



ANNUAL HR SUMMIT REPORT

Strathmore University Business School

Edited by Dr. Angela Ndunge

13th July – 14th July 2023

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PRELIMINARIES

1.1 Executive Summary: HR in a world of Rapidly changing Values

The COVID-19 Global pandemic forced organizations to “Unfreeze” and “re-freeze” in new ways including remote and hybrid working, increased focus on employee wellness, more digitization, and the need to address rising employee expectations. The fourth industrial revolution on its part has rendered certain jobs redundant while at the same time occasioning the need for different skill sets.

The two-day Summit highlighted key areas that HR professionals could benefit from even in the rapidly growing and changing environment. Several matters were raised by the panelists including and not limited to the evolving HR Frontier, self-care among HR professionals, data analytics for HR, Resilience and leveraging on the use of technology. The profession was regarded highly within the discussions and the need for the professionals to rise above their roles and adopt a strategic viewing of the business was encouraged. The use of technology for data analytics was one of the key highlights was that every HR professional was encouraged to adopt to make meaningful data and strategic decisions in the rapidly growing and changing environment.

Conference Speakers

1. Joseph Choge, the Group Managing Director Unga Holdings Limited.
2. Dr. Vincent Ogutu, the Vice - Chancellor Strathmore University.
3. Paul Kasimu Chief Human Resources Officer Safaricom PLC
4. Rose Sang Chief Executive Ocer Global Learning Solutions
5. Caroline Wakori Senior HR Manager, People & Culture Strathmore University
6. Beth Kajuju Group Head Human Resources APA Insurance Limited
7. Louise Claassen, Obermersive Co- Founder & Executive Fellow at Henley Business School Africa
8. Ian Wairua Associate Director Centre for Teaching Excellence, Strathmore University.
9. Brian Afande Co-founder & Managing Director - BlackRhino VR
10. Paul Ngugi Chair INGO HR Roundtable
11. Lucy Evara Head of HR for East & Southern African Markets - BAT
12. Paul Breloff CEO - Shortlist & Co-Founder Shortlist
13. Dr. John Olukuru (PhD) Head of Data Science and Analytics at iLabAfrica- Strathmore University.
14. Tom Gitogo Group MD and CEO - Britam
15. Dr. Mélani Prinsloo Founding Member Infusion Knowledge Hub
16. Mumbi Kahindo Director, People & Culture Absa Bank Kenya
17. Jane Mutisya HR projects Director Career Management Centre
18. CHRP Fred Wasike Director, Human Resources and Corporate Sustainability Isuzu East Africa Ltd.
19. Regina Mukiri Regional Head, Community, Impact and Engagement - Africa & Middle East Standard Chartered Bank
20. Susan Njoroge Managing Director Responsible Business Consulting
21. Ahmed Quresha Abdullahi Executive Director IHRM

Moderators

1. Salome Gitoho, Lincoln Consulting
2. Sean Hetteema Executive Fellow SBS & Independent Consulting
3. Prof. Joseph Onyango Senior Faculty Strathmore Business School
4. Ali Hussein Chairman - Workpay Africa.
5. John Njane- Leadership & Management facilitator, Executive Coach & Organizational Development Expert- Strathmore University
6. Catherine Wahome Faculty and HR Consultant SBS
7. Naomi May W. Mwangi - Lecturer and HR professional, SBS.

Conference Technical Team

1. Naomi May- Faculty Lead
2. Catherine Wahome- Faculty
3. Sean Hetteema - Faculty
4. Nancy Ndirangu- Head of Customized Programs
5. David Onkware- Business Development Manager
6. Robert Ileri- Business Development Manager
7. Jacinta Mbithe- Business Development Manager
8. Laureen Achieng- Business Development Manager
9. Fabian Omare- Business Development Manager

Conference Rapporteur

1. Clinton Wanjohi – Teaching Fellow, Strathmore Business School.

1.2 Acknowledgements

Strathmore University would like to thank everyone who contributed to the Annual HR summit held at Strathmore university on the 13th and 14th of July 2023. Special heartfelt appreciation is given to the below categories of attendees:

- The keynote speakers- Mr. Joseph Choge and Dr. Vincent Ogutu
- All the Panelists
- All the 87 participants

For gracing the occasion and making the summit a resounding success.



Photo: Delegates during a photo session

1.3 Summit Overview

1.3.1 Executive Education in Strathmore Business School

Strathmore University Business School (SBS) is the postgraduate school of Strathmore University established in 2005. The school's mission remains "service to society by developing virtuous leaders and providing world-class executive management education in a local setting."

The business school has established all-round business leaders over the last 16 years. It continues to connect with top-ranked business and academic networks from across the globe. With the vision "to be the premier business school in Africa with international repute," SBS has physical presence in Kenya, Uganda, Tanzania, Rwanda, and a virtual presence across Africa.

SBS has partnered with international business schools, policy makers, associations, and industry, to ensure superior standards of our offering. This is in an endeavor to transform leadership in Africa well into the 21st Century. Using universally tried and established case study methodology, local and international faculty we partner with local experts. They draw and localize global experience to the local markets providing relevant solutions to emerging issues.

In living up to our mission service to society, SBS looks to meet the needs of all types of organizations. Private, public, and Micro, Small and Medium Enterprises (MSMEs), we provide access to leading-edge research and distinguished faculty through our Executive Education portfolio of programs.

1.3.2 Objectives

The HR Summit aimed to provide a comprehensive platform for HR professionals to explore and discuss the latest trends, challenges, and opportunities in the ever-evolving field of Human Resources

The ultimate deliverable of the summit was to empower HR professionals with the knowledge, tools, and strategies needed to excel in their roles, drive organizational excellence, and create positive workplace experiences that contribute to the success and well-being of both employees and the organization.

1.3.3 Summit Design

The summit design was carefully crafted to ensure a diverse range of topics and perspectives were covered, fostering meaningful interactions and knowledge sharing among participants. Through panel discussions, keynote speeches, and workshops, the summit focused on key themes such as resilience for HR professionals, the integration of technology in HR practices, self-care in the workplace, and emerging technologies

shaping the future of organizations. By bringing together esteemed experts, industry leaders, and practitioners, the summit provided a unique opportunity for participants to gain valuable insights, exchange best practices, and enhance their skill sets.

1.4 Opening Remarks

In his opening remarks, Dr. Caesar Mwangi, Executive Dean, Strathmore Business School, expressed his delight in welcoming everyone to SBS and SU (Strathmore University). Dr. Mwangi emphasized the significance of the study of economics and its connection to people. He highlighted that economics cannot be discussed without considering the people affected by it. Similarly, when discussing the success of business organizations, it is essential to recognize the contributions of the people driving that success.

He mentioned the People and Culture Department at SU, emphasizing the importance of the word "people" and how it reflects the belief that we are all one human race, as stated by God. Dr. Mwangi then focused on workplace effectiveness, highlighting three key aspects:

1. **Knowledge:** Every individual possesses knowledge even when they join organizations.
2. **Tools:** Organizations empower individuals with tools and give them opportunities to share their values.
3. **Attitude:** The attitude individuals bring to their work is crucial. Dr. Mwangi emphasized that leaders, HR professionals, and managers play a significant role in influencing the attitudes of people in the workplace. He stressed the importance of being leaders first and HR professionals second, and how motivating and encouraging individuals can create a positive work environment.

In conclusion, Dr. Mwangi expressed his eagerness to hear the outcomes of the summit and conveyed his apologies for being unable to attend in person.

