



## Weekly Bulletin

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### Institutes

- e-Learning and Development Institute
- Security Management Institute
- Margaret Kenyatta Institute

### KSG Centres of Excellence

- Centre for Devolution Studies
- Centre for Public Service Values, Ethics and Integrity
- Centre for Public Finance Management
- Centre for Leadership and Public Policy
- Centre for Advanced Training and Consultancy Services
- Centre for Research and Advisory Services
- Centre for Environmental Governance and Climate Change

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## Mindset Change: The Psychology of Progression



A Public Lecture on Mindset Change at the School in Lower Kabete, delivered by Mr. Yohan Kim, Director of Goodnews Broadcasting Services and Chairperson of Mahanaim College.

**BY BETH MUIGAI**

*'Focused mind power is one of the strongest forces on earth.'*  
Mark Victor Hansen, America Author.

**I**n individuals, communities, and nations that have adopted the idea of a mindset change have experienced progress on many levels such as empowered societies, accelerated economies, high-quality education, and even raised standards of

competency and performance in organizations amongst many other benefits. A positive mindset is possible and it begins with individuals with a ripple effect to our communities.

A public lecture on Mindset Change was delivered by Mr. Yohan Kim, Director of Goodnews Broadcasting Services, at Kenya School of Government, Lower Kabete. He engaged staff

and course participants to embrace the change of mindsets that facilitates the ability to think deeply and form a strong heart and cohesion through exchange of ideas.

To illustrate how powerful our minds can be, Mr. Kim used the economy of Kenya, with lessons learned from South Korea.

In 1963, Kenya and South Korea were at the same level economically with a Gross Domestic

# Mindset Change: The Psychology of Progression



Attendees follow the public lecture proceedings

Product (GDP) of USD 94. Kenya had just gained its independence while South Korea was still recovering from a civil war. Currently, South Korea is the forth largest economy in Asia and ranks 10th in the world with a Gross Domestic Product of USD 35,168. This is despite South Korea not having any minerals within its borders, no immediate neighbors to conduct free trade with, extreme weather conditions and bordering North Korea which is a rival nation.

Kenya, on the other hand is endowed with minerals, natural features, conducive weather conditions for agriculture in most parts of the country, has neighboring countries and a coastline to ease trade and is a large country with large portions of land that can aid in development.

What then would see to the rapid and exponential growth experienced in the small Asian country? Mr. Kim, a South Korean national who has lived in Kenya for the last fourteen years says, "South Korea can fit in Kenya six

and a half times and most of the parts of the country are hilly and mountainous. As a country, we decided that we do not know any impossibility and we began operating with that kind of mindset."

Whereas Kenya has grown economically to a great extent, more growth calls for things to be done differently and the best way to see and experience change is when a society embraces the vision of the kind of country that they would like to have. "I am glad to be talking to leaders here. It is important to have a vision of where you would want to see your country. It starts with you, then you bring fellow citizens on board and make them part of the change. It will not be long before you see a changed country," he said.

Having a curriculum that includes topics on mindset change in all levels of education would be one of the best ways to bring about transformation. "In South Korea, the curriculum has included topics that

train people on having a vision for their country. If the same is adopted in Kenya, then the drive will come from within the citizens," he advised.

He further urged the attendees to remove the attitude of impossibilities. This ideology helps to overcome the challenges that are faced while developing an organization or a country. "As South Korea was growing there were sacrifices that had to be made. For instance, people would volunteer to clean the streets. The Government also took loans for development. Integrity in leadership will not let the sacrifices go to waste," he added as he encouraged leaders to be ethical.

The forum was attended by course and workshop participants, members of staff led by Director Linkages and Collaborations, Dr. Prisca Oluoch, Director Learning and Development, Dr. Rachel Ngesa, Head of Training Department Mr. Obondo Kajumbi and Principal Lecturer Dr. Joseph Ndung'u.

# Clinging to comfort zones frustrate reforms

BY DOUGLAS MOCHAMA

**M**anaging organizations in unprecedented macro and micro headwinds, volatility, uncertainty, complexity and ambiguity has become commonplace. The Kenyan Public Service is not immune to these turbulences which include the hunger crisis, climate change inflation, poverty and disease among many others. These different challenges have brought significant strives to the labour market, with workers losing jobs; the service sectors and urban areas are the worst affected.

