REPUBLIC OF KENYA

THE NATIONAL ASSEMBLY
TWELFTH PARLIAMENT
FIFTH SESSION (2021)

REPORT ON THE TRAINING OF MEMBERS OF THE LIAISON COMMITTEE

ON
LEADERSHIP, ETHICS & GOVERNANCE

HELD ON

21st – 25th June 2021

TRAINING VENUE : RADISON BLUE HOTEL, SISLI, INSTANBUL, TURKEY

FACILITATORS: KENYA INSTITUTE OF MANAGEMENT

IN

PARTNERSHIP WITH INTELLIGENT BUSINESS SOLUTIONS, TURKEY

Clerk's Chambers
Directorate of Audit, Appropriations & Other Select Committees
Parliament Buildings,
NAIROBI

July 2021

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List of Abbreviations

DEMA	Disaster and Emergency Management Authority
CEO	Chief Executive Officer
e-devlet	Turkish e-government website
EU	European Union
KIM	Kenya Institute of Management
NGOs	Non-Governmental Organizations
POTUS	President of the United States
US	United States
VUCA	Volatility, Uncertainty, Complexity, Ambiguity

Foreword

Hon. Speaker,

On 21st June to 25th June 2021, I had the pleasure to lead a Liaison Committee delegation to Istanbul, Turkey to attend training on Leadership, Ethics and Governance which was held at the Radisson Blu Hotel.

The training was aimed at imparting knowledge and improving the leadership skills of Members of the Liaison Committee of the National Assembly. This training was a follow up on various training programmes that have been mounted for the Committee.

The Liaison Committee acknowledges that training and continuous development is a critical factor in enabling parliamentary committees to perform their constitutional roles of Legislation, Oversight, Representation and Budget Making in the most effective manner.

I would like to express my appreciation to all those who played a role in the organization and coordination of the training. I would especially like to thank the trainers Dr Raed Sila and course coordinator.

I also wish to thank my parliamentary colleagues who actively participated and ensured that the training was productive and enjoyable.

On behalf of the delegation, I take this opportunity to thank you most sincerely for according us the opportunity to attend and participate in this very important Training programme.

It is now my pleasant duty and privilege, to present the delegation's report to the House

HON. JEREMIAH KIONI, CBS, MP
CHAIRMAN, CONSTITUTIONAL IMPLEMENTATION AND OVERSIGHT COMMITTEE & LEADER OF DELEGATION

Executive Summary

In recognition of the changing needs of leadership in the face of globalization, members of the Liaison Committee attended a three-day training on leadership, ethics and governance. The curriculum of the training was developed by KIM in collaboration with the Intelligent Business Center with the information shared expected to enhance the participants' skills in the areas of leadership, ethics and governance.

The training delivery method used included, presenting information to provoke discussions, and sharing of experiences. Case studies of application areas were also used to enhance the learning. The areas of learning included: character traits of a successful leadership which were highlighted as, being visionary, ability to influence and inspire, capacity to adapt to changes, accepting responsibility, and desire to learn and grow; Strategies for leading through complexity and ambiguity; contrasting of management models between Middle eastern and western styles across various dimensions.

Surveys concerning changes in leadership demands for the 21st century were discussed. This was in line with the need for renewing leadership strategies in light of changing needs. In addition, traditional leadership expectations and new competencies required for the current contexts were compared and contrasted. The delegation was also taken through the process of public policy development. In concluding the training, two Turkish successful cases of leadership in public policy and administration, AFAD, and e-devlet (e-government), were shared and discussed as a way of demonstrating the application of the leadership concepts learnt.

Introduction, Establishment and Mandate

Introduction

This report provides an account of the Liaison Committee of the National Assembly training on Leadership, Ethic and Governance which was undertaken at the Radisson Blu Hotel, Istanbul, Turkey from 21 – 25 June 2021.

Chapter 1 explains the background, aims and objectives of the delegation's training on Leadership, Ethic and Governance acknowledges the efforts of who played different roles to support the delegation to ensure the success of the training and provides a summary of the delegation's principal findings and recommendations.

Chapters 2–3 contain detailed descriptions of the training sessions for the three days

Appendix A contains the delegation training program

Establishment and Mandate of Liaison Committee

The Liaison Committee is established under the provisions of S.O. No. 217 and consists of the Deputy Speaker as chairperson, a member of the Speaker's Panel who is also the First Chairperson of Committees who is the Vice-chairperson and the chairpersons of all committees of the House.

The Committee has the following mandate:

    i.   guide and co-ordinate the operations, policies and mandates of all Committees;

   ii.   deliberate on and apportion the annual operating budget among the Committees;

  iii.   consider the programmes of all Committees, including their need to travel and sit away from the precincts of Parliament;

  iv.   ensure that Committees submit reports as required by these Standing Orders;

   v.   determine, whenever necessary, the committee or committees to deliberate on any matter; and

  vi.   give such advice relating to the work and mandate of select committees as it may consider necessary;

The Liaison Committee is charged with the responsibility to consider reports of Committees that have not been deliberated by the House and report to the House on the consideration of such reports.

Liaison Committee Membership

Hon. Moses Cheboi, CBS, M.P.　　**Chairperson**
Member of Parliament for Kuresoi North Constituency

Hon. Soipan Tuya, CBS, M.P.　　**Vice Chairperson**
Member of Parliament for Narok County

Hon. Amos Kimunya, EGH, M.P.
Member of Parliament for Kpipiri Constituency
Chairperson, Committee on Selection

Hon. Katoo Ole Metito, EGH, MGH, M.P.
Member of Parliament for Kajiado South Constituency
Chairperson, Departmental Committee on Defence and Foreign Relations

Hon. Maina Kamanda, EGH, M.P.
Nominated Member of Parliament
Chairperson, Committee of National Cohesion and Equal Opportunities

Hon. Adan Ali Haji, M.P.
Member of Parliament for Mandera South Constituency
Chairperson, Departmental Committee on Trade, Industry and Cooperatives

Hon. Josphat Kabinga Wachira, MP
Member of Parliament for Mwea Constituency
Chairperson, Departmental Committee on Labour and Social Welfare

Hon. James Mathenge Kanini Kega, M.P.
Member of Parliament for Kieni Constituency
Chairperson, Departmental Committee on Budget and Appropriations

Hon. Florence Mutua, M.P.
Member of Parliament for Busia County
Chairperson, Departmental Committee on Education

Hon. Jeremiah Ngayu Kioni, M.P.
Member of Parliament for Ndaragua Constituency
Chairperson, Committee on Constitution Implementation Oversight

Hon. Kathuri Murungi, M.P.
Member of Parliament for Imenti South Constituency
Chairperson Special Funds and Accounts Committee