1.5 Welcome Remarks

Dr. Ndunge then reflected on the theme in relation to the remarks made by the dean. She emphasized the significant changes taking place in the HR field, such as downsizing, automation, and decision-making processes, where HR professionals often find themselves at the center. She shared a story about a young girl who fell victim to scams or false job opportunities in the Middle East, underscoring the importance of ethical decision-making and the responsibility that HR professionals hold in protecting and serving individuals within organizations.

She posed thought-provoking questions about the reasons behind HR decisions, the impact of downsizing, and the need to consider the values and core importance of individuals in achieving organizational success. Dr. Ndunge emphasized the importance of looking beyond procedures and considering the strategic and leadership roles of HR professionals in alignment with the development goals of the country. She urged attendees to think beyond day-to-day activities and focus on making a greater contribution to their organizations and society.

In conclusion, Dr. Ndunge expressed her hope that the discussions and conversations during the event would encourage attendees to broaden their perspectives and consider how their actions can contribute to the greater good of their organizations and the continent. She emphasized the importance of differentiating the fire (challenges) from the person (individuals), indicating the need to address issues and find solutions that foster growth and development.

1.6 Summit lead's Remarks

Naomi May, provided an overview of the HR summit, stating that it is organized annually to address the challenges faced by HR professionals and seek practical solutions. Each year, the summit aims to improve and surpass previous editions. She highlighted the impact of the COVID-19 pandemic, which forced organizations to adapt to remote work. Now, in the post-pandemic era, people are demanding the flexibility to work from anywhere, leading to the need to navigate the dynamics of this changing environment.

She stressed the importance of agility and resilience in such a rapidly changing world. Resilience, particularly building resilient employees, was a central focus of the discussions. She raised the question of whether HR professionals themselves are resilient and possess the necessary tools to enhance organizational resilience. She emphasized the need for HR professionals to cultivate resilience within themselves to effectively contribute to the resilience of their organizations.

Technology emerged as a crucial topic for discussion, including the role of chatbots, artificial intelligence, and the metaverse in the learning environment. Naomi acknowledged the potential of technology as an enabler but also cautioned against allowing technology to overshadow human involvement. She highlighted the importance of encouraging continuous learning and engagement among students, even in the face of technological advancements.

The issue of talent management was also addressed, with Naomi May pointing out the presence of multiple generations in the workforce, each with different values and expectations. She shared her experience of students desiring high salaries in their first jobs, highlighting a disconnect between their expectations and the reality of the job market.

Lastly, Naomi May emphasized the importance of sustainability and its direct connection to people. She posed the question of how HR professionals can actively engage in the conversation surrounding sustainability and whether they will be the last to do so. She expressed her hope that the summit would provide opportunities for learning and relearning, enabling attendees to emerge as better managers with a renewed perspective.

In conclusion, Naomi encouraged a perpetual mindset of learning and expressed her optimism that the summit would empower participants to become better HR professionals and managers. Giving perspective to the world we are living in today, BANI world standing for **B**rittle, **A**nxious, **N**on-linear, and **I**ncomprehensible

1.7 Partner Remarks

Irene Kimacia, the Head of Corporate Affairs & Communication at IHRM (Institute of Human Resource Management), provided a brief overview of IHRM's role, which includes regulation, member welfare, and capacity building.

Kimacia expressed her enthusiasm for being a catalyst for learning and highlighted the process of becoming a member of IHRM's professional body, emphasizing the availability of online systems. She noted the challenges recruiters face in finding suitable candidates despite the existence of millions of unemployed individuals. She emphasized that HR is not just about academia but also about values and practical lessons.

Kimacia informed the audience about upcoming events organized by IHRM, including a networking session at KICC on July 14th, tree planting activities in Ngong on the 19th to promote environmental sustainability, and the launch of Cohort 2 during the Transcend event on the 21st. She highlighted the importance of perspective, urging members to view the HR profession as a glass half full rather than half empty.

Kimacia concluded her remarks by wishing all members fruitful deliberations in the days ahead.

DAY ONE: SESSION NOTES

2.1 Key-note Speech

The evolving HR frontier: Developing enabling capabilities and mindsets for sustained impact.

Introduction:

Joseph Choge, the group managing director of Unga Holdings Kenya ltd, started off by expressing his deep sense of honor to deliver this keynote speech on the evolving HR frontier. He later gave a brief on his success journey story from his primary school Lokichar to high school in Kericho till his current role at Unga Holdings. He referred to the HR professions as the people taking care of people who are the best resources to ensure the organizational succeeds. He pointed out how crucial it is to focus on taking care of the employees and increasing their salaries.

Key Nuggets:

Empowerment: Choge emphasized the importance of empowering teams to make mistakes, learn from them, and thrive. He stated that when teams are empowered, they take ownership and perform at their best, overcoming challenges independently.

Managerial Competence: He also highlighted the need to assess an individual's ability to inspire, motivate, and mentor their teams before considering them for a promotion, as being skilled in a job doesn't necessarily translate to being an effective leader.

Decisiveness: Choge emphasized the importance of decisiveness and encouraged the audience not to let fear of consequences paralyze them. He emphasized the need for informed decision-making by gathering data and making timely choices.

Loyalty: Choge stated that it is a reciprocal relationship. He stressed the significance of teams knowing that their leaders have their back and are willing to support them. He emphasized that leadership is a position of service to others and standing up for the team is essential.

Integrity- Choge emphasized the criticality of integrity, stating that upholding it is always essential. He expressed that compromising integrity makes it difficult to regain the trust of teams, highlighting its significance in maintaining credibility and fostering a positive work environment.

sincere enthusiasm- Choge emphasized the need for individuals to be genuinely enthusiastic about the products and services they offer. He stressed that their authentic

belief and recommendation of these offerings can have a profound impact on employee engagement and satisfaction.

leadership and empathy. He compared leading with both heart and mind to the nurturing nature of a mother. He highlighted that this approach allows leaders to strike a balance between warmth and firmness when making critical decisions. Furthermore, he emphasized that empathy is a vital component of effective leadership, enabling leaders to understand and connect with their team members on a deeper level.

Key Recommendations:

Regularly hold town hall meetings to keep employees informed and encourage open and honest conversations.

Invest in employees, fighting for quality staff to achieve organizational strategy and vision.

Embrace mistakes as learning opportunities, support creativity and innovation, and turn mistakes into valuable learning experiences.

Develop corporate giving programs to foster unity among employees.

Focus on recognizing, appreciating, and rewarding employees, as positivity is contagious.

Matters Arising/Future Trends:

Changing Values: Adaptation to social norms and fairness from different spheres is crucial for organizations.

HR Trends: Increasing hybrid working models, addressing the negative impact of the pandemic on mental health, promoting diversity, and utilizing people analytics and advanced analytics for informed decision-making.

Stress Management Strategies: Foster a positive workplace culture, implement stress management training, encourage work-life balance, offer employee assistance programs, and evaluate and improve workplace policies.

Conclusion

Choge stated that as HR professionals, it is crucial to comprehend the evolving HR frontier and cultivate enabling capabilities and mindsets to ensure lasting impact. He emphasized the significance of empowering teams, showcasing managerial competence, making decisive decisions, fostering loyalty and integrity, and leading with empathy.

Choge believed that by implementing these approaches, a positive and influential work environment can be established. He encouraged investing in employees, acknowledge their contributions, and adapting to the changing values and trends within the HR field.

Concluding his speech, Choge expressed his gratitude and conveyed the belief that together, HR professionals can make a difference and attain organizational success.

