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*Weekly Bulletin**Published by the KSG Communications Department*

## To Be a Strategic Leader Think Differently



Participants of SLDP No. 318/2022 visit Lower Kabete Primary School where they donated desks, sanitary towels and stationery supplies for candidates of grade six and standard eight

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Kenya School of Government, Director General, Prof. Ludeki Chweya has urged participants of the Strategic Leadership Development Program (SLDP) 318/2022 to continuously gather information about human civilization and embrace diversity in terms of

gender and ethnicity in their various organizations for work environment balance.

During the graduation ceremony, the Director General disclosed that the School plans to launch the Leadership Program for National Transformation recommended for public

officials and other individuals poised to take up responsibilities in formulation and stewardship of strategies for national transformation in different roles.

“Live respectfully with others and abide by your professional standards which are your identity,” said Prof. Chweya.

# To Be a Strategic Leader Think Differently



SLDP participants and staff of KSG display items provided for students at Lower Kabete Primary School

In the spirit of responding to societal concerns, SLDP cohort 318 extended goodwill to Lower Kabete Primary School through the donation of classroom desks, sanitary towels, and stationery for examination candidates who are in grade six and standard eight. The participants also proposed to sponsor two pupils to further their education.

Ms. Lilian Njeru, Headmistress of Lower Kabete Primary expressed her appreciation to the participants for ensuring the pupils are comfortable as they undertake their studies. She also

acknowledged the Kenya School of Government for always offering assistance to the young students. The School supports education by providing material, psychological and spiritual support to school-going children.

About the program, Mr. Michael Nteere of the Ethics and Anti-Corruption Commission (EACC) stated, "Being a strategic leader means thinking differently and intentionally, as illustrated in the modules of the program that were expertly delivered by facilitators who shared their wealth of knowledge from experience working in the Public

Service."

Ms. Judith Lang'at also from EACC said that the experience was wholesome. "The experiential learning provided a unique element, of engaging all learning process that includes hand-on experiences and reflection," she summarized.

*Compiled by Caroline Mulinge and Phyllis Musyoki*



# Emotional Intelligence equals Maturity

BY DR. ANN KANG'ETHE

Organizations envision delivering on their mandate in pleasant and healthy working environments with a satisfying working culture which can be achieved by deliberately seeking to understand and exercise emotional intelligence.

As defined, Emotional Intelligence (EI) is the ability to manage our own feelings and emotions, as well as monitor and manage the feelings and emotions of others with whom we come in contact. In today's world, it has become a necessary social skill that has enabled people to properly connect, work and interact towards a common goal. It focuses on seeking to understand and manage one's and other peoples' emotions thus safeguarding them.

In the corporate environment, it is paramount that, everyone, especially leaders possess EI to ensure professional and firm interaction with the employees nevertheless with a humane touch as efforts are placed on the realization of the desired results.

As previously perceived, academic excellence was all that was required to climb up the ladder in an organization. However, as time evolves, it is evident that the most reputable leaders through EI have embraced the spirit of servanthood by being modest, listening, caring, and valuing people for who they are. This means that these leaders understand and connect with people and have empathy, stewardship, and commitment to their holistic growth.

This is not to devalue the power of academic qualifications and the sacrifice that comes with it, rather to emphasize and appreciate the blend of intellectual

ability and emotional intelligence; the outcome is definitely excellent performance. Substantially, EI has been labelled as the new 'yardstick' in the market adopted by human resource practitioners to evaluate the performance of employees, and determine which staff to retain, promote, and reward.

Also, emotional intelligence is important for coexistence with others in society, at the family level, and also in spiritual denominations. Persons with high levels of EI are approachable and sociable as they have the capability to remain calm and collected during stressful and emotional episodes. They also possess a self-drive to improve and better themselves and others through listening to other person's points of view, processing them, and thinking before responding.