Hon. Patrick Makau, M.P.
Member of Parliament for Mavoko Constituency
Chairperson, Departmental Committee on Sports, Tourism and Culture

Hon. Kareke Mbiuki, M.P.
Member of Parliament for Tharaka Nithi Constituency
Chairperson, Departmental Committee on Environment and Natural Resources

Hon. Wafula Wamunyinyi, M.P.
Member of Parliament for Kanduyi Constituency
Chairperson, Committee on National Government Constituencies Development Fund

Hon. Clement Muturi Kigano, M.P
Member of Parliament for Kangema Constituency
Chairperson, Departmental Committee on Justice and Legal Affairs

Hon. David Gikaria, M.P.
Member of Parliament for Nakuru Town East Constituency
Chairperson, Departmental Committee on Energy

Hon. Peter Mwathi, M.P.
Member of Parliament for Limuru Constituency
Chairperson, Departmental Committee on Administration and National Security

Hon. (Dr.) Rachael Nyamai, M.P.
Member of Parliament for Kitui South Constituency
Chairperson, Departmental Committee on Lands

Hon. Sabina Chege, M.P.
Member of Parliament for Murang'a County
Chairperson, Departmental Committee on Health

Hon. Moitalel Ole Kenta, M.P.
Member of Parliament for Narok North Constituency
Chairperson, Committee on Implementation

Hon. William Kisang, M.P.
Member of Parliament for Marakwet West Constituency
Chairperson, Departmental Committee on Communication, Innovation and Information

Hon. Naisula Lesuuda, M.P.
Member of Parliament for Samburu West Constituency
Chairperson, Committee on Regional Integration

Hon. Gladys Wanga, M.P.
Member of Parliament for Homa Bay County
Chairperson, Departmental Committee on Finance and National Planning

Hon. Opiyo Wandayi, M.P.
Member of Parliament for Ugunja Constituency
Chairperson, Committee on Public Accounts

Hon. David Pkosing, M.P.
Member of Parliament for Pokot South Constituency
Chairperson, Departmental Committee on Transport, Public Works and Housing

Hon. Abdullswamad Nassir, M.P.
Member of Parliament for Mvita Constituency
Chairperson, Committee on Public Investments

Hon. William Kamket Kassait, CBS, M.P.
Member of Parliament for Tiaty Constituency
Chairperson, Committee on Delegated Legislation

Hon. Ezekiel Machogu, M.P.
Member of Parliament for Nyaribari Masaba Constituency
Chairperson, Committee on Members' Services and Facilities

Hon. Silas Tiren, M.P.
Member of Parliament for Moiben Constituency
Chairperson, Departmental Committee on Agriculture and Livestock

Hon. Justus Mugali Kizito, MP
Member of Parliament for North Mugirango Constituency
Chairperson, Committee on Parliamentary Broadcasting and Library

<div align="center">**Chapter One :**</div>

1.0 Background

The rapidly changing and complex nature of leadership can challenge even the best leaders. This requires leaders to continuously be aware and updated on the principles and best practices surrounding leadership, ethics and governance.

It is in recognition of the above that the Liaison Committee, during its Fourth Sitting of the Fifth Session held on 13th May, 2021, proposed to hold a capacity building programme for its Members. This was aimed at exposing them to best practice approaches in managing the emerging issues encountered by leaders.

As such, the Kenya Institute of Management (KIM) in collaboration with the Intelligent Business Center developed a training programme on '*Strategic Leadership and Governance*' which was undertaken in Istanbul, Turkey from 21st to 25th June, 2021.

The Liaison Committee participated in this Training programme and was represented by a nine Members delegation comprising of-

Table 1: Liaison Committee Members

Name	Title/Position
1. Hon. Ngayu Jeremiah Kioni, CBS, MP	Chairperson, Constitution Implementation Oversight Committee
2. Hon. Mbiuki Japhet Kareke, CBS, MP	Chairperson, Environment & Natural Resources
3. Hon. Chege Sabina Wanjiru, CBS, MP	Member of Parliament Chairperson, Departmental Committee on Health
4. Hon. Muturi, Kigano Clement, CBS, MP	Member of Parliament Chairperson, Departmental Committee on Justice and Legal Affairs
5. Hon. Haji Adan Ali, CBS	Member of Parliament Chairperson, Departmental Committee on Trade and Cooperatives
6. Hon. Ezekel Machogu , MP	Member of Parliament Chairperson, Members Services and Facilities
7. Hon. Murungi Kathuri, MP	Member of Parliament Chairperson, Special Fund Committee
8. Hon. Maoka Maore Richard, MP	Member of Parliament Majority Deputy Whip
9. Hon. Osman Abdikhaim, MP	Member of Parliament Member, House Business Committee

Chapter Two:

Day 1: Leading Through Vuca (Volatility, Uncertainty, Complexity & Ambiguity)

2.1 Leading Through Vuca (Volatility, Uncertainty, Complexity & Ambiguity)

Facilitator: Dr Raed Sila

The first session began with the facilitator, Dr Raed discussing the traits that make for an effective leader. In his presentation, the question of whether a leader is born or made came up. It was noted that opinions vary on this question with some on one hand believing that true leaders are born that way naturally charismatic, influential, and inspiring individuals who are destined to make a mark. On the other hand, while certain people may be naturally predisposed to leadership, just as they're naturally predisposed to athleticism or musicality, there is all evidence to believe it's absolutely possible to cultivate the characteristics and skills necessary to call oneself a leader. The developable traits of a leader were listed to include the following:

a. **Leadership Trait #1: Action not position.**

As a first trait, the presenter highlighted the importance of a leader to be an action taker. Scott Young denoted that, "The thing that separates the lousy from the great is rarely the ideas but execution."

He further indicated that an effective leader is not the one holding a position, but one who takes action to rally the efforts of those he /she leads towards achieving their goals. In effect, a leader that leads by position power only gets less results than one that mobilizes the other different sources of power achieves way more.

b. **Leadership Trait #2: A Clear, Achievable Vision**

As Warren Bennis said, "*Leadership is the capacity to translate vision into reality.*

It was noted that true leaders have the capacity to develop a big vision—one that inspires and motivates their team—and turn it into reality. This, it was said requires not only a passion for the vision, but the clarity to communicate it and the intelligence and experience necessary to execute it.

The delegation was accompanied by Ms. Perpetual Muiga, Delegation Secretary (Second Clerk Assistant) and Ms. Dorothy Njagu (Secretary), Office of the Leader of Majority Party.

1.2 Objective of the Training

The training was intended to provide Members of the Liaison Committee with useful information, advice and resources for enhanced leadership skills, provide an overview of the key aspects of leadership, ethics and governance.