2.2 Panel Discussions

2.2.1 Self-care for the HR Professional in a rapidly evolving work environment

Panelists

1. Salome Gitoho, Lincoln Consulting - Moderator
2. Rose Sang, Chief Executive Ocer Global Learning Solutions
3. Caroline Wakori, Senior HR Manager, People & Culture Strathmore University
4. Beth Kajuju, Group Head Human Resources APA Insurance

Introduction

The panel discussion centered around the importance of self-care for HR professionals in a rapidly evolving work environment. The panelists emphasized the need for HR professionals to prioritize their well-being to effectively support their organizations and employees. Key discussions focused on the definition and significance of self-care, initiatives taken during the COVID-19 pandemic, balancing work and family, and considerations for smaller companies with limited resources.

Key Discussions:

Understanding Self-Care: The panel began by drawing an analogy to flight attendants instructing passengers to put on their oxygen masks before assisting others. They raised the question of whether HR professionals prioritize their own well-being. Self-care was defined as knowing one's limits, being self-aware, and taking steps to maintain financial, emotional, physical, and mental well-being.

Initiatives During the COVID-19 Pandemic: Beth Kajuju shared her experience managing a downsizing campaign where she implemented Employee Assistance Programs (EAP) to provide support and counseling to affected employees. The panelists discussed the importance of HR professionals seeking their own support and counseling during challenging times to prevent personal impact.

Role of HR in Employee Happiness: Rose Sang highlighted the role of HR in ensuring employee happiness through initiatives such as Gut's monthly meet-ups and social

campaigns. The panel emphasized that HR is not solely responsible for hiring and firing but plays a crucial role in understanding the business, aligning expectations, and creating policies that promote employee wellness and overall success.

Balancing Work and Family: Caroline Wakori shared insights on balancing work and family life. She emphasized the importance of maintaining a separation between work and family, having a strong support system, and consciously practicing self-care to avoid negatively impacting personal and professional relationships.

Key Recommendations:

Prioritize Self-Care: HR professionals were encouraged to prioritize self-care by being self-aware, understanding personal limits, and actively taking steps to maintain their well-being.

Implement PnC Wellness Initiatives: Even smaller companies with limited resources can implement PnC (People and Culture) wellness initiatives. These initiatives can include breakfast sessions for HR professionals to discuss topics beyond work and deliberate on self-care measures.

Invest in Online Training: Encouraging HR professionals to engage in online training programs, such as those offered by Google, can enhance their skills and bring new knowledge to the organization. This investment can be made by providing a good internet connection and encouraging employees to take courses during work hours.

Matters Arising and Future Trends:

Integration of Work-Life Balance: The discussion highlighted the shift towards an integration of work-life balance, where HR professionals are encouraged to prioritize self-care without needing to take formal leave. This trend emphasizes the importance of fostering a healthy work environment.

Resource Challenges for Smaller Companies: The panel acknowledged the resource limitations faced by smaller companies. However, they emphasized that intentional deliberations and creative thinking within these organizations can still enable the implementation of self-care initiatives.

Conclusions:

The panel discussion concluded that self-care is essential for HR professionals to effectively support their organizations and employees. HR professionals were encouraged to be self-aware, seek support and counseling when needed, and maintain a healthy work-life balance. Initiatives such as PnC wellness programs, online training, and

intentional deliberations were identified as key strategies for promoting self-care in HR roles. By prioritizing self-care, HR professionals can better fulfill their responsibilities and contribute to a positive work environment.

2.2.2 Emerging technologies in business: Technologies that are shaping the future of organizations.

Panelists

1. Sean Hetteema Executive Fellow SBS & Independent Consulting (Moderator)
2. Louise Claassen Obermerville Co- Founder & Executive Fellow at Henley Business School Africa
3. Ian Wairua Associate Director Centre for Teaching Excellence, Strathmore University, Nairobi, Kenya.
4. Brian Afande Co-founder & Managing Director - BlackRhino VR

Introduction:

The panel discussion on emerging technologies in business explored the technologies that are shaping the future of organizations. The discussion delved into the power of technology in enhancing human capabilities, focusing on augmented reality (AR), artificial intelligence (AI), and virtual reality (VR) as key emerging technologies.

Key Discussions:

Fourth Industrial Revolution: There was an emphasis that technology should be seen as a tool to enhance human capabilities rather than a threat. The need for an integrated approach that combines human and design thinking with computing power and the internet was emphasized.

Leveraging Superpowers: Discussions were centered on the extended reality, which encompasses virtual reality, augmented reality, and mixed reality. The importance of democratizing, designing, deploying, and demystifying these technologies to bridge the emotional connection between users and technology was stressed. The unique capabilities of virtual reality in creating a seamless experience and augmented reality's ability to capture environments through full volumetric capture was also highlighted.

Artificial Intelligence: AI was described as computer intelligence that simulates intelligent behavior. The superpowers of AI, such as data analytics, prediction, and decision-making capabilities that are now accessible to everyone were highlighted.

Transformation and Challenges: 80% of tasks and jobs can now be performed by AI systems, leading to concerns about the redundancy of certain roles. Examples of an

Indian company that replaced 90% of their junior employees with AI systems, citing increased efficiency provided by the AI.

Virtual Reality: The role of virtual reality in creating international modules and settings. The qualities of virtual reality, including presence and its potential as an empathy machine was highlighted. An emphasis that virtual reality enables people to come together even when physically apart, driving customer-centricity through enhanced communication and understanding was also pointed out.

Key Recommendations and Matters Arising:

Embracing Technology: The panelists recommended that HR professionals leverage technologies like ChatGPT and understand the potential of AI. However, they also cautioned against the biases that can arise in generative AI models due to the data they are trained on. It was suggested that generative AI should not operate autonomously, and that human intervention is necessary.

Universities and Technological Trends: The panelists highlighted the importance of universities catching up with technological trends. They stressed the need to equip students with the skills to solve real-world problems and adapt to new technologies. The discussion emphasized the importance of humanities disciplines understanding and embracing AI to navigate the future effectively.

Future Trends: The panelists discussed the growing dynamic nature of technology and the learning curve associated with it. They emphasized the need for individuals to consume and create content, adapt to **drag-and-drop technologies**, and recognize the **potential of 3D technologies**. The future is envisioned as one where linear information is converted into spatial context, enabling the creation of **simulations**.

Conclusion

The panel discussion concluded that emerging technologies, including augmented reality, artificial intelligence, and virtual reality, hold immense potential for shaping the future of organizations. These technologies can enhance human capabilities, bridge emotional connections, and drive customer-centricity. However, it was emphasized that understanding the possibilities, limitations, and ethical considerations surrounding these technologies is essential. Universities were urged to adapt their curricula to prepare students for the challenges and opportunities presented by emerging technologies. By embracing these technologies and staying abreast of future trends, organizations can position themselves for success in the evolving digital landscape.

2.2.3 Leveraging on the use of technology: the HR Value chain

Panelists:

1. Prof. Joseph Onyango Senior Faculty Strathmore Business School - SBS (Moderator)
2. Paul Ngugi Chair INGO HR Roundtable
3. Lucy Evara Head of HR for East & Southern African Markets - BAT
4. Paul Breloff CEO - Shortlist & Co-Founder Shortlist

Introduction:

The panel discussion focused on the use of technology in the HR value chain and how it can be leveraged to enhance various HR functions. The key areas of discussion included the missing link of technologies, integration of technology into the HR value chain, and the importance of maintaining the human touch in HR processes. The panelists provided insights and shared their experiences in utilizing technology to improve HR practices.