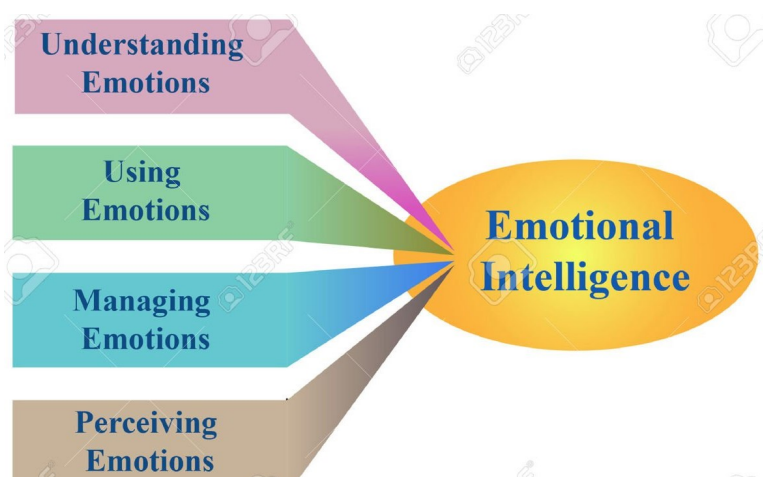
"Emotional Intelligence is equal to maturity." It comprises both personal and social competencies that give a competitive edge to organizations and the success of individuals like self-awareness or the ability to understand oneself by knowing how you feel, and how your emotions and actions can affect other people. It realizes motivation to enable a person to

remain focused, passionate, and maintain positive energy towards any challenge; and ensures empathy to help an individual to put themselves in another's situation, pay attention to body language and respond to feelings, apart from enabling one to develop self-regulation as an ability to control emotions, rushed and emotional decisions. Further, through emotional intelligence, one may enhance their social skills to enable effective communication, managing change, and conflict resolution.

Emotional intelligence can be learned, developed, and enhanced by conducting honest self-evaluation to understand one's weaknesses, accepting that no one is perfect, and willingly working on the negatives to become better. It is achievable for both genders and, is not genetically fixed.

Usually, it is assumed that individuals endowed with emotional intelligence should always be agreeable in all situations. On the contrary, they should be firm to confront scenarios specifically and in a strategically. Emotional intelligence is an ingredient that should never miss in leaders at all levels in any organizational setup.

*The writer is the director of KSG Embu Campus.*



# Embrace Electronic Records Management Systems



BY MR. VINCENT TABUCHE

**I**n the recent past, most public sector organizations have made strides to incorporate technology in their records management systems.

Nonetheless, it is an agreeable fact that the application of these systems has come with its fair share of risks and opportunities. A number of technologies have been embraced to support records management including email systems, database management systems, individual software for the creation of office documents, and web technology systems.

To begin with, e-mail systems are increasingly used by government

organizations in their internal and external communication. Consequently, by not managing these systems professionally, they affect the very essence of information management; supporting decision making, accountability, and service delivery. Besides, e-mails present a challenge of lack of central control as their creation, storage and retrieval are pigeonholed.

Additionally, database management systems are widely used in public administration to manage transactional data among other purposes. One big challenge with these systems is that they do not store the preceding data elements when they are updated. This presents risks to organizational information as there is a likelihood of loss of historical context.

Notably, individual software for the creation of office documents such as text editors and spreadsheets are also widely used applications by individual public servants in public administration in their daily

operations. The use of these applications confronts organizations with a lack of control over the creation and capture of data. It may be difficult, for example, to find out which version of a document is the final version within an organization.

On the other hand, web technology systems are commonly used for promotional, interactions, and transaction purposes with clients. Application of these systems presents the risk of loss of information when websites are updated and the 'old' information is not preserved.

To assure the successful application of these systems, it is advisable for organizations to have standardized records management policies, procedures, and guidelines in their implementation and usage. This will help to ensure that such risks are checked and that records managed by them retain their fixity, integrity, and accessibility as long as they are required.

*The writer is the Principal Records Management Officer at KSG.*



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**Campus:** Matuga

**Cost:** Ksh. 175,000



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# From Association to Sacco: A Promising Future for KIASWA

BY CAROLINE MULINGE

Established 20 years ago, the Kenya Institute of Administration Staff Welfare Association (KIASWA) has progressively grown in membership and benefits, changes that have greatly been welcomed.

Currently having a membership of about 315 members of staff who are drawn from across the campuses of the School, the management of KIASWA envisions a promising future, one where the services and the benefits to the members will be expanded and strengthened even more as the team looks forward to shifting to a Savings and Credit Cooperative Society.