Kenya School of Government Baringo Campus Director, Dr. Solomon Letangule, during his address to participants attending the Strategic Leadership Development Program (SLDP) at the Campus, is cognizant to the fact that these disruptions need calculated and intentional approaches as they will recur.

"The outbreak of the Covid-19 pandemic, the invasion of the desert locusts, the war in Ukraine, ravages of climate change and its attendant abnormalities exhibited through long spells of drought and excessive rainfall, among many other crises have indeed destabilized nations. A competent Public Service remains a pedestal in anchoring the much-needed response in the continuity of service provision to citizens and restoration to normalcy," he said.

According to him, clinching to comfort zones and seeming to prefer the status quo usually frustrate efforts to institute much-needed reforms in organizations in the wake of disruptions.

"Change could cause division among workers as some cannot figure out what new changes have in store for them. Some perceive change as an enemy to take away the privileges they have been enjoying over time. Yet still, some welcome change as a relief to their misery and see hope in the



Baringo Campus Director, Dr. Solomon Letangule makes his presentation on Risk Management at the ongoing Strategic Leadership Development Program at the Campus.

impending dispensation," explained Dr. Letangule.

The Director stated that SLDP is a program organized to incorporate emerging issues in addressing national priorities as set out from time to time.

"To achieve maximum reforms, we must be candid on what is working and what is not, to enable us design interventions that seek to provide solutions to the growing complexities in society that compel continuous review and adjustment in strategies and approaches to national development. You are responsible for aligning your institution's mandate to reflect the citizens' aspirations. In addition, you are called upon to support the maxim of continuous performance improvement in public service. And as a leader in your institutions and departments, you play a vital role in ensuring that this culture of performance permeates to all and sundry in the organization," Dr. Letangule stated.

SLDP provides the opportunity for reflection in the place of humility and empathy in leadership. On a larger scale it emphasizes strategic thinking and application; holistic wellness; team synergy and genuine

consultations; succession planning; coaching, and mentoring for competence development and performance management; programmes and projects monitoring and evaluation; and resources stewardship.

"It is abundantly clear that change for good would be realizable with deliberate action planning and application of lessons learnt. We all agree and understand that with the underperforming economy and the resultant youth unemployment which is alarmingly high in Kenya, strategic leadership is paramount to transcend these challenges," Dr. Letangule concluded.

*A competent Public Service remains a pedestal in anchoring the much-needed response in the continuity of service provision to citizens and restoration to normalcy,"*

*Dr. Letangule*

# KSG Alumni Association calls for registration

BY BETH MUIGAI

**T**he Kenya School of Government has been at the forefront of strengthening Public Service through offering training, expert consultancy services, research programs, advisory services, and public outreach.

The School prides itself in having produced hundreds of thousands of public servants in Kenya and Africa with the capacity to handle public affairs with expertise, diligence, and without prejudice.

As such, the Directorate of Linkages, Collaboration and Partnerships established the Kenya School of Government Alumni Association on October 19, 2020, recommended for participants of the School across all campuses. The Association is registered by the Registrar of Societies under the Societies Act (1968).

The Association seeks to provide continuous professional capacity and educational development programs for members, foster relations among the Alumni members towards the promotion of a sustainable sense of belonging, provide avenues for productive/coordinated means of giving back to society, enrich the public service through shared experiences and knowledge, mentorship opportunities for young public servants and undertake research activities in collaboration with KSG's center for research.

On Wednesday, November 16, 2022 the Association held a hybrid meeting at the School in Lower Kabete with the purpose of recruiting more members with former Strategic Leadership Development Program presidents and the current Alumni leadership deliberating ways in which the Association can be strengthened and draw more members to itself.

Director Linkages, Collaborations and Partnerships, Dr. Prisca Oluoch

confirmed that the formation of the Alumni was birthed from the growing need to further strengthen the Public Service for now and the future. "The target for the Kenya School of Government Alumni draws from a wealth of experience across the public sector. It is this expertise and experience that the Alumni seeks to harvest, document, and transmit to the public servants of today and in the future," she said.