Key Issues Discussed

Integration of Technology in the HR Value Chain: Panelists pointed out how they use SAP SuccessFactors as a central data point for employee information, including performance management, benefits management, and leave management. Power Automate is employed for workflow automation and approval processes.

Humanizing the HR Function: The panel emphasized the importance of maintaining a human touch in HR practices. They acknowledged that technology cannot replace human interaction and highlighted the significance of social resilience and emotional intelligence. HR professionals were encouraged to prioritize employee experience, engagement, and wellness initiatives to ensure that employees feel valued and connected.

Relevance of HR Professionals in the Current Workspace: To remain relevant, HR professionals need to stay updated on technological advancements and acquire the necessary skills. Continuous learning and curiosity were emphasized as key traits for HR professionals to adapt to evolving trends. The panel recommended attending training sessions, networking events, and seeking external expertise to enhance knowledge and stay ahead.

Ethical Issues and Data Protection: The discussion touched upon ethical concerns related to technology usage in HR, such as the authenticity of candidate information and privacy concerns. The panel highlighted the importance of data protection laws and encouraged organizations to adopt guidelines to ensure compliance. They emphasized the need for HR professionals to navigate these ethical challenges while leveraging technology.

Key Recommendations:

HR professionals should proactively embrace technology and stay updated with emerging trends to remain relevant in the evolving workspace.

Finding the right balance between technology and human involvement is crucial, especially during recruitment, to mitigate biases and ensure a fair selection process.

HR professionals should prioritize employee experience, engagement, and wellness initiatives to create a positive work culture and maintain a human touch.

Continuous learning and curiosity are essential for HR professionals to acquire new skills and adapt to technological advancements.

Organizations should prioritize data protection and adhere to ethical guidelines to safeguard candidate information and ensure compliance.

Future Trends:

Increased reliance on technology in HR processes, including recruitment, employee data management, and performance management.

Integration of artificial intelligence (AI) and automation to streamline HR workflows and reduce administrative tasks.

Continued focus on employee experience, engagement, and well-being to combat the potential rise of mental health issues and loneliness.

The emergence of hybrid work models and remote work will necessitate agility and adaptability in HR practices.

Ongoing developments in data protection and ethical guidelines will shape the way HR professionals handle candidate data and ensure compliance.

Increasing need for people to take up more than one Job roles in the future to remain relevant.

Conclusions:

The panel discussion concluded that technology plays a significant role in enhancing HR practices but cannot replace the human element. HR professionals need to leverage technology to streamline processes, improve decision-making, and drive efficiency. However, maintaining human interaction, emotional intelligence, and a focus on employee well-being are critical to creating a positive work environment. HR professionals should proactively embrace technology, stay updated, and navigate ethical

challenges to add value to their organizations. HR professionals were advised to stay curious, continuously learn, and integrate technology in a way that enhances employee experience and well-being.

2.3 Resilience for the HR Professional

Introduction:

Paul Kasimu, the Chief Human Resources Officer, Safaricom PLC began his speech by expressing his delight in being present at the event and welcoming everyone to SBS. He emphasized the importance of people in the study of economics and the success of business organizations.

Key Discussions:

Resilience and Components: Kasimu highlighted the importance of resilience for HR professionals and discussed the components of resilience, including awareness, adaptation, survival, and thriving in turbulent environments. He also emphasized the need for learning agility.

The 4th Industrial Revolution: Kasimu questioned whether HR professionals need to be at the table during this revolution. He emphasized the significance of credibility, trust, and integrity in HR roles. He also discussed the role of technology in the workplace and the importance of embracing it as an enabler.

Changes in Work: Kasimu highlighted the presence of five generations in the workplace, the average job tenure of 4.2 years, and the rise of contingent workers. He discussed the forces shaping the future, including technological breakthroughs, demographic shifts, rapid urbanization, shifts in global economic power, and resource scarcity.

Human Capital Trends: Kasimu touched on talent acquisition and development, AI-enabled jobs, and employee engagement, workplace, and culture. He emphasized the critical decisions HR professionals need to make, which he **dubbed 5 B's** such as **Buying, Building, Borrowing, Binding, and Bouncing** talent. He also emphasized the importance of culture, leadership, and processes, claiming that culture is 70% Leadership and 30% processes.

Key Recommendations:

Embrace resilience as a mindset, skillset, and toolset.

Foster emotional resilience by remaining grounded and maintaining mental and physical well-being.

Promote mental resilience through active listening and relationship-building.

Develop social resilience by cultivating support networks, including HR for HR.

Nurture physical resilience by focusing on physical health, such as sleeping patterns.

Matters Arising and Future Trends:

During the discussion, several matters arose, such as how to immerse new hires in the organization's culture and how HR professionals can develop resilience at the top leadership level. The importance of **language, Routines, Symbols, and Stories** in evolving organizational culture was emphasized. The use of analytics, including predictive, diagnostic, prescriptive, and descriptive analytics, was discussed. **Emotional intelligence within the HR profession** and its role in resilience were highlighted.

Conclusion

In conclusion, Kasimu urged HR professionals to reflect, identify patterns, and develop new teams. He emphasized the importance of trust and the speed of trust in personal, organizational, and community contexts. He encouraged constant learning, adapting to change, and focusing on individual and organizational excellence. Finally, he encouraged attendees to state their identity and values when they go anywhere, highlighting the importance of authenticity, consistency, and purpose.

DAY TWO: SESSION NOTES

3.1 Reflections and Action Planning

Sean Hetteema, Executive Fellow, SBS & Independent consulting

The key takeaways and action planning points from the discussion Day one's summit discussions was summarized as below:

The importance of leadership and HR working together as key partners in driving transformation in societies and communities through purpose-driven leadership.

HR professionals' vital role in protecting livelihoods and managing investor pressures in the industry.

The significance of empathy and connecting with people for effective leadership, coupled with a solid understanding of the business and financial acumen.

Emphasizing the value of small changes and their potential for significant impact in organizational culture and effectiveness.

The exploration of emerging technologies such as VR, AR, and the metaverse, leading to a shift in the dynamics of the internet and business models.

The integration of technology into HR value chains, with a focus on data-driven decision-making and the need to balance technology with the human element.

The importance of addressing biases in AI and the potential need for AI teachers to ensure ethical and unbiased use of artificial intelligence.

Action Planning Points:

Foster stronger partnerships between leadership and HR to drive purpose-driven transformation in societies.

Develop and enhance financial acumen and business understanding to better contribute to organizational decision-making.

Invest in emerging technologies, such as VR, AR, and the metaverse, to explore new possibilities for business growth.

Prioritize data integrity and analytics to make informed and data-driven HR decisions.

Create a culture of empathy and connection with employees, customers, and stakeholders to build a strong organizational culture.

Embrace and leverage small changes that can lead to significant improvements in organizational efficiency and effectiveness.

Ensure AI is used responsibly, with measures in place to address biases and potential ethical concerns.

Future Trends:

The transcript does not explicitly mention future trends. However, based on the discussions, it can be inferred that the following trends may be important:

Continued integration of emerging technologies and artificial intelligence in HR processes to enhance efficiency and effectiveness.

Focus on human-centric leadership, combining empathy and financial acumen to drive organizational success.

Evolution of the internet and business models due to the growth of emerging technologies like VR, AR, and the metaverse.

The emergence of AI teachers to guide the ethical and responsible use of artificial intelligence in various industries.