1.3 Training Outcomes

The training gave participants in-depth knowledge and best practice from seasoned professionals through the use of real case studies and discovery of practical information that they can take back to their committees.

1.4 Training Method

The training methods used included classroom presentations, group discussions, and activities. Case studies and survey data analysis were in addition used for enhancing concepts learnt. Outdoor activities were also used for team dynamics experiential learning.

1.5 Introduction

The opening remarks to the training program were made by Hon. Jeremiah Kioni, MP, the Leader of the Delegation. The Leader of the Delegation emphasized the importance of adapting new leadership approaches in view of the fast-changing expectations and contexts of leadership in the 21st century. The Leader of the Delegation welcomed the Members present and called upon the Clerk of the National Assembly, Mr. Michael Siala, CBS to address the participants.

In his remarks, the Clerk of National Assembly welcomed Member present and noted that the National Assembly was keen in building capacity for Members of Parliament to enhance service delivery. He congratulated the Members present for sacrificing their time to participant in the training programme.

c. Leadership Trait #3: The Ability to Influence and Inspire

In Sonia Sotomayor's words, *"I think it's important to move people beyond just dreaming into doing. They have to be able to see that you are just like them, and you made it."*

In discussing the third trait the presenter highlighted the importance for the leader to remember that their work and success is not solely dependent on them; good leaders know how to rally the people around them toward the same overarching goal. Further it was highlighted that if the leader desires his team, friends, or even random strangers to follow his lead, he required to get clear on where he wants to take them, start down that path himself, and be willing to hear them and help them along the way.

d. Leadership Trait #4: The Capacity to Adapt

Douglas MacArthur said, *"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others."*

e. Another observation made was that, in the current fast-paced world, change is inevitable. As such, change should not be viewed as an obstacle, but rather as a chance for a leader to be inventive, adaptable, and decisive in the face of uncertainty. It's also the perfect opportunity to show others that they can rely on the leader to make big decisions.

f. Leadership Trait #5: A Willingness to Accept Responsibility

The facilitator cited a quote by Margaret Thatcher, the former UK Prime Minister that, *"If you set out to be liked, you should be prepared to compromise on anything at any time, and you would achieve nothing."*

It was highlighted that as the leader of a team, one assumes responsibility not just for herself and her work, but for the work, attitude, and accomplishments of others, too.

g. Leadership Trait #6: A Desire to Learn and Grow

According to John F. Kennedy, *"Leadership and learning are indispensable to each other."*

On the fifth trait, facilitator remarked that a constant desire to learn and grow is an important personal and professional characteristic of a leader and that leaders are curious, open-minded, and invest in their growth.

h. Leadership Trait #7: Being Intentional

Being purposeful was also highlighted as a good trait for a leader. It was indicated that effective leadership requires that the leader does so intentionally by being strategic. In effect, it was noted that it is necessary for the leader to lead with a plan and a strategy to achieve their vision.

i. Powers of leadership.

In highlighting tools available to the leader, Dr Raed mentioned that leadership positions are powerful and it is up to the leader to harness these powers to direct them for the good of the people being led.

He further highlighted the different types of power, of which he said is up to the leader to marshal these different sources of influence. In this regard, he quoted Joseph Grenny as having said, *"when leading your team or organization, the secret to getting superior results lies in the ability to marshal different sources of influence"*.

In explaining the different basis of power, Dr Raed highlighted the following types of power: -

- **Expert power:** This type of power is based on a person's superior skills and knowledge.
- **Referent Power:** This basis of power is the result of a person's perceived attractiveness, worthiness, and right to respect from others.
- **Coercive power:** This comes from the belief that a person can punish others for non-compliance.
- **Reward power:** This power comes from a person's ability to compensate another for compliance.
- **Legitimate power:** This power comes from the belief that a person has the formal right to make demands, and to expect compliance and obedience from others.

2.2 Leading through (VUCA) Volatility, Uncertainty, Complexity and Ambiguity

During the second session the delegation was taken through Strategies for leading which included: -

2.2.1 Strategies for Leading Through Uncertainty

In introducing VUCA, Dr Sila said that, leaders must first learn to lead themselves in order to effectively lead others in increasing complexity. The presenter highlighted a few key strategies that accelerate the leader's ability to continually learn, evolve, and navigate progressively more complex challenges. These included: -

Strategy 1: 1- Embrace the Discomfort of Not Knowing

As Satya Nadella, CEO of Microsoft ones said, "Leaders must shift from a "know it all" to "learn it all" mindset." This ensures that the leaders are continually open to new ideas for their operating environment and adapting their strategies accordingly.

Strategy 2: 2- Let Go of Perfectionism

It was observed that a perfectionism mindset has a way of causing a leader to be stuck on correcting minor imperfections. The presenter emphasized that one should aim for progress, expect mistakes and recognize that he/she has the ability to continually course correct as needed. To let go of perfectionism, a leader needs to identify and acknowledge his/her specific core fears.

Strategy 3: Resist Oversimplifications and Quick Conclusions

Another area highlighted as requiring specific strategy was the temptation for leaders when faced with complex challenges to simplify the challenge for them to seem less daunting. This was observed to have the potential of narrowing the leader's view and obscure critical interdependencies, leading to a false sense of security. Using simple general simplified solutions can also lead to missing the unique distinction of the present challenge. It was emphasized that a leader ought to find a balance of the discipline required to get to the core of the challenge in order to address it.

Strategy 4: Don't Go Alone

As complexity of issues and workload increases, it was noted that the natural tendency of most leaders is to double their focus and effort in resolving the challenges. While this may be the best strategy for simple challenges where solutions are known, it is important to acknowledge limitation and need to involve others in order to address complex challenges.

Strategy 5: Zoom Out

"Zooming out," was another strategy identified for a leader. The presented remarked that Zoom out strategy helps the leader to anticipate how followers are likely to evolve and what their most significant emerging unmet needs may be.

It was observed that Zooming out provides the leader with a broader perspective and a systemic view of issues, which explains assumptions that would otherwise not be visible. In his concluding remarks, the presented indicated the zoom out strategy increases agility of a leader.

Exercise: How many squares can you see?
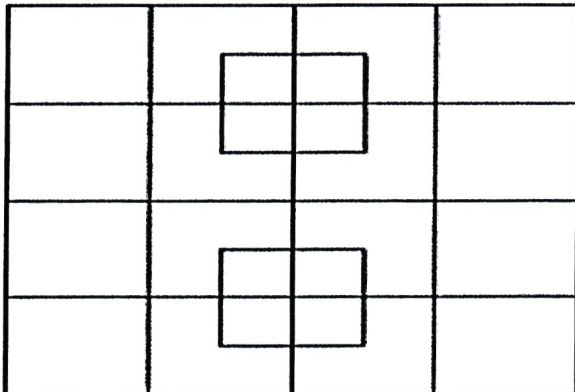
The session was concluded by the exercise above on the power of seeking others' viewpoint. It was noted that over 90% of the people when working on their own, do not get the right answer. However, as more people are involved, they are able to get closer to the solution. This demonstrates the power of teamwork where each team member's perspective contributes in addressing the challenge at hand.