She further highlighted that the Association looks to create county-based forums for public servants' productive engagement towards improved, synergized, and innovative service delivery which will in turn provide a suitable environment for both the serving and retired servants to continue transmitting their wealth of knowledge that has been accumulated for years.

Dr. Nicholas Letting, Chief Executive Officer of the Kenya Accountants and Secretaries National Examination Board, who is the Chairperson of the Association in an acting capacity, pledged to deliver

the objectives of the Association that feed into the vision and the values of the School. "We commit to deliver an organization that will have perpetual life and impact positively to the values, philosophy, vision, and mission of the Kenya School of Government," he said.

He gave an assurance that as the alumni champion for more members they will also mentor the young generation of upcoming public servants. "We hope to further mentor the new generation in civil and public service to diligently & selflessly provide services to Kenyans," he stated.

The Alumni has proposed future activities that will include leadership conferences and seminars, awareness forums on topical and emerging issues in the Public Service, team building and get-togethers as well as networking with Alumni from other Schools of Government.

The Alumni Association will officially be launched on December 7, 2022 with the rollout of the work plan being done on the same day.



# Organizational Change for Gender Equity in STEM Professions

BY BYLHAH MUGOTITSA

To make meaningful and sustainable progress toward gender equity, institutions and organizations need to go beyond table stakes. According to the LeanIn.Org report on Women in Leadership - 2022, women are demanding more from work, and they are leaving their organizations in unprecedented numbers to get the satisfaction they desire. Women professionals are switching jobs at the highest rates ever seen—and at higher rates than men. This is even higher for women in the Science, Technology, Engineering, and Mathematics (STEM) workforce, a workforce in that women are significantly underrepresented.

For years, fewer STEM professionals have risen through the ranks because of the "broken rung" at the first step up to management- male: female ratio. Now, Government institutions, academic departments, and workplaces are struggling to hold onto the relatively few STEM professionals they have. All of these dynamics are even more pronounced for women. STEM women professionals are just as ambitious as men, but at many workplaces, they face headwinds that signal it will be harder to advance at the same rate as their male counterparts. They are more likely to experience belittling

macroaggressions, such as having their expertise questioned or being mistaken for an officer dominating the male fields. Women are doing more to foster inclusion, but this critical work is spreading them thin and mostly going unrecognized.

Systemic (or organizational) inequities may exist in areas such as policy and practice as well as in organizational culture and climate. For example, practices in academic departments that result in the inequitable allocation of services or training assignments may impede research productivity, delay advancement, and create a culture of differential treatment and rewards. Similarly, policies and procedures that do not mitigate implicit bias in human\_resource\_related decisions could lead to STEM women professionals being evaluated less favorably, perpetuating historical under-participation in STEM academic careers and contributing to an academic climate that is not inclusive.

These latent dissatisfactions have become the basis for gender inequity in STEM professions. Over time, it is increasingly important that these professionals work for institutions and organizations that prioritize employee well-being, and diversity, equity, and inclusion.

Despite modest gains in



Ms. Bylhalah Mugotitsa, a statistician at Lower Kabete Campus.

representation over the years, STEM professionals—and especially women—are still underrepresented in academic and professional fields. For a more diverse and capable Science, Technology, Engineering, and Mathematics workforce, there is a need to build on prior work, and literature and conduct research concerning gender equity of Science professionals at the workplace. In various STEM professional spaces, there are various factors that need attention in order to effectively involve STEM faculty whose social identities in addition to gender and age, may impact the culture and climate of the institution and hence require tailored equity-building strategies to address these inequities.

# The eLearning Team

BY NATHAN KARANJA

This coming Sunday, the action begins at the FIFA World Cup in Qatar. The different teams and their fans are all set for an exciting and thrilling ball maneuver.

As the sports aficionado warms up for cheering, it is a different ball game for the football teams. The team's focus is to deliver victory. Each team member is perfecting the craft of his role, as well as being a team player. These two competencies are paramount for any team's victory.

eLearning is just like football where team members have different roles in the team. eLearning is an interdisciplinary practice that has no place for a 'one-man show'. Just as no one would be a goalkeeper, forward, midfielder, defender, or coach, in eLearning each member of the team has specific responsibilities. The eLearning team comprises subject matter experts, instructional designers, content developers, ICT experts, a program coordination/management team, and a participant's services team.