Overall, the discussions and reflections centered on the interplay between emerging technologies, HR leadership, and the importance of purpose-driven approaches in driving positive change in organizations and communities. The future trends suggest a continued focus on technological integration and the importance of maintaining a human touch in leadership and decision-making processes.

3.2 Key-note speech

Overview of the theme: HR in a world of rapidly changing values

Introduction

Dr. Vincent Ogutu, a renowned expert with a strong interest in technologies like AI and augmented reality, delivered an engaging keynote speech on the significance of HR in a world of rapidly changing values. The audience was captivated as he shared his excitement for pushing the boundaries of AI and harnessing its potential. His speech shed light on the role of HR professionals in navigating the evolving landscape and emphasized the importance of truth-seeking, critical thinking, and humility in the face of changing values. His speech encouraged the audience to embark on a journey of understanding the concept of values and their significant impact on both personal and professional aspects of life.

Key Nuggets:

Understanding Self-Care and Prioritizing Well-Being: Dr. Ogutu opened his speech by drawing an analogy to the safety instructions given by flight attendants. Just like passengers are instructed to put on their oxygen masks before assisting others, HR professionals must prioritize self-care to effectively support their organizations and employees. He defined self-care as knowing one's limits, being self-aware, and taking proactive steps to maintain financial, emotional, physical, and mental well-being.

The Challenge of Evolving AI Tools: Discussing the evolving AI landscape, Dr. Ogutu raised thought-provoking questions. He challenged HR professionals to understand the impact of technology, particularly the use of ChatGPT, which presents new challenges and opportunities. The integration of AI tools requires careful consideration, ensuring that it enhances human capabilities and does not replace the need for critical thinking and human interaction.

The Power of Humility and Authenticity: Dr. Ogutu emphasized the value of humility in leadership. He distinguished great leaders from good ones by their ability to listen, learn, and accept mistakes with grace. Leaders who practice humility foster a culture of growth and continuous learning, encouraging open debates within organizations to make informed decisions that benefit the collective good.

Values as the Building Blocks of Culture and Identity: The keynote speaker delved into the concept of values, describing them as beliefs so profound that they shape our thoughts, emotions, and actions. He urged HR professionals to define and promote organizational values that align with their company's culture. By doing so, they build a resilient and authentic workforce that can effectively adapt to a rapidly changing world.

Changing Values in the World and Fostering Resilience: Dr. Ogutu highlighted the changing values observed in society, such as increased protectiveness among parents, which may hinder the resilience of younger generations. He stressed the importance of HR professionals guiding employees to be authentic and consistent, demonstrating that it is okay to make mistakes and learn from them.

Key Recommendations:

Cultivate a sense of humility as a leader, acknowledging the possibility of mistakes and encouraging a culture of learning from them.

Embrace technological advancements and use them to enhance efficiency and convenience in HR processes.

Prioritize values over personal gain, fostering a community-driven culture that cares for others and promotes shared prosperity.

Let our actions align with our beliefs, demonstrating integrity and commitment to our word, thus building a reputation that fosters trust and success.

Cultivate critical thinking skills and encourage open debates within organizations to foster better decision-making.

Define organizational values clearly and ensure they align with the company's culture and long-term goals.

Future Trends:

In the rapidly changing world, the future of HR lies in our ability to embrace technological advancements while nurturing critical thinking and humility.

Addressing cancel culture is crucial for organizations to foster environments that encourage respectful debates and diverse perspectives.

The role of HR professionals may shift from routine tasks to more strategic decision-making, focusing on values-driven leadership and creating a culture of innovation and adaptability.

As technology continues to advance, incorporating values into the hiring process will become increasingly important to create cohesive and value-driven workforces.

Growing demand for ethical leadership in HR, where organizations prioritizing humility, integrity, and community will thrive.

Conclusion

Dr. Vincent Ogutu concluded his speech by highlighting the significance of embracing technological advancements alongside nurturing critical thinking and humility in the field of HR. He urged the audience to become advocates of truth, continuously seeking knowledge and pushing the boundaries of understanding. According to the speaker, this approach would enable them to lead their organizations and society towards greatness, where the convergence of values and innovation would shape a brighter and more sustainable future.

The keynote emphasized the pivotal role of values in shaping both individuals and organizations. Dr. Ogutu called upon HR professionals to devote their efforts to defining and promoting the values that align with their company's culture. He stressed the importance of teaching these values through inspiration and leading by example. By

doing so, they would foster a resilient and authentic workforce capable of effectively navigating the challenges posed by a rapidly changing world. The audience was inspired to adopt the "because we care" mindset, seeking authentic leadership and positive impact in their professional lives, thus aligning with their values.

3.3 Panel Discussions

3.3.1 Data Analytics for HR: Evidence Based decision Making.

Panelists

1. John Njane, a Leadership & Management facilitator, Executive Coach, and Organizational Development Expert from Strathmore University
2. Dr. John Olukuru, the Head of Data Science and Analytics at iLab Africa-Strathmore University
3. Dr. Melani Prinsloo, a Researcher and Founder of infusion Knowledge Hub in South Africa
4. Tom Gitogo, the Group MD, and CEO of Britam

Introduction:

The panel discussion on "Data Analytics for HR: Evidence-Based Decision Making" revolved around the importance of data analytics, the types of data required for evidence-based decision making, the latest technologies and tools available in the field of data analytics, and how HR professionals can leverage data effectively.

Key Discussions

Importance of Data Analytics in HR: The panel unanimously agreed that data is extremely valuable for organizations today. They emphasized that data analytics acts as the refinery that converts raw data into valuable insights. Various types of analytics, including descriptive, diagnostic, predictive, prescriptive, and cognitive analytics, were discussed as effective methods for gaining knowledge and making informed decisions.

Leveraging Technology: The discussion emphasized the pivotal role of technology in data analytics. AI and machine learning were highlighted as powerful tools for efficiently processing and analyzing vast amounts of data. However, the panel stressed that the quality of data is paramount, and that accurate data is crucial for meaningful insights. The importance of avoiding the "garbage in, garbage out" phenomenon was emphasized.

Identifying Key Performance Indicators (KPIs): The panel underscored the significance of defining clear and relevant KPIs that align with the organization's business strategy. KPIs should encompass both quantitative and qualitative aspects, capturing important behaviors and skills that contribute to the organization's success. It was also emphasized that there should be a clear link between KPIs and the reward structure within the organization.

Guarding Against Bias: The panel discussed the importance of avoiding bias in workforce-based decisions. To counter bias, HR leaders need to consider data from

multiple sources, analyze patterns, and validate information with other business leaders before making decisions. It was emphasized that HR professionals should develop the ability to detect signs of manipulation and ensure a well-rounded understanding of the organization's context.

Key Recommendations:

Invest in Data Analytics Training: Executives and HR professionals were encouraged to undergo high-level executive courses in data analytics. This would equip them with the knowledge to ask the right questions and build capable teams for effective data analysis.

Use Reliable Data Analytics Tools: HR professionals were advised to select appropriate data analytics tools that can access data from various systems and present information in a meaningful way. The choice of tools should be based on the organization's specific needs and requirements.

Emphasize Data Quality: All panelists agreed on the significance of having accurate and reliable data. HR professionals must ensure the data they collect and analyze is correct to avoid biased decision-making.

Build an Effective Data Analytics Team: To leverage data effectively, HR departments should assemble a diverse team that includes data analysts, industry experts, and professionals with the necessary skill sets to ensure comprehensive analysis.

Utilize Advanced Technologies: The panel discussed the benefits of using artificial intelligence and machine learning tools for data analytics. These technologies can provide deeper insights and streamline data processing, enhancing evidence-based decision-making.