2.2 Day 2: Experiential Sharing- Public Administration

2.2.1 Management Models

In exploring the experiences of the participants, it was recognized that management models are influenced by cultures. In this regard, it was further noted that globalization has brought about diversity from different cultures, leading to a hybrid models depending on the needs of the organization.

To demonstrate this, Dr Sila presented the following table comparing various management dimensions in the dominant Middle Eastern and Western management models.

Table 2: Differences in Middle Eastern and Western Management

Management Dimensions	Middle Eastern Management	Western Management
Leadership	Highly authoritative tones. Rigid instructions. Too many management directives.	Less emphasis on leader's personality. Considerable weight on leader's style and performance.
Organizational Structures	Highly bureaucratic, over centralized, with power and authority at the top. Vague relationships. Ambiguous and unpredictable organization environments.	Less bureaucratic, more delegation of authority. Relatively decentralized structure.
Performance Evaluation & Control	Informal control mechanisms, routine checks on performance. Lack of vigorous performance evaluation systems.	Fairly advanced control systems focusing on cost reduction and organizational effectiveness.
Personnel Policies	Heavy reliance on personal contacts and getting individuals from the "right social origins" to fill major positions.	Sound personnel management policies. Candidates' qualifications are usually the basis for selection decisions.
Communication	The tone depends on communicants. Social position, power, and family influence are ever present factors. Chain of command must be followed rigidly. People relate to each other tightly and specifically. Friendships are intense and binding.	Stress usually on equality and minimization of difference. People relate to each other loosely and generally. Friendships are not intense and binding.
Decision Making	Ad hoc planning, decisions made at the highest level of management. Unwillingness to take high risk inherent in decision making.	Sophisticated planning techniques, modern tools of decision making, elaborate management information systems.

2.2.2 21st Century Leadership Requirements

In discussing the changing leadership trends, Dr Sila noted that the 21st Century leaders faces new and unique requirements for leadership. This as it was demonstrated was evidenced by

the outcome of two surveys analyzed. The surveys were conducted on respondents that believed that 21st century leaders faced new and unique requirements as below;

Survey1: Many respondents believe that organizations have new leadership needs.

The question for the survey was, "What do you believe are the unique requirements for 21st century leaders? Select all that apply." The responses were as follows:

i. **Ability to lead through more complexity and ambiguity – 81%.**

   The facilitator explained that the high score was occasion by the fact that a leader is required to understand ambiguity and challenges they encounter. In addition it is important for the leader to satisfactory manage his or her response to complexity and ambiguity to be able to deal with the concerns of those they lead, and to inspire them. Further it was noted that the leader must understand that even though they may not have answers for every situation, not giving clarity and direction in complex situations is not an option. Whatever the leader has to do, it was acknowledged to be important to inspire confidence in those that look up to him or her for direction.

ii. **Ability to lead through influence – 65%.**

   According to the survey, the ability to influence is an essential leadership skill. This influence was noted to have an impact on the behaviors, attitudes, opinions and choices of others. The presenter stressed that influence ought not be confused with power or control. It's not about manipulating others to get the leader's way. It's about noticing what motivates employee commitment and using that knowledge to leverage performance and positive results.

iii. **Ability to manage on a remote basis – 50%.**

   The increased need of working remotely especially during Covid-19 pandemic and in observation of the health protocols calls for attention for establishment of skill and aspects required for management of team working remotely/virtually. These includes communication, trust, training, feedback mechanism, formalization of work structures, performance measuring by outputs rather than inputs etc.

iv. **Ability to manage a workforce with a combination of humans and machines – 47%.**

It was outlined that with advancement in technology – machines increasingly taking over jobs previously done by humans, the leadership skill to manage this hybrid workforce was on the rising. While this is viewed in some quarters as a threat to human jobs, it was noted that visionary leaders are able to see artificial intelligence as complementary through collaborative intelligence. This requires an increasingly necessary trait in leaders to manage this collaboration.

v. **Ability to lead more quickly – 44%.**

Last but not least in the skill set for leaders in the 21st century, as observed was the ability to lead quickly. It was observed speed in decision making is important.

2.2.3 Survey2: The 21st century creates a new context for leadership

In the second survey, Dr Sila explored the leadership context of the 21st century. The question of the survey was, "Why do you think there is a difference (in the unique requirements for the 21st century leaders?). Select all that apply."

The survey responses were presented as below:

- **New technologies – 75%.**

New technologies were observed as taking the top position in the differences affecting leadership approaches in the 21st century. These technology changes were noted to be driving changes in leadership approaches for many of today's organizations, regardless of their size or sector. It was highlighted that it is only by accepting this fact and taking appropriate steps to facilitate that shift the leader can hope to continue succeeding and thriving in the future.

For many companies as highlighted, this meant embracing new approaches to developing effective leaders and building productive teams that can deliver the innovative solutions needed to drive desired results.

- **Pace of change – 66%.**

The pace of change has dominated the 21st century as observed has led to work environments that are isolated from the stability of the past.

Further it was highlighted that the commercial environment has changed so drastically that the leaders have to adapt *to changes* in order to keep up with the pace.

- **Changing demographics and employee expectations – 57%.**

It was noted that the demographics in today's organizations have changed significantly compared to the organizations of the previous centuries. The high reliance of organization with leading edge technological innovations has meant an increase of the highly adaptable younger workforce. This as expected has not only been at the lower or middle management levels of organizations, but also at leadership levels. These change in demographics has in effect affected the employee expectations and therefore leadership skill set required to effectively lead today's organizations.

It was easy to see that there have been major demographic changes occurring on a global scale, which include changing family structures (increase of dual-income and single-parent families), ageing population (requiring more health and welfare services) and increase in labor diversity.

These shift in demographic makeups we analyzed to mean that the demand for a company's products and services is subjected to continuous fluctuations. It also means that there is a constant pressure on a company's portfolio of products to remain relevant. For leadership teams, this is a challenge in terms of creating forecasts for growth or for mapping out a sustainable growth strategy.

- **Changing customer expectations – 53%.**

With the world becoming increasingly a global village, with product information and customer awareness being more informed, it was noted that the customer expectations have also changed.

The customer of the 21st century was rightfully noted as more empowered both in knowing what they want and also in awareness of more option for alternative service/product providers. This was observed to make it increasingly necessary for organizational leaders to be responsive to customer needs, otherwise they lose their customers to competitors.