"The management is working in phases to ensure every plan and goal of the welfare is met. One thing that we look forward to is elevating KIASWA from an association to a Sacco. The association will also change its name in order to incorporate all the members of staff in the various campuses across the Kenya School of Government. This way the association will be able to market its mandate and activities," Mr. Eliud Kemboi, the chairman of the Association affirmed.

KIASWA was established in 1984 as a welfare association for the staff of the then Kenya Institute of Administration (KIA) to financially empower the members. The Association has since incorporated the staff of the former GTIs following the establishment of the Kenya School



of Government which brought together six erstwhile public service training institutions.

The welfare which is worth 62 Million as of December 31, 2021, continues to offer benefits such as providing a saving scheme from which a member can draw loans three times their contribution which is repaid at the rate of one percent. In addition, members receive dividends at the end of the year based on their savings. Further, the benevolent scheme provided by the Association offers support at the time of death of a member or any member of their family who is covered under the benefactors.

Apart from the change to a Sacco, Mr. Kemboi has alluded to a number of forthcoming improvements to the Association.

"The management committee is in the process of amending the KIASWA constitution as was agreed upon

during this year's annual general meeting. One of the revisions is to extend the term of the chairman from the current two years to four years. This will give the chair adequate time to implement agreed-upon plans."

Appreciating the expansive technological advancement which continues to ease service delivery, plans are underway in the Association to roll out a member portal. Through the portal, members will be able to access their statements and other updates relating to the operations and the performance of the association and their savings and loans.

"Member sensitization will soon be conducted to acquaint members on the use of the portal. The system which is digital will be able to make work easier and save information for future reference compared to the manual system where documents might be hard to locate. This way all accounts will be managed in terms of



## From Association to Sacco: A Promising Future for KIASWA

increments and deductions,” said Mr. Kemboi.

The chair hinted at a proposal to increase the benevolence amount from the current KSh. 50,000. The proposal will be discussed by members in the next annual general meeting and adopted if agreed upon.

The Association is currently managed by two committees; the management committee and the executive committee. The management committee which is composed of the chairman, vice chairman, treasurer, secretary, and vice secretary is elected every two years at the annual general meeting (AGM) and the executive committee is composed of departmental/campus representatives.

To cater to the expansion of the Association, the management committee seeks to appoint an officer to fully manage its operations.

“The welfare will appoint a specific officer who will be able to manage the welfare portfolio, duties, and activities. These duties will only entail those of the welfare as we are expecting more people to join. The workload will be easier to keep up with and enable completion.”

Mr. Kemboi who has been the Chairman of KIASWA for five years now observes that the Association is like one big family. He encourages non-members to consider joining the Association.

“Apart from encouraging members to save up, KIASWA helps its members to acquire assistance in terms of financial challenges and personal

development according to a members’ shares and subject to their ability to pay. At the end of the year, profit and reserves acquired by the welfare are divided among all members,” Mr. Kemboi highlighted.

In terms of monthly contribution, he said that members have the free will to decide on the amount of individual contribution, when to top up their contribution and when to withdraw from the welfare.

Even as it steadily grows, the Association has not been without challenges. “Most challenges were surfaced during the COVID-19 pandemic. Some members who decided to leave the Association for one reason or the other, have not been able to come back to the association while some find it hard to clear their pending loans. This has caused the management to deviate and extend the payment duration. A member’s payroll may be below the third of their payroll hence the Association is not able to deduct loans thus operating below the appropriate schedule put in place,” the chair observed.

*“KIASWA is like that neighbor who is always there to help you when in need.”*

**Mr. Joseph Munyao**

Also, the welfare is yet to bring on board all employees across the School since there are also campus based welfare associations. However, even with the challenges, Mr. Kemboi assures that the Committee is up to the task and appreciates members for the support to the Association. He encourages members to continue giving feedback and suggestions for more improvements.

A number of KIASWA members, some who requested anonymity, have uploaded the management for the notable growth and amiable support to members, financial and otherwise. KIASWA, to them, has made their lives easier by being at the forefront when they need assistance mostly financially.

“KIASWA is like that neighbor who is always there to help you when in need,” a member stated.