Foster a Data-Driven Culture: Organizations were encouraged to cultivate a data-driven culture where decisions are grounded in evidence and insights derived from data analytics. This entails promoting the use of data and fostering a mindset that values data-driven decision making throughout the organization.

Matters Arising and Future Trends

The discussion highlighted the evolving nature of data analytics in HR and the potential for more **sophisticated tools and data sources in the future**.

Ethical considerations and data privacy were also acknowledged as important aspects to address while leveraging data analytics.

The growing trend of **individualized data warehousing**, where employees retain control over their data, and consent is obtained for specific data usage, was noted.

Conclusion

The panelists left the audience with a resounding message: "Data analytics is the transformative force that empowers HR professionals to unlock the hidden potential within their organizations. It is the key to understanding employee experiences, fostering diversity, and making evidence-based decisions that drive success. As we embrace the power of data, let us also remember the human element - listening, understanding, and contextualizing data to create a workplace that thrives on empathy and innovation. Together, we can embark on a journey of informed decision-making, where data is not just numbers and statistics but a compass guiding us towards a brighter, more inclusive future."

3.3.2 Anchoring success: Effective talent management in an evolving value system

Panelists

1. Catherine Wahome Faculty and HR Consultant SBS (Moderator)
2. Mumbi Kahindo Director, People & Culture Absa Bank Kenya
3. Jane Mutisya HR projects Director Career Management Centre
4. CHRP Fred Wasike Director, Human Resources and Corporate Sustainability Isuzu East Africa

Introduction:

The panel discussion on "Anchoring Success: Effective Talent Management in an Evolving Value System" explored the impact of values on talent management and the future mindset of HR professionals. The discussion delved into the significance of aligning organizational values with employee behavior, career decisions, and customer care. Additionally, the panelists emphasized the need for HR professionals to adapt to the changing landscape and become learning workers to stay relevant in the industry.

Key Discussions:

1. Importance of Values in Talent Management:

Values Act as a Guiding Compass: The panel highlighted that organizational values act as a guiding compass for employees, shaping their behaviors, and influencing decision-making in alignment with the organization's mission and vision.

Impact on Employee Behavior: Values significantly influence how employees interact with colleagues, customers, and other stakeholders. When employees embody the organization's values, it enhances the overall organizational culture and fosters a positive work environment.

Customer-Centric Values: The link between organizational values and customer expectations was emphasized, underscoring the need for organizations to prioritize customer-centric values to succeed in the market. Aligning values with customer needs helps in building stronger relationships and loyalty.

2. Transition to Learning Workers:

Embracing Technology: The panelists stressed the importance of embracing technology, such as data analytics, artificial intelligence, and automation. HR professionals must keep abreast of technological advancements to leverage data-driven insights for talent management decisions.

Continuous Learning: The transition to learning workers requires HR professionals to be proactive in seeking learning opportunities, attending workshops, webinars, and online courses to acquire new skills and knowledge relevant to the industry's evolving needs.

Business Acumen: Beyond traditional HR functions, HR professionals need to develop business acumen. Understanding organizational objectives, financial aspects, and industry trends helps HR professionals contribute strategically to the organization's success.

3. Empowering Employee Experience:

Career Experiences: Panelists highlighted the importance of providing career experiences to employees rather than merely offering career paths. Encouraging employees to take on challenging projects, cross-functional roles, and providing leadership development opportunities fosters growth and commitment.

Gig Economy Adaptation: With the rise of the gig economy, HR professionals must devise innovative talent management strategies to engage and retain contract workers effectively. Creating a sense of belonging and recognition for gig workers is crucial.

Employee-Centric Culture: Prioritizing employee experience creates a positive and engaging work culture, leading to higher employee satisfaction, productivity, and reduced turnover.

Key Recommendations:

1. Align Organizational Values:

Inclusive Process: Organizations should involve employees at all levels in the process of defining or revising core values to ensure inclusivity and buy-in.

Embedded Values in Decision-Making: HR professionals should ensure that organizational values are integrated into decision-making processes, policies, and practices. Values should be reflected in employee evaluations, recognition programs, and rewards.

2. Foster a Learning Culture:

Skill Assessments: Conduct regular skill assessments of HR teams to identify skill gaps and areas for improvement. This helps in designing targeted learning and development initiatives.

Learning Partnerships: Collaborate with external partners, such as universities, industry associations, and training providers, to offer diverse and specialized learning opportunities for HR professionals.

3. Prioritize Employee Experience:

Flexible Work Arrangements: Provide flexible work arrangements and remote work options to accommodate the changing preferences of employees, especially in the gig economy.

Employee Feedback: Implement regular employee feedback mechanisms to understand their needs, concerns, and suggestions. Use this feedback to tailor employee experiences and make informed talent management decisions.

Matters Arising and Future Trends:

Sustainability and Social Impact: The panel discussed the emerging relationship between climate change and work values. Organizations need to consider sustainability and social impact as core values, aligning their practices with environmental and social responsibilities.

Work from Anywhere: With advancements in technology and remote work capabilities, organizations should embrace the concept of "work from anywhere" and focus on delivering results rather than being tied to physical locations.

Conclusion:

In response to the question of how HR professionals can anticipate and prepare for future changes in the industry, the panelists emphasized the importance of adopting a learning worker mindset. They highlighted that HR professionals should continuously update their skill sets, seeking out diverse learning opportunities from external partners such as universities and industry associations. Additionally, they should shift their focus towards deliverables and results rather than adhering to traditional office-based work cultures. By staying updated on industry trends and embracing continuous learning, HR professionals can position themselves to adapt to the evolving landscape successfully.

Regarding the question of how organizations can effectively manage talent during a merger, the panelists provided valuable insights. They emphasized the need for internal clarity on the direction of the firm, ensuring that employees understand the goals and objectives of the merger. Furthermore, appointing culture ambassadors within the organization was highlighted as a vital step to communicate and address any resistance

arising from the merger. Open communication about the impact of the merger was emphasized as crucial to alleviating concerns and uncertainties among employees.

The panel also stressed the significance of prioritizing employee experiences and career development during a merger. By offering clear growth opportunities and showcasing a commitment to talent retention and growth, organizations can instill confidence and loyalty among their workforces. Effective talent management during a merger can result in a cohesive and engaged workforce, ensuring a successful transition and long-term success for the organization.

In conclusion, the panel discussion emphasized the critical role of values in effective talent management. HR professionals must embrace a learning worker mindset, prioritize employee experience, and align organizational values with customer expectations. By adapting to the changing landscape and staying relevant through continuous learning, HR professionals can anchor success in an evolving value system.

3.3.3 Purpose Driven Leadership: The growing focus on ESG.

Panelists

1. Naomi May W. Mwangi Lecturer and HR Professional -SBS
2. Regina Mukiri Regional Head, Community, Impact and Engagement - Africa & Middle East Standard Chartered Bank
3. Yusuf Saleh HR Strategist and Sustainability Advisor
4. Susan Njoroge Managing Director Responsible Business Consulting

Introduction

The panel discussion on "Purpose-Driven Leadership: The Growing Focus on ESG" brought together experts in the field of sustainability and human resources to discuss the importance of Environmental, Social, and Governance (ESG) considerations in organizations. The panelists shared their insights and experiences on how organizations can embed sustainability and social responsibility into their culture and operations.