2.3 Leadership Traditional Expectations and New Competencies

### 2.3.1 Leadership today involves a combination of traditional expectations and new competencies

In elaborating the nature of leadership changes in the 21st century, Dr Sila contrasted the traditional leadership expectations and competencies in the new context. The concept was explained using the table below;

Item	Traditional leadership expectations and outcomes	New leadership competencies	New context
1	Business financials and shareholders returns are the primary outcomes	Pursuing business success, as part of a border social context; ability to create and communicate purpose to multiple stakeholders	Changing demographics and employee expectations; in particular among millennials; have challenged the organizations to focus on profit and purpose instead of just profit.
2	Executing financials and investment stewardship.	Ability to set direction and adapting to fast-changing environment and conditions through sensing	The pace of change demands that organizations to sense, lead and extend their capabilities to meet and exceed financial goals.
3	Delivering consistent and stable results.	Confidence leading in complex and ambiguous situations.	Need to be able to operate and lead in an environment of continuous innovation, where what is coming next is often uncertain.
4	Executing marketing and customer service.	Staying up to date and anticipating customer and market expectations	Changing customer expectations prompting organizations to create a distinctly human experience that establishes a personal connection to the customer beyond the product or the brand
5	Maintaining operational efficiency and performance	Innovating to constantly improve operations and products/Services.	The rapid pace of change across industries is forcing organizations to innovate and improve in a constant cycle that never turns off.
6	Managing structured career and talent programs.	Motivating a diverse workforce.	Changing demographics and employee expectations have challenged organizations to appeal to a diverse range of workers.

7	Supervising technology programs that enable common processes	Constantly increasing one's own savviness to take advantage of digital, data and AI opportunities.	The influx of new technologies demands that leaders be tech-savvy regardless of their positions.
8	Managing risk and quality.	Integrating and deepening a focus on risk and quality at every level of the workforce.	Changing stakeholders expectations are forcing a higher focus on risk and quality, as any single issue can quickly erode the value of an organization's brand.

Exercise: Can you identify the figure below?
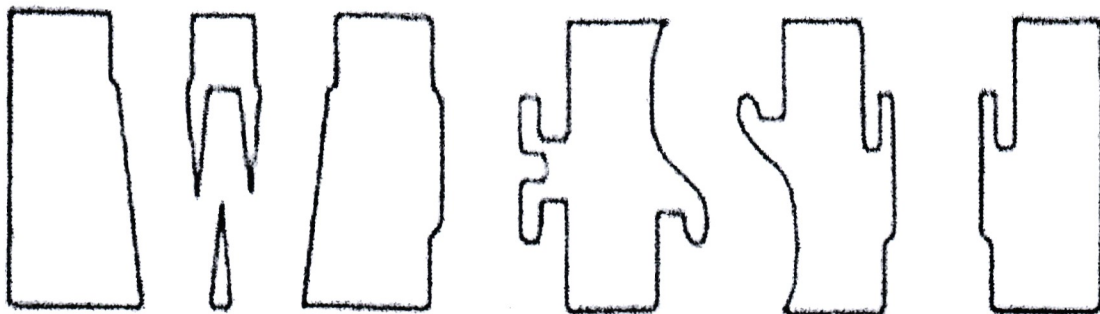
As a conclusion, Dr Sila gave the above exercise and highlighted that no one is immune to change. It was concluded therefore that it is important for every leader to adapt to new changes.

2.4 Day 2: Experiential Sharing- Policy Development

2.4.1 Public Policy and Administration

As an introduction to Public Policy, Dr Sila defined public policy as the means by which a government maintains order or addresses the needs of its citizens. This includes Systems of laws, regulatory measures, causes of action, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives. He further clarified that Public Policy involves efforts by competing interest groups to influence policy makers in their favor.

The participants were taken through the process of developing of a public policy process as indicate: -

1. Identify a societal problem

This was observed as a critical stage and involves conducting a societal risk assessment and developing a problem statement. The aspects to consider includes; identification of the problem; previous actions taken to address risk; any existing public policies; stakeholders, including proponents and potential opponents; as well as intervention strategies which would address the issues.

2. Identify causes of the problem

This stage involves analyzing the problem to identify the root cause to ensure that the policy that is developed addresses the actual problem and not the symptoms.

3. Identify what contributes to the problem

The next sequential stage was listed as identifying the contributors to the problem. The outcome of this stage may indicate the need for a multifaceted approach if the contributors fall under more than one sector.

4. Develop solutions

In developing the policy solution particularly in public administration five major steps are taken: -

    i.   Agenda Setting

    ii.   Policy Formation

    iii.   Decision Making

    iv.   Policy Implementation

    v.   Policy Evaluation

2.4.4 Characteristics of Successful Public Policy

Dr Sila explained that success in public administration requires both good policy and good politics. He went on to demonstrate that when either of them is lacking, the results will be compromised.

It was highlighted that a strong public policy solves public problems both effectively and efficiently. It should serve justice to all citizens, and support democratic institutions and processes. It also encourages an active and empathetic citizenship.

2.4.6 Public sector Governance and Ethics

2.4.6.1 Stewardship not ownership

Expounding on the responsibility of a leader Dr Sila explained that a Leader who is entrusted with a public role should always keep in mind that their role is a charge on behalf on another, in this case the citizens. A leader ought to always remember that they owe the public a responsibility of executing the role according to the law governing their office.

He further explained that the function of good governance in the public sector is to ensure that entities act in the public interest at all times. He emphasised that acting in the public interest requires a strong commitment to integrity, ethical values, and the rule of law; which entails openness and comprehensive stakeholder engagement

The outcomes of good public sector governance and ethics were noted as an ethical culture, good performance, effective control and legitimacy.

2.5 Day 3: Two Successful Cases In Turkey

The third session was utilized in presentation and discussion of two case studies of the Republic of Turkey which included: -

i. Development of a National Disaster Management Authority; and

ii. E-government services, e-devlet.

2.5.1 Public Sector Governance - A Case of Turkey

AFAD Disaster and Emergency Management Authority

In providing a background, it was shared that the Disaster and Emergency Management of Turkey (AFAD) was established in 2009 to take necessary measures for an effective emergency management and civil protection issues Turkish nationwide.

The functions of AFAD comprise; conducting pre-incident works such as preparedness, mitigation and risk management, during incident works such as response, post incident works such as recovery and reconstruction.

It was noted that AFAD is domiciled in the office of the Turkish Prime Minister. It was highlighted that the establishment of AFAD was triggered by the 1999 Marmara earthquake tragedy. This tragedy, marked the turning point in the area of disaster management and coordination. The devastating disaster clearly demonstrated the need to reform disaster management and compelled the country to establish a single government institution to single-handedly coordinate and exercise legal authority in cases of disaster and emergencies.