Mr. Joseph Munyao from the Administration Department at Lower Kabete has been a member of the Association for ten years. He applauded the association for its good management and willingness to help and support its members when in need.

“KIASWA has enabled me to take care of a number of my financial needs. I can gladly say I have really benefited from it since I joined it way back,” he recounted.

Mr. Munyao also urges non-members to make an effort and join KIASWA so as to reap the benefits.

# The distraction of technology in the workplace

BY PHYLLIES MUSYOKI

Technology is an integral part of how the world runs; it has become inevitable with how lives are conducted in homes and employment set-ups such as in education, healthcare, research, and even agriculture amongst many other fields. It is argued that indeed technology has made life better, probably easier, and more comfortable for many people as information can be retrieved from the internet any time of the day and night.

In the workplace, it has become a basic requirement so as to get the job done, communicate effectively, and has even facilitated working remotely which was, of course made extremely necessary with the disruption of COVID-19 pandemic.

Nevertheless, it should be remembered that with technology, one has to find balance to ensure that operations are effectively and efficiently carried out as it has brought about its benefits but is also associated with some drawbacks. Calls, emails, text messages and use of social media have largely replaced face-to-face communication that allowed people to pick up on nonverbal cues and body language.

When it comes to working performance technology can affect efficiency and productivity by increasing error rates, increasing the amount of accidents, poor decision making, and deterioration in planning and control of work.



Perhaps there is a need to stop and think about the number of things you have procrastinated because you had

to look at a pop-up message and even given more attention than was required thus distracting you from your duties. Setting work deadlines on deliverables is one way to avoid frequent distractions. Additionally, disabling pop-up and sound notifications is also a way of managing your technology devices allowing you to focus on duties.

Set aside designated time for personal phone time by creating a schedule for when you can use your gadgets and sticking to it may reduce the chance of being sidetracked.

Constantly replying to messages, looking at social media, or taking personal calls during work hours, could heavily affect the quality of your work. To avoid this, it is important to exhibit a respectable work ethic and leave such extra tasks within the stipulated time.

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# Musembi: Tasks should be done economically, not with haste



**Ms. Damaris Mukui Musembi**  
Head of Information Technology  
Kisii County Government

Being in a comfort zone impedes the realization of full potential with the belief that things have always worked out the way they do has led to many maintaining the status quo—a situation that has led to inefficiency, one characterized by people missing out on benefits that come with change.

This week, **Bulletin Writer, Mr. Elias Makokha** shares part two of a series of write-ups from a conversation with Ms. Damaris Mukui Musembi, a graduate of the Strategic Leadership Development Program (SLDP). The writer compiles an account of experiential learning, a significant activity that the interviewee participated in, and some valuable lessons worth putting to use in Public Service.

Ms. Musembi is the Head of Information Technology Support at the Kisii County Government. She vividly recounts the experiential component of SLDP

which is structured to begin very early in the morning. To her, the idea of waking up at 5.45 am, warming up, and hitting the road running seemed very difficult.

"I kept asking myself how I will be able to sustain the morning run after leaving Baringo where we undertook the experiential learning. Thinking through this, I resolved that as a leader, I have to be consistent. Most of what I learned at the School has already transformed me," she says with reminiscence.

She gave prominence to one of the activities she found intriguing which mirrors how the diverse dispositions and characters of employees in the organization can influence the quality of work.

"At first, we thought it was a competition. In groups of fifteen participants, each lined up to transfer two litres of water from a bucket to a bottle using a small towel," explained Ms. Musembi.

Specifically, the activity was to be duly completed within 30 minutes. But within the first 5 minutes, two groups had already depleted their water, with a lot of spillages.

"Members of the remaining group handled their resources carefully and utilized the time to pass the water from the bucket to the bottle with minimal wastage," she observed.

The moral lesson of the activity, Ms. Musembi later learned, was not about finishing it with haste but performing it economically.

"The two groups that did not clear the task as expected lacked

prudence and did not consider the number of resources that were being wasted. This reflects how many organizations misuse resources due to, among others, team conflict, poor communication and coordination, and lack of integrity in handling the resources," she observed.