Key Discussions:

Defining ESG and Sustainability: Regina Mukiri explained that ESG is a framework used to measure an organization's impact on the environment, society, and governance. Sustainability, she emphasized, involves meeting present needs without compromising future generations' needs, considering the three pillars of planet, profit, and people.

The Importance of HR's Role: The panelists discussed the pivotal role of HR professionals in driving sustainability. They highlighted that HR could incorporate

sustainable practices in recruitment, performance management, training, and cultural development. By encouraging a purpose-driven culture, HR can help organizations achieve their sustainability goals.

Environmental Consciousness: The panelists shared examples of environmental initiatives, such as reducing single-use plastics, adopting energy-efficient practices, and promoting paperless operations. They stressed the importance of creating a culture where employees are environmentally conscious and embrace sustainable habits.

Engaging Youth and Diverse Perspectives: The panelists emphasized the significance of involving youth in decision-making processes to build a more sustainable future. By creating platforms for youth voices to be heard, organizations can gain insights into the needs and expectations of the younger generation.

Key Recommendations:

Embedding Sustainability in HR Practices: HR professionals should integrate sustainability into recruitment, training, performance evaluation, and policy-making processes. This entails considering diversity, inclusion, and environmental impact.

Empowering Youth: Organizations should engage youth in decision-making and include their perspectives to create a more sustainable future.

Developing Purpose-Driven Leaders: HR should focus on developing leaders who embrace purpose-driven leadership and are committed to sustainable practices.

Promote Continuous Learning: HR professionals should proactively seek opportunities to learn about sustainability trends and practices through courses, workshops, and executive education programs. Staying updated on emerging trends will enable organizations to remain compliant and responsive to societal and environmental demands.

Integrate Sustainability into Organizational Strategy: HR leaders should align their strategies with sustainability goals and embed responsible business practices into the organizational culture. This entails considering diversity, inclusion, and environmental impact in decision-making processes.

Encourage Employee Involvement: Organizations can promote sustainability by encouraging employees to participate in voluntary activities, environmental initiatives, and community engagement programs. Employee involvement fosters a sense of ownership and responsibility towards sustainability.

Embrace Diversity and Inclusion: HR should advocate for diversity, equity, and inclusion in the workplace, recognizing the role it plays in promoting sustainable and responsible businesses. Embracing diverse perspectives leads to innovative and sustainable solutions.

Stay Agile and Adaptable: As sustainability becomes a critical aspect of organizations, HR professionals must remain agile and adaptable to address emerging sustainability trends and challenges. Continuous learning and staying informed will enable organizations to thrive in the changing landscape of sustainability.

Matters Arising and Future Trends:

The discussion highlighted that sustainability and ESG considerations will continue to gain prominence in the business landscape. Companies will face increasing pressure from investors, customers, and stakeholders to demonstrate their commitment to responsible practices. The role of HR professionals in driving sustainability will continue to expand, with HR becoming the key driver in creating sustainable and purpose-driven organizations.

Conclusion:

The panel discussion offered valuable insights into the significance of ESG and sustainability in today's business landscape. HR professionals play a crucial role in embedding sustainability into organizational practices and empowering the youth to contribute to a more sustainable future. Building purpose-driven leaders is essential to ensure organizations are ready to address future challenges and embrace sustainable practices. Organizations that prioritize sustainability and integrate it into their culture and strategy will not only drive positive change but also build resilience and secure long-term success in an ever-changing world.

3.4 Closing Remarks

3.4.1 CHRP Ahmed Quresha Abdullahi Executive Director IHRM

With a sense of purpose, the Director highlighted that as HR professionals, they should not merely be passive observers but active enablers of transformation within their organizations. During the summit, she noted that purpose-driven leadership, sustainability, and Environmental, Social, and Governance (ESG) considerations were recurring themes. Emphasizing the importance of internalizing these concepts, she urged the audience to integrate them into their organizational culture and strategies. She also added that aligning recruitment, training, performance management, and policy-making processes with sustainability goals would create a lasting impact.

The Director reiterated the significance of engaging the youth and promoting diverse perspectives within organizations. Creating platforms for the youth's voices to be heard would bring fresh insights and innovation to build a sustainable future. Furthermore, the Director stressed the need for diversity and inclusion at the core of workplaces, fostering responsible business practices.

COVID-19's impact on the workplace was another crucial aspect discussed during the summit. The Director encouraged attendees to embrace technology to enhance employee well-being and offer equal opportunities. Additionally, utilizing data analytics for decision-making was highlighted as a valuable tool to demonstrate the value of sustainability initiatives and corporate social responsibility efforts.

Regarding governance, the Director emphasized the importance of ethical leadership. Upholding a code of conduct that reflects the organization's values and principles would foster a culture of trust and transparency.

Throughout the speech, she expressed heartfelt gratitude to Strathmore University Business School and all the partners for their support in making the HR Summit a resounding success. The collaborative efforts showcased the power of knowledge sharing and the potential for meaningful change.

She concluded by encouraging all HR professionals to be proactive and forward-thinking, anticipating future challenges. By fostering a culture of continuous improvement and collaboration, they could drive positive change in their organizations and society at large.

3.4.2 Catherine Wahome Faculty and HR Consultant - SBS

Catherine Wahome began her closing remarks by engaging the audience in an interactive exercise, prompting them to participate by shouting back the letters she spelled out. She playfully highlighted the importance of active listening, a skill she believed was crucial for HR professionals to succeed in the ever-changing landscape of HR.

Reflecting on the diversity of topics covered during the summit, Catherine acknowledged the complexity of the HR field and the challenges it presents. However, she reassured the attendees that through continuous learning and adaptability, they could navigate these challenges successfully.

The core message of her speech revolved around recognizing the value of HR professionals in managing organizations' most critical assets - their people. She emphasized that HR's role surpassed finance and technology because, even in a technologically advanced world, human input and innovation remained indispensable. She urged the audience to shift their mindsets and embrace a sense of responsibility as caretakers of the most critical asset - their employees. She emphasized the need to listen actively, not only with ears but also with eyes, to understand the needs of the workforce better.

Drawing attention to the environmental challenges, she encouraged attendees to create a value proposition for sustainable practices within their organizations. She emphasized that small changes, like reducing single-use plastics or promoting energy-saving habits, could lead to significant positive impacts and a solid return on investment.

To facilitate the transition towards sustainability, she encouraged the audience to consider what practices they should keep, start, or stop in their daily operations. Additionally, she emphasized the importance of building a strong support system and finding accountability partners to drive lasting change.

As she concluded, she offered her support to anyone willing to make a difference and elevate HR practices. She urged attendees to connect with each other and create a community of practice where knowledge sharing could thrive, thus elevating the HR profession.

3.4.3 Nancy Ndirangu, Head of Customized programs, Executive Education, SBS

Throughout the two-day Summit, Nancy hoped that the attendees took advantage of the networking opportunities and learning sessions to connect with others and gain new insights. She encouraged the participants to reflect on areas that needed improvement, learn new skills, and consider the changes required for the future. One of the critical points that resonated with the audience was the acknowledgment that discussions about

profits and economics must always consider the impact on people. Nancy emphasized the role of HR professionals in advocating for people-centric decisions and fostering a positive difference in the workplace.

Nancy expressed her passion for transforming business leaders at Strathmore and urged the audience to carry this passion beyond the Summit, implementing even small changes, such as switching off lights, to contribute to positive outcomes. She highlighted that these small steps, taken collectively, could lead to significant impacts.