Further, in line with this approach, it was shared that the Turkish Parliament passed Law No.5902 in 2009 to form the Disaster and Emergency Management Authority (AFAD) under the Prime Ministry.

It was observed that the Disaster and Emergency Management Authority, introduced a novel disaster management model which prioritizes Turkey's transition from: crisis management to risk management referred to as the: Integrated Disaster Management System.

Day 4

2.5.2 Public Sector Ethics - A Case of Turkey

2.5.2.1 E Devlet

Dr Sila presented a case study on an e-government for turkey, known as e-devlet to demonstrate the management of public sector ethics. He expounded that e-devlet is, a platform where public services are provided through internet and mobile phone technologies in a quick, uninterrupted and secure way by taking into consideration the needs of the users aiming to ease the lives of citizens.

The benefits of "e-devlet" in making the lives of the citizens easier were highlighted;

- through e-Government Gateway, one is able to reach the electronic services provided by a great number of public institutions via a single address and with a single password.

- The users are able to benefit from public services in a faster and safer way. They can save time by using e-Government Gateway.

- They are able to benefit from public services in the comfort of their home and also enjoy independence of working hours.

- The users do not have to deal with waiting in queues in government offices and you can do their operations without paying for transportation.

- Another benefit is distribution of work to the users – work that would have otherwise required to be done by government employees.

- The e-government gateway has also been observed to reduce the need for printing significantly, in effect contributing to the preservation of nature by saving paper.

To guard the e-devlet portal, the government of Turkey set up a Council of Ethics for Public Service in 2004 and also adopted a Code of Ethics for Public Officials. It was highlighted that the Council is responsible for monitoring the implementation of this Code. The facilitator further indicated that the government of Turkey has in place an Ethics commissions whose mandate is to evaluate institutional actions and practices from an ethical point of view and make recommendations.

Day 5 – The delegation undertook an excursion tour.

2.5.2.2 Observation

At the end of the session, participants expressed their gratitude to the trainers and noted that the training was crucial as it was an eye opener on the various aspects of Leadership, Ethic and Governance which are mostly ignored yet have the greatest impact.

During his closing remarks, the leader of delegation, Hon. Jeremiah Kioni, CBS, M.P. noted that the five days training was impactful and different from all other trainings attended in the past in the sense that it entailed practical lessons as opposed to theoretical work. This he emphasized was the most ideal training mode for politicians who have limited time to concentrate on theory.

3.0 Training Techniques

The following techniques were used to train various aspects of leadership and management in the program. These included:
- Facilitator led Presentation discussions
- Video clips
- Group exercise and assignments
- Team building activities
- Individual exercises
- Puzzles & Brain teasers

4.0 List of Materials Distributed

Exercises

Two notable learning aid tools were used:

i. A video clip of a meeting between the President of United States and United States Secretary of State, Ms. Condaleezza Rice. The President was asking Ms. Condaleezzer Rice who the new president of China was. His name is Hu. That sounded like "who", so POTUS kept asking same question as there was communication breakdown. He assumed Condelizer didn't understand his questions. This underscores the need for proper communications.

ii. The narrative behind the book, "Who moved my cheese" was used and discussed to demonstrate the need to look beyond what is behind and discover what lies ahead.

Additional Materials

In training of Liaison Committee, KIM in collaboration with the Intelligent Business Center provided all the necessary training materials e.g., marker pens, flip charts and stationery. The materials were availed on time for the training to commence on time too. The company provided adequate time as the facilitator was able to finish all the training on time. Although the training program looked huge, the content had been simplified making it manageable within five days.

5.0 Participants Evaluation and Feedback

5.1 Evaluation

All the five-days training programs were relevant in suitable in the context of leadership ethics and governance. This is mainly because, it identified and elaborated on various areas that the trainees can do to improve their leadership skills thus performing their constitutional roles of Legislation, Oversight, Representation and Budget Making in the most effective manner. The training programme was relevant to the nine member delegation representing the Liaison committee. The training was relevant to the parliamentary committee in enabling them to perform their constitutional roles of Legislation, Oversight, Representation and Budget Making in the most effective manner.

The training was very suitable. The trainees learnt of a number of strategies for leading through uncertain times. Some of the concepts were; leadership is about action; the need to embrace the discomfort of not knowing; leaders ought to master all leadership style and that as leaders, they ought to conduct personality style assessment. There is need for clarity of purpose, clear communication, time management and knowing how to have difficult conversations using the correct amount of assertiveness; neither coming on too strong, nor too weak. As leaders, they learnt that they need to have self-motivation and self-confidence. In addition, they learnt that they need to have the ability to inspire others. To trigger in the minds of others a continuous flow of positive thoughts, feelings and actions.

5.2 Feedback

On feedback, the trainees reported that KIM in collaboration with the Intelligent Business Center organized and conducted the training in a good and productive manner. The training materials were very adequate and they were supplied on good time. The rooms were so

spacious suitable for teaching and learning especially at this time the world is facing COVID 19 pandemic.

KIM in collaboration with the Intelligent Business Center as a service provider was applauded by the trainers and trainees for their good organization in terms of material delivery, supervision and evaluation of work. Majority of the trainers who carried the trainings acknowledged that the parliamentary committees have so much potential but they only lack is good mentorship and skills to set the ball rolling.

6.0 Barriers Encountered

Lack of clear allocation of responsibility for training among the participants was cited as key challenge. Difference in leadership structures of our leaders differed from that the trainers were used to. This caused disconnect in information effectiveness. In addition, there was contradictions between culture and traditions of the country and the officially established rules. Lack of sufficient resources posed another challenge. The committee has limited resources and independence to fulfill its very ambitious obligations. Also due to insufficiency of funds, it was unable to provide training to all Member and only provided it to nine delegates.

The ongoing process of modernization of the public administration system has had a transforming effecting over the last decade but a number of key challenges remain including: a tradition of secrecy rather than transparency, a weak accountability control system, a poorly functioning system to promote public participation in general, and the participation of women in particular, in decision-making processes.

7.0 Recommendations

i. The training program should be tailored to fit the need and situation. The training must be customized to suit specific participants' and organization's needs. It is also important to embrace the discomfort of not knowing.

ii. Leaders ought to conduct personality style assessment annually, a technique designed to measure one's personality.

iii. The Members need to communicate clearly, as poor communication will invite errors and increase the probability of conflicts.

iv. The managers need to manage tasks and time, which means developing the ability to prioritise. It also means being able to delegate the right task to the right person. Failure to prioritise leads to everything becoming "urgent and important" which itself, leads to stress. Proper prioritization and delegation lead to less stress and more efficient action.

v. Leaders need to know how to communicate a "feedback message" with the right words, the right intention and the right level of emotion, so that the message is well-received, without triggering any negative responses.

