.

**Courage** – bravely standing for what is right in the face of opposition.

**Justice** – fairness in all dealings. Involves issues of equality.

**Politeness** – civility, sociability, good manners, courtesy, respect for others.

**Trustworthiness** – being forthright, sincere and truthful when relating to others.

**Afya** – health and wellness and cleanliness, taking care of oneself.

The Uungwana Campaign emphasizes self leadership. In other words each person must take responsibility to live out the values. It also emphasizes accountability. We must hold each other accountable to honor and uphold the values. The campaign focuses on holding Kenyans accountable at a personal, organizational and societal level; to embrace ethical progressive behaviour (Uungwana) whilst rejecting unethical anti-social and retrogressive behaviour (Ushenzi). KEPSA and the Uungwana Institute will also be seeking to work together to define the Ethical Corporate or the Uungwana Corporate.

Ken Njiru pointed out William Wilberforce as an example of a person who demonstrated values-based leadership. William Wilberforce is best known for his leading role in the battle for the abolition of slavery. This battle was values-based, as it was driven by the desire to uphold the value and dignity of all men. Despite coming from a privileged background, Wilberforce was not blind to the dehumanizing nature of slavery. Wilberforce also addressed many other social evils such as cruelty to animals, child labour and uncouth public behaviour. For more information on the Uungwana Initiative please contact [info@uri.co.ke](mailto:info@uri.co.ke)

## Upcoming Events

### Project Management Methodology

- 4 – 12 May 2010, Nairobi
- 8 – 11 June 2010, Kampala

### The 7 Habits of Highly Effective People

- 19 - 21 May 2010, Mombasa
- 9 - 11 June 2010, Nairobi
- 14 - 16 July 2010, Kampala

### Finance for Non-Finance Managers

- 19 - 21 May 2010, Nairobi

### Leadership: Great Leaders\* Great Teams\* Great Results

- 26 – 28 May 2010, Nairobi

### Presenting with Confidence

- 26 - 28 May 2010, Nairobi



### Recommended Resources by

John Maxwell

- Failing Forward
- Today Matters
- Ethics 101
- 360 Degree Leadership

The above books are available from leading bookstores in Kenya.

### Production Team

Editor: Anne Ngethe

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## Quotable Quotes.

"Excellent event - Well done!! I brought along my entire executive team and we are all excited about the learning."

~Martin Oduor-Otieno. CEO, Kenya Commercial Bank~

"This was a very important day for me. Mr. Maxwell was very inspiring, honest; he has earned my deep respect. Every aspect of the seminar was exceptional, it was worth every shilling. Thanks to Training Solutions for this opportunity."

~Ahmed Issack Hassan. Chairman, Interim Independent Electoral Commission~

"This was one of the most relevant, down to earth, action oriented seminars that I have ever attended."

~John Muchai. Coca Cola East Africa Ltd, Strategy and Business Planning Manager~

"The content was very relevant beyond business. I was challenged to evaluate my values in every aspect of my life."

~Gladys Kimani-Warirah. KPMG Kenya, Consultant~



Martin Oduor-Otieno, CEO, KCB and Monica Nderitu



A young participant is congratulated by John Maxwell for his eagerness to learn