**Subject Matter Experts (SMEs)**  
Subject Matter Experts or domain experts are an authority in a particular area or topic. SMEs bring to the eLearning team their wealth of knowledge and skills relating to topics being developed or delivered. They provide content relating to the

subject and bring their rich experience and insights on the subject both during development and implementation. SMEs provide the teacher presence throughout the course offering and provide subject matter support to online participants.

## Instructional Designers

An eLearning instructional designer guides the team to create learning experiences and material in a manner that results in the acquisition and application of knowledge, skills, and attitudes. Instructional designers will therefore possess skills in curriculum development, and pedagogy and a high appreciation of tools and systems for eLearning development and implementation.

## Content Developers

These include a wide range of team members who are involved in the digitization of eLearning programs. These are graphics and multimedia experts, videographers, and voice-over artists. They are responsible for actualizing the concept agreed upon by the SMEs and instructional designer, and converting it to digital formats.

## ICT experts

ICT experts are critical to the success of the eLearning team as they bring on board the needed development and maintenance of Learning Management Systems (LMS) and other web applications. ICT experts manage the program and participants on the LMS and provide technical support to users.

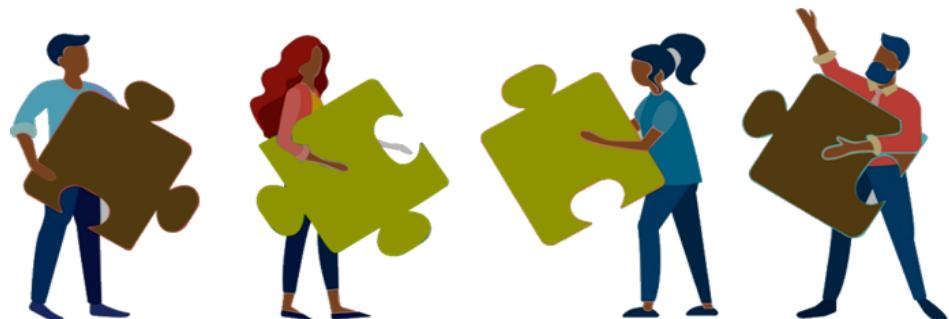
## Program Coordination/Management Team

The eLearning leadership team plays the oversight role over the implementation of programs, reviews and approves products, and facilitates the teams to work on projects.

## Participants Services Team

The teams provide administrative support to participants and other users including admission, tuition payment, and certification.

For KSG to deliver eLearning products to our clients, it is paramount for synergy amongst the team members. As Henry Ford once said, *"The strength of the team is each individual member. The strength of each member is the team."*



# Weekly Activities in Summary



Mandera County Governor, Mohamed Adan Khalif, this week opened an Induction Course for the County Executive Committee (CECs) at Kenya School of Government Lower Kabete. The Governor was received by the School's Director General ,Prof. Ludeki Chweya, Director Finance, Administration Prof. Nura Mohamed, and Deputy Director Learning and Development, Dr. Rukia Atikiya.

Governor Khalif has acknowledged AMREF- Kenya for partnering with County Governments in building the capacity of leaders and has further urged the CECs to ensure that through the training, they will serve the citizens of Mandera wholeheartedly.



Mombasa Campus partnered with the Nairobi Women's Hospital, Mombasa Branch to organize for a Health Talk and Wellness Check for the staff and program participants.

# Weekly Activities in Summary



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1. Strategic Leadership Development Program participants, engage in a team building at the School during the Experiential Learning module at Lower Kabete.

2. Supervisory Skill Development Course participants plants a tree in commemoration of their study at the School.



Mombasa Campus Director, Dr. Tom Wanyama interacts with the officers who are currently attending the two weeks Supervisory Skills Development Course. The 120 participants are drawn from different government entities across the country.

The Director explained the calling of public servants, as a privilege that is bestowed upon them to for national and public interests through effective and efficient delivery of their roles.

"Becoming a supervisor, is a responsibility that has dynamics added onto your technical roles and competencies. You have to reexamine your behavior, your character and have a change in mindset and relook at the demands of the new responsibility," Dr. Wanyama said.