Annexes

Annexure One : List Of Participants

Intelligent Business Center

high availability training

مركز الأعمال الذكية للتطوير والتدريب

Intelligent Business Center for Development & Training

Trainee Attendance Form

Start Date: 21/06/2021   **Duration: 1 week**   **Venue: Istanbul - Turkey**

Trainees Name	21/06/2021	22/06/2021	23/06/2021	24/06/2021	25/06/2021
Maoka Richard Maore	*signature*	*signature*	*signature*	*signature*	*signature*
Chege Sabina Wanjiru	*signature*	*signature*	*signature*	*signature*	*signature*
Mbiuki Japhet Miriti Kareke	*signature*	*signature*	*signature*	*signature*	*signature*
Sheikh Adan Haji Ali	*signature*	*signature*	*signature*	*signature*	*signature*
Ombaki Ezekiel Machogu	*signature*	*signature*	*signature*	*signature*	*signature*
Murungi Kathuri	*signature*	*signature*	*signature*	*signature*	*signature*
Ngayu Jeremiah Kioni	*signature*	*signature*	*signature*	*signature*	*signature*

name			
Attendance Form - Trainee	Review date	Authorized by	Version no
December 2019	April 2022	Quality Manager	2.0

Intelligent Business Center
high availability training

مركز الأعمال الذكية للتطوير والتدريب

Intelligent Business Center for Development & Training

Trainees Name	21/06/2021	22/06/2021	23/06/2021	24/06/2021	25/06/2021
Kigano Clement Muturi					
Mohamed Abdikhaim, Osman	*(signature)*	*(signature)*	*(signature)*	*(signature)*	*(signature)*
Karanu Perpetual Wambui Muiga	*(signature)*	*(signature)*	*(signature)*	*(signature)*	*(signature)*
Wanjiru Anne Dorothy Miriam	*(signature)*	*(signature)*	*(signature)*	*(signature)*	*(signature)*
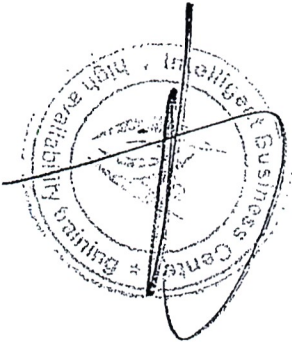
nt name	Attendance Form - Trainee	Review date	Authorized by	Quality Manager	Version no	
ie	December 2019	April 2022			2.0	

THE KENYA INSTITUTE OF MANAGEMENT

Intelligent Business Center
high availability training

LEADERSHIP, ETHICS & GOVERNANCE PROGRAMME

PROGRAMME SCHEDULE

Location: Radisson Blu Hotel, Istanbul - Turkey   Date: 21 - 25 June, 2021

TIME		DAY 1- MONDAY 21 JUNE, 2021	FACILITATOR
8:30	8:45	Arrival, Registration and Issuance of course material- KIM & IBC Introductions	
8:45	9:15	Capturing Learning Objectives	RAED SILA, PhD
9:15	10:00	Introduction to the programme	
10:00	10:15	Break	
10:15	11:30	LEADING THROUGH VUCA (VOLATILITY, UNCERTAINTY, COMPLEXITY & AMBIGUITY)	
11:30	11:40	Break	
11:40	13:30	LEADING THROUGH VUCA (VOLATILITY, UNCERTAINTY, COMPLEXITY & AMBIGUITY)	
13:30		Lunch	

TIME		DAY 2- TUESDAY, 22 JUNE, 2021	
8:30	11:00	Experiential sharing- Public Administration	RAED SILA, PhD
11:00	11:40	Break	
11:40	13:30	Experiential sharing- Policy Development	
13:30		Lunch	

TIME		DAY 3- WEDNESDAY, 23 JUNE 2021	
8:30	10:00	PUBLIC SECTOR GOVERNANCE -A case of Turkey	RAED SILA, PhD
10:00	10:15	Break	
10:15	11:30	PUBLIC SECTOR ETHICS -A case of Turkey	
11:30	11:40	Break	
11:40	13:30	End of Training: Post Training Feedback & Plenary Session Issuance of Certificates Vote of Thanks Official Closure- Leader of Delegation	
13:30		Lunch	

		DAY 4 – THURSDAY, 24 JUNE 2021
		FREE AND EASY
		DAY 5 – FRIDAY, 25 JUNE 2021
9:00	16:00	EXCURSION

LEADERSHIP, ETHICS

& GOVERNANCE

Activity

Name:	The Leadership Motivation Assessment
ID:	LEG-LMA-ACT01
Score:	.... /100
Date:	21/06/2021
Trainer Name:	Dr. Raed Sila
Trainee Name:	

Leadership Characteristics and Skills Survey

Introduction

This survey is designed to provide you with feedback about your level of preference or comfort with leadership characteristics and skills.

If you have NOT performed a task before, estimate how difficult the task would be for you to learn to perform.

Circle the number on the scale that you believe comes closest to your skill or task level. Be honest about your choices as there are no rights or wrong answers - it is only for your own self-assessment.

		Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
1.	I enjoy communicating with others.	5	4	3	2	1
2.	I am honest and fair.	5	4	3	2	1
3.	I make decisions with input from others.	5	4	3	2	1
4.	My actions are consistent.	5	4	3	2	1
5.	I give others the information they need to do their jobs.	5	4	3	2	1
6.	I keep focused through follow-up.	5	4	3	2	1
7.	I listen to feedback and ask questions.	5	4	3	2	1
8.	I show loyalty to the company and to the team members.	5	4	3	2	1
9.	I create an atmosphere of growth.	5	4	3	2	1
10.	I have wide visibility.	5	4	3	2	1
11.	I give praise and recognition.	5	4	3	2	1
12.	I criticize constructively and address problems.	5	4	3	2	1
13.	I develop plans.	5	4	3	2	1
14.	I have a vision on where we are going and set long term goals.	5	4	3	2	1
15.	I set objectives and follow them through to completion.	5	4	3	2	1
16.	I display tolerance and flexibility.	5	4	3	2	1
17.	I can be assertive when needed.	5	4	3	2	1
18.	I am a Champion of change.	5	4	3	2	1
19.	I treat others with respect and dignity.	5	4	3	2	1
20.	I make myself available and accessible.	5	4	3	2	1
21.	I want to take charge.	5	4	3	2	1
22.	I accept ownership for team decisions.	5	4	3	2	1
23.	I set guidelines for how others are to treat one another.	5	4	3	2	1
24.	I manage by "walking around" (the front line is the bottom line).	5	4	3	2	1
25.	I am close to the business and have a broad view of where we are going.	5	4	3	2	1
26.	I coach team members.	5	4	3	2	1
27.	I determine manpower requirements for my department and write job descriptions for them.	5	4	3	2	1