Ms. Musembi disclosed that accountability came out very strongly when public officers are supposed to remain responsible for resources allocated to them to benefit the citizens, yet they end up misappropriating them, thus denying the citizens their rightful services.

She also observed that the team that performed well in the activity had chosen a leader who communicated the mission and kept members abreast and upbeat with what was happening.

"We took home valuable lessons; the need to define the required work output and align the team to business goals. Then, it is very crucial to develop a communication strategy, provide effective training, and implement a support structure. Measure the work done to establish if the goal was achieved."

Other tests came through physical activities such as long treks, outdoor leadership games, running, and an assessment of how one took part in group-related experiential activities. Ms. Musembi recommended the uptake of the program by Chief Executive Committee Members, Chief Officers, and officers joining higher positions in government to transform their understanding of the true meaning of leadership and devotion to service delivery.

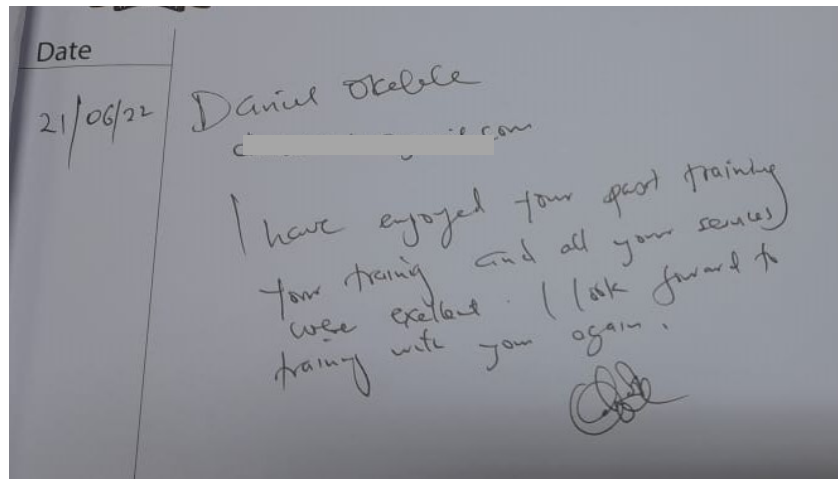


## Leadership Lesson

“The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there.”

– John Buchan

### *Have Your Say*



### Humor of the week

Supervisor: Do you have any special skills?  
Me: Look, a turtle!



### Quote of the Week

“How wonderful it is that nobody need wait a single moment before starting to improve the world.”

–Anne Frank

**Baringo Campus**

Strategic Leadership Development Course	5th September - 14th October, 2022
Public Relations and Customer Care	5th - 16th September, 2022
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Senior Management Course	5th - 30th September, 2022
Post Bank Workshop	1st September, 2022

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**Embu Campus**

Strategic Leadership Development Program No. 321	25th July - 16th September, 2022
Strategic Leadership Development Program No. 323	22nd August - 30th September, 2022
Supervisory Skills Development Course	5th - 16th September, 2022
Workshop Capital Markets Authority	31st August - 2nd September, 2022

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**Matuga Campus**

Induction Course (National Youth Service)	29th August- 2nd September, 2022
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Email: director.baringo@ksg.ac.ke

**Mombasa Campus**

Senior Management Course (Online) No.155	18th July-9th September, 2022
Induction for Public Service (Financial Reporting Centre)	29th August- 2nd September, 2022
Senior Management Course No. 156	29th August- 23rd September, 2022
Strategic Leadership Development Course No.324	29th August - 7th October, 2022
Workshop Media Council of Kenya	29th - 30th August, 2022
Workshop Women Enterprise Fund	30th - 31st August, 2022



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**Lower Kabete**

Strategic Leadership Development Program No. 322	15th August-23rd September, 2022
Senior Management Course No. 388	15th August-9th September, 2022
Senior Management Course No. 387	15th August-21st October, 2022
Strategic Leadership and Development Programme	22nd August- 30th September, 2022
Workshop National Police Service	22nd August - 2nd September, 2022
Transformative Leadership Course (GIZ)	29th August-2nd September, 2022
Public Finance Act and Regulation Training (KenGen)	30th August-2nd September, 2022
Kenya National Highways Authority Workshop	29th August-2nd September, 2022

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