## Leadership Lesson

# Climate change is real. It is happening right now

As human beings, we are vulnerable to confusing the unprecedented with the improbable. In our everyday experience, if something has never happened before, we are generally safe in assuming it is not going to happen in the future, but the exceptions can kill you, and climate change is one of those exceptions.

- Al Gore

### Have Your Say



**Hon Wagura Moses**

Kenya school of Government you are the best I received my studies in your Mombasa branch. Very good lecturers

### Humor of the week



**Avishkar Goel**

@its\_avigoyal

me & my friends planning one day before exam how to clear semester exam



### Quote of the Week

“The shift to a cleaner energy economy won’t happen overnight, and it will require tough choices along the way. But the debate is settled. Climate change is a fact.”

-Barack Obama the 44th President of the United States

## UPCOMING AND ONGOING PROGRAMS

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### **Baringo Campus**

Strategic Leadership Development Program	7th November - 16th December, 2022
Senior Management Course (164)	7th November - 2nd December, 2022
Senior Management Course (165)	21st November - 16th December, 2022
Supervisory Skills Development Course	5th -16th November, 2022
Public Relations & Customer Care Course	5th -16th November, 2022
NHIF Baringo Branch Workshop	23rd November, 2022
Retirement Benefits Authority Workshop	23rd November, 2022
Baringo County Workshop	24 November, 2022

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### **Embu Campus**

Strategic Leadership Development Program (Online) NO 333	24th October -16th December, 2022
State Department for Public Service	24th October - 20th November, 2022
Management Course for Office Administrators No 15	31st October- 25th November, 2022
Senior Management Course No. 180	7th November - 2nd December, 2022
Project Planning & Management	7th November - 2nd December, 2022
Senior Management Course No. 181	21st November - 16th December, 2022
Training of Trainers	21st November - 2nd December, 2022
Public Relations & Customer Care	21st November - 2nd December, 2022
Hospitality Skills Development Course	21st November - 2nd December, 2022
State Department for Public Service	21st - 25th November, 2022
National Government CDF Board	15th - 23rd November, 2022
Uwezo Fund Board (Workshop)	21st- 23rd November, 2022

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### **Matuga Campus**

Senior Management Course NO. 111	7th November – 2nd December, 2022
Senior Management Course No. 110	10th October - 2nd December, 2022
Workshop KCEP-CRAL	21st – 24th November, 2022

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### **Mombasa Campus**

Management Skills Course	31st October – 25th November, 2022
Strategic Leadership Development Program No. 334	7th November – 16th December, 2022
Project Planning & Management Course	7th November- 2nd December, 2022
Records Management Course	7th November- 2nd December, 2022
Senior Management Course No. 160	21st November – 16th December, 2022
Supervisory Skills Development Course	14th – 25th November, 2022
Public Relations & Customer Care Course	14th – 25th November, 2022
Conduct of Board Meetings & Minute Writing	21st – 25th November, 2022
Strategic Resource Mobilization Program	21st – 25th November, 2022
Seventh Day Adventist (Workshop)	20th - 22nd November, 2022
Anti-Counterfeit Authority (Workshop)	23rd – 24th November, 2022
Ministry of Devolution (Workshop)	22nd – 25th November, 2022
Kenya Education Management Institute (Workshop)	18th – 21st November, 2022



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### **Lower Kabete**

Strategic Leadership and Development Programme	12th September-25th November, 2022
Strategic Leadership Development Program No.332	17th October- 25th November, 2022
Strategic Leadership Development Programme No.335	7th November-16th December, 2022
Senior Management Course No.392	7th November-2nd December, 2022
Rural Electrification & Renewable Energy Co. Workshop	21st November-14th December, 2022
Audit and Risk Assurance	21st- 25th November, 2022
Induction CEC (Uasin Gishu / Kisii County)	21st- 25th November, 2022
Preparation of Board Papers (The Nairobi Hospital)	21st- 25th November, 2022
Public Finance Management Course (Turkana County Government)	21st- 25th November, 2022
Induction of Commissioners (National Police Service Commissioners)	22nd-23rd November, 2022
Data Protection	21st- 25th November, 2022
Financial Management Course	21st- 25th November, 2022
Teachers Service Commission Workshop	22nd-24th November, 2022

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