28.	I interview and select the most qualified candidate for an open job position.	5	4	3	2	1
29.	I provide new employees with on-the-job training.	5	4	3	2	1
30.	I determine resources, material, and supply requirements for my department.	5	4	3	2	1
31.	I developed a budget for my department.	5	4	3	2	1
32.	I can respond to an employee who is upset with me or someone else in the organization.	5	4	3	2	1
33.	I have counseled employees who have personal problems (family, health, financial).	5	4	3	2	1
34.	I react to situations in which the quality of an employee's work goes into a decline.	5	4	3	2	1
35.	I deal with employees who have performance issues, such as suspected of substance abuse or chronically late.	5	4	3	2	1
36.	I reward employees for good performances.	5	4	3	2	1
37.	I conduct formal employee performance appraisals.	5	4	3	2	1
38.	I can make a presentation to a group of peers and/or seniors.	5	4	3	2	1
39.	I write reports to be distributed to a group of peers and/or seniors.	5	4	3	2	1
40.	I have a deep-rooted understanding of the functions of my organization.	5	4	3	2	1
41.	I am curious.	5	4	3	2	1
42.	I know how to sell.	5	4	3	2	1
43.	I am a good learner.	5	4	3	2	1
44.	I know how to influence people and get support.	5	4	3	2	1
45.	I admit my mistakes and take responsibility for my actions.	5	4	3	2	1
46.	I like to talk to people and I am a great listener.	5	4	3	2	1
47.	I am a good delegator.	5	4	3	2	1
48.	I can separate the important issues from inconsequential ones.	5	4	3	2	1
49.	I have integrity and can be trusted.	5	4	3	2	1
50.	I am political only when needed.	5	4	3	2	1
	TOTAL					

Total score for all 5 columns:_____Final Score

Scoring

Total each of the five columns and then add the five columns together for your final score. The maximum score is 250 while the minimum score is 50.

As mentioned earlier, there is no right or wrong answers. This means there is no right or wrong scores. This survey is designed to show you the areas you need to improve in. You lowest scoring answers are the areas you need to improve. See your supervisor or training department for resources to help you to become more proficient in your weak areas.
Use the table below for a general guideline of where you stand.

175 and above - You are well on your way to becoming a leader.
125 to 174 - You are getting close.
124 and below - Don't Give up! Many before you have continued with their studies to become some of the finest leaders around.

The first and most basic prerequisite for leadership is the desire to lead. After all, becoming an effective leader takes hard work. If you're not prepared to work hard at developing your leadership skills or if, deep down, you're really not sure whether you want to lead or not, you'll struggle to become an effective leader. Are you motivated to lead? This assessment helps you find the answer.

How to use tool:
To use this tool, select the extent to which you agree with each of the following statements on a scale running from "Totally Disagree" to "Totally Agree"

S.N.	Question	Totally disagree	Mostly disagree	Some times Agree	Mostly agree	Totally agree
	I am energized when people count on me for ideas					
	As a practice, I ask people challenging questions when we are working on projects together.					
	I take delight in complimenting people that I work with when progress is made					
	I find it easy to be the cheerleader for others, when times are good and when times are bad.					
	Team accomplishment is more important to me than my own personal accomplishments.					
	People often take my ideas and run with them.					
	When involved in group projects, building team cohesiveness is important to me.					
	When involved in group projects, coaching others is an activity that I gravitate toward					
	I find pleasure in recognizing and celebrating the accomplishments of others					
	When involved in group projects, my team members' problems are my problems.					
	Resolving interpersonal conflict is an activity that I enjoy.					
	When involved in group projects, I frequently find myself to be an "idea generator".					
	When involved in group projects, I am inclined to let my ideas be known					
	I find pleasure in being a convincing person					

Motivation to lead – Scoring Sheet

Scoring

After selecting the options in the table, which are closest to your style, please assign points in the following manner –

Totally Disagree   - 1
Mostly Disagree - 2
Sometimes Agree - 3
Mostly Agree   - 4
Totally Agree   - 5

Score Interpretation

Score	Interpretation
Below 27	Low motivation to lead
28 - 55	Some uncertainty over your motivation to lead
56 - 70	Strong motivation to lead

Annexure Four : Leadership Training Closing Remark

Honorable Members, we have appreciated the engagement and candor that you all have contributed to this training.

The purpose of this leadership training was to equip Members to take responsibility for high value work and to manage people with strong personalities. We are aware that there are situations that hold unique challenges that need to be mastered in order for leaders to grow.

During the training we have learnt a number of strategies for leading through uncertain times. Some of the concepts that we are going to take home are:

1. Leadership is about action
2. Need to embrace the discomfort of not knowing
3. Leaders ought to master all leadership style and appear the styles accordingly
4. Leaders ought to conduct personality style assessment, a technique designed to measure one's personality.
5. Clarity of purpose
   This means developing a crystal-clear conception of "Who we are and what we aim to achieve".
6. Clear communication
   The Members need to communicate clearly, as poor communication will invite errors and increase the probability of conflicts. (Conversation between the President of America and Ms. Rice)
7. Time management
   The managers need to manage tasks and time, which means developing the ability to prioritise. It also means being able to delegate the right task to the right person. Failure to prioritise leads to *everything* becoming "urgent and important" which itself, leads to stress. Proper prioritisation and delegation lead to less stress and more efficient action.
8. Handling difficult conversations and people
   Knowing how to have difficult conversations using the correct amount of assertiveness; neither coming on too strong, nor too weak. Leaders need to know how

to communicate a "feedback message" with the right words, the right intention and the right level of emotion, so that the message is well-received, without triggering any negative responses.

9. Self-motivation and self-confidence

   The ability to manage one's own emotions: self-control, self-awareness, self-confidence, self-motivation, etc, especially during tough times, and the ability to create and communicate a positive mental attitude.

10. Inspirational leadership

    The ability to inspire others. To trigger in the minds of others a continuous flow of positive thoughts, feelings and actions. Some people call these skills, *"Emotional intelligence"*, or "Mindfulness" and others call it simply, *"Inspirational Leadership"*. The parting short is that leaders must shift from a *"know it all"* to Learn it all" mindset.

Lastly, I take this opportunity to thank the facilitators of the program - Intelligence Business Center in collaboration with the Kenya Institute of Management and in particular our trainer Mr. Raed Sila. Finally, Honourable Members, I appreciate your dedication and participation during the entire training.

The Hon. Jeremiah Kioni, CBS, MP
LEADER OF THE DELEGATION