The closing remarks included appreciations to the academic leaders and directors who contributed to the success of the HR Summit. The Strathmore team and the business development team were recognized for their efforts in organizing the event and engaging with the participants. The cleaning team, IT team, the Rapporteurs and the MCs were also appreciated for their invaluable contributions to the Summit's smooth execution.

Nancy extended her gratitude to all the participants, recognizing their roles in making the HR Summit a successful and transformative experience. She concluded by expressing her thanks to God Almighty for the achievement of this milestone.

Appendix 1: List of Panelists

- Joseph Choge, the Group Managing Director Unga Holdings Limited, keynote speaker on the first day contributing to the evolving HR frontier.
- Dr. Vincent Ogutu, the Vice - Chancellor Strathmore University, Keynote speaker on the second day unpacking the theme on HR in a world of rapidly changing values.
- Leadership of the Strathmore Business School
- Our partners, Institute of Human Resource Management.
- Dr. Angela Ndunge PhD, Deputy Executive Dean, SBS
- Naomi May Mwangi, Lecturer and HR Professional
- Irene Kimacia Head of Corporate Affairs & Communication – IHRM
- Salome Gitoho, Lincoln Consulting
- Rose Sang Chief Executive Officer Global Learning Solutions
- Caroline Wakori Senior HR Manager, People & Culture Strathmore University
- Beth Kajuju Group Head Human Resources APA Insurance Limited
- Paul Kasimu Chief Human Resources Officer Safaricom PLC
- Catherine Kibunja Wellness Co-ordinator People & Culture Strathmore University
- Sean Hettema Executive Fellow SBS & Independent Consulting
- Louise Claassen, Obermervise Co- Founder & Executive Fellow at Henley Business School Africa
- Ian Wairua Associate Director Centre for Teaching Excellence, Strathmore University.
- Brian Afande Co-founder & Managing Director - BlackRhino VR
- Prof. Joseph Onyango Senior Faculty Strathmore Business School
- Paul Ngugi Chair INGO HR Roundtable
- Lucy Evara Head of HR for East & Southern African Markets - BAT
- Paul Breloff CEO - Shortlist & Co-Founder Shortlist
- John Njane- Leadership & Management facilitator, Executive Coach & Organizational Development Expert- Strathmore University
- Dr. John Olukuru (PhD) Head of Data Science and Analytics at iLabAfrica-Strathmore University.
- Tom Gitogo Group MD and CEO - Britam
- Dr. Mélanie Prinsloo Founding Member Infusion Knowledge Hub
- Catherine Wahome Faculty and HR Consultant SBS
- Mumbi Kahindo Director, People & Culture Absa Bank Kenya
- Jane Mutisya HR projects Director Career Management Centre

- CHRP Fred Wasike Director, Human Resources and Corporate Sustainability Isuzu East Africa Ltd.
- Regina Mukiri Regional Head, Community, Impact and Engagement - Africa & Middle East Standard Chartered Bank
- Yusuf Saleh HR Strategist and Sustainability Advisor
- Susan Njoroge Managing Director Responsible Business Consulting
- Shadrack Mwangangi Director EE - SBS CHRP
- Ahmed Quresha Abdullahi Executive Director IHRM
- The Rapporteurs headed by Clinton Wanjohi.
- The organizing committee from Strathmore University

Appendix 2: Summary of the participants

Industry Sector	No of companies represented	No of participants
Financial Services	9	24
Education management	2	15
IT	5	6
Others	4	5
Hotel Industry	2	4
Manufacturing	3	4
NGO	3	3
Fuel and Energy	2	2
Insurance	1	2
Church	1	1
Government	1	1
Medical sector	1	1
Telecommunications	1	1
Water sanitation	1	1
TOTAL		70

PARTICIPANTS - TOP THREE SECTOR WISE

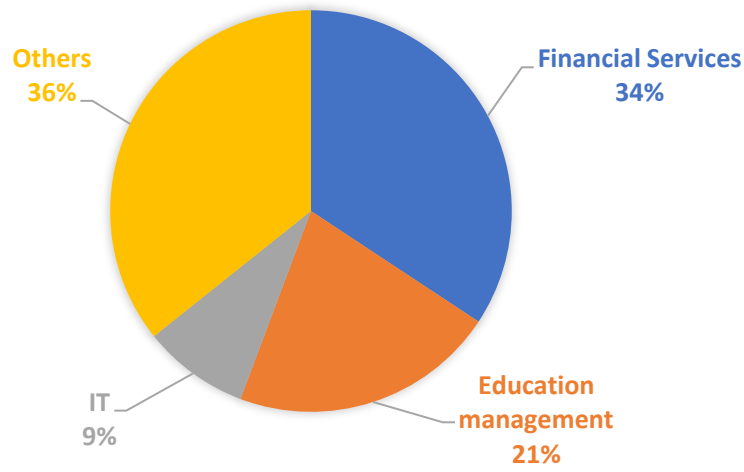


Figure 1: Participants representation Sector wise: Top 3

Appendix 3: Summit Program

Summit Day	Time	Item	Facilitator (s)
DAY 1	8:30 am -9:15 am	Opening Remarks	Dr. Caesar Mwangi
		Welcome remarks	Dr. Angela Ndunge
		Summit Lead	Naomy May Mwangi
		Partner remarks	Irene Kimacia
	9:15 am - 10:15 am	Keynote Speech: evolving HR frontier: Developing enabling capabilities and mindsets for sustained impact	Joseph Choge
	10:15 am - 11:30 am	Panel Discussion Self-care for the HR Professional in a rapidly evolving work environment	Salome Gitoho (Moderator) Rose Sang Caroline Wakori Beth Kajuju
	11:30 am - 12:00 noon	BREAK	
	12:00 noon - 1:00 pm	Resilience for the HR Professional	Paul Kasimu
1:00 pm- 2:05 pm	LUNCH BREAK		

	2:05 pm – 2:15 pm	Stretching after Lunch	Catherine Kibunja
	2:15 pm – 3:30 pm	Panel Discussion Emerging technologies in business: Technologies that are shaping the future of organizations	Sean Hetteema (Moderator) Louise Claassen Ian Wairua Brian Afande
	3:30 pm – 4:45 pm	Panel Discussion Leveraging on the use of technology: the HR Value chain	Prof. Joseph Onyango (Moderator) Paul Ngugi Lucy Evara Paul Breloff
DAY 2	08:30 am - 9:00 am	Reflections & Action Planning	Sean Hetteema
	9:00 am – 9:40 am	Keynote speech Overview of the theme: HR in a world of rapidly changing values	Dr. Vincent Ogutu
	9:40 am – 11:00 am	Panel Discussion Data Analytics for HR: Evidence Based decision Making.	John Njane (Moderator) Dr. John Olukuru Tom Gitogo Dr. Mélani Prinsloo
	11:00 am – 11:45 am	BREAK	
	11:45 am – 1:00 pm	Panel Discussion Anchoring success: Effective talent management in an evolving value system	Catherine Wahome (Moderator) Mumbi Kahindo Jane Mutisya CHRP Fred Wasike
	1:00 pm – 2:15 pm	LUNCH BREAK	
	2:15 pm – 3:30 pm	Panel Discussion Purpose Driven Leadership: the growing focus on ESG	Naomi May W. Mwangi (Moderator) Regina Mukiri Yusuf Saleh Susan Njoroge
	3:30 pm- 4:30 pm	Wrap up and Closing Remarks	Catherine Wahome

			CHRP Ahmed Quresha Abdullahi Nancy Ndirangu
	Master Of Ceremony		Hans Kipkorir Bundotich Furaha Osodo

Appendix 4: Delegates Photos

