



ANNUAL HR SUMMIT 2024

THEME:
Future-Ready, HR: Navigating Trends, Transforming Workplaces

Edited By Dr. Angela Ndunge



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PRELIMINARIES

I.I Foreword

The world of work is changing at an unprecedented pace, driven by globalization, technological disruption, and shifting societal expectations. In this rapidly evolving environment, HR professionals find themselves at the forefront of organizational transformation, tasked with navigating complex challenges while simultaneously driving growth, inclusivity, and sustainability. The Annual HR Summit provides an essential platform for HR leaders to come together, share insights, and explore strategies for the future.

This year's theme, "Future-Ready HR: Navigating Trends, Transforming Workplaces," could not be more timely. As organizations around the world adapt to new realities, from remote work and digital transformation to the pursuit of sustainable development goals, HR professionals must be agile, innovative, and forward-thinking. In Africa, with its youthful population and diverse cultures, the role of HR is even more critical in fostering talent, bridging skills gaps, and ensuring that the continent's potential is fully realized.

The objectives of this summit reflect the urgent need for HR leaders to adapt to the future of work by embracing technology, fostering inclusive organizational cultures, and empowering employees through development initiatives. As we move forward, it is with hope that the insights gained from this summit will inspire HR professionals to continue leading the way in transforming workplaces and contributing to the achievement of broader societal goals.

I.2 Acknowledgement

The present meeting report was produced by Saka Nicole, with inputs from Barbara Achom, Kennedy Lovi, Kevin Makanga and under the overall supervision of Nancy Ndirangu. Reviews and valuable input were provided by Dr. Angela Nduge from the Strathmore University Business School.

Special appreciation goes to all the partners and sponsors for their guidance and support in making the event a success.

Sincere thanks go to the following speakers, moderators and presenters at the meeting for their valuable contributions: Dr. Caesar Mwangi, Fr. Charles Mundia, Naomi May Mwangi, Boniface Ngarachu, Tom Shivo, Japheth Achola, Chris Otundo, Dorcas K.N. Wainaina, John Fumbah, Borris Maguire, Titilope Olatude, Victor Mutunga, Sarah Muturi, Sean Hetteema, Elijah Kariuki, Dr. Samuel Kariuki, Mary Murigah, Laban-Cliff Onserio, Nancy Ndirangu, Paul Kasimu, Mary Kinyua, Alex Obuhatsa, Mwenda Itumbiri, John Mwendwa, Hellen Apiyo, Wycliffe A. Osoro, Stephanie Koczela, Prof. Frank Wafula, Irene Wamanga, Dr. Ben Ngoye, Catherine Wahome, Dr. Tim Theuri and FCS Nkirote Njiru.

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 Ireri- Business Development Manager

I.3 Abbreviations

HR	Human Resources
AI	Artificial Intelligence
CRM	Customer Relationship Management
VR	Virtual Reality
AR	Augmented Reality
DEI	Diversity, Equity and Inclusion
KHHRAC	Kenya Health Human Resource Advisory Council
NSSF	National Social Security Fund
ENPS	Employee Net Promoter Score

I.4 Executive Summary

The Annual HR Summit, themed "Future-Ready HR: Navigating Trends, Transforming Workplaces," brought together HR leaders and professionals to address the pressing challenges facing the field in both global and African contexts. In an era marked by rapid globalization, technological advancements, and shifting socio-economic dynamics, the role of HR has become increasingly critical in driving organizational success and societal progress. The summit provided a platform for HR leaders to share insights, foster collaboration, and explore innovative strategies to navigate the evolving world of work.

Key objectives of the summit included addressing the complexities of talent attraction and retention in the digital age, adapting to the diverse needs of an intergenerational workforce, and balancing cost-saving measures with investments in employee development. Additionally, the summit focused on fostering inclusive and sustainable organizational cultures, emphasizing the importance of coaching and mentoring to empower employee growth and support long-term organizational success. By aligning HR practices with broader goals such as sustainability, inclusivity, and social responsibility, the summit highlighted the critical role HR professionals play in achieving the United Nations Sustainable Development Goals (SDGs).

1.5 Background

In today's business landscape, the role of Human Resources has taken center stage as organizations navigate the challenges of globalization, technological advancements, and shifting socio-economic dynamics. HR professionals are increasingly called upon to drive transformative change, ensuring that organizations remain competitive while fostering environments that support employee well-being, inclusivity, and sustainability. Against this backdrop, the Annual HR Summit aimed to equip HR leaders with the knowledge and tools needed to respond to the complex and interrelated challenges they face.

Globally, trends such as remote work, digital transformation, and the prioritization of employee well-being have accelerated. In the African context, unique challenges such as talent scarcity, skills mismatches, and the digital divide underscore the need for innovative HR practices tailored to the continent's evolving needs.

1.6 Objectives of Conference

The summit outlined several key objectives aimed at equipping HR professionals with the strategies needed to foster sustained growth and competitiveness. One of the primary goals was to **explore innovative methods for attracting and retaining top talent in the digital age**. Participants discussed how technology, data, and creative engagement approaches can be leveraged to overcome the challenges of recruiting high-quality candidates in a volatile labor market.

Another critical objective was **adapting to the future of work**. The summit emphasized the importance of developing flexible policies that cater to the diverse needs of an intergenerational workforce, balancing remote, hybrid, and in-person models. This was coupled with discussions on the need to balance cost-saving measures with ongoing investments in talent acquisition, remuneration, and professional development. **The use of AI and other technologies** was highlighted as a means to optimize these processes and ensure both efficiency and long-term success.

A significant theme of the summit was **fostering an inclusive and sustainable organizational culture**. HR leaders were encouraged to adopt leadership approaches that prioritize long-term goals while fostering a supportive and human-centered environment. Building such a culture helps ensure that all employees feel valued, respected, and empowered to contribute their best work. Finally, the summit emphasized the importance of coaching and mentoring programs as vital tools for empowering employee growth and development. By focusing on these objectives, the Annual HR Summit provided a roadmap for HR professionals to lead meaningful transformation in their organizations.

2. DAY ONE: ANNUAL HR SUMMIT 2024

2.1 Opening Remarks by Dr. Ceaser Mwangi- Executive Dean, Strathmore University Business School.

Dr. Ceaser Mwangi, Executive Dean of the Strathmore University Business School, inaugurated the Annual HR Summit with a focus on transforming workplaces and exploring management approaches for effective change. He welcomed all attendees and recognized notable guests, including key figures from Canaries and KCB Group.

Dr. Mwangi emphasized the value of such gatherings for fostering collaboration and learning, highlighting the Business School's role in serving society. He discussed Africa's transformation, noting the continent's challenges and the importance of addressing them, especially for the youth. Central to this transformation is human development, with organizations playing a pivotal role. He stressed the inevitability of change driven by globalization, advancements in intelligence, and socio-economic dynamics, calling for discussions on their impact.

The summit aims to bridge the gap between academic knowledge and practical application, fostering socio-economic growth in Africa. Dr. Mwangi concluded by encouraging attendees to work towards a better future for coming generations, expressing gratitude and wishing everyone a productive event. His remarks set a collaborative and innovative tone, emphasizing the need to adapt to an ever-changing world.



Dr. Ceaser Mwangi, Executive Dean of the Strathmore University Business School

2.2 Overview of the Summit

2.2.1 Welcome remarks

Speaker: Naomi May- Summit Lead, Strathmore University Business School

Naomi May addressed the summit attendees, emphasizing the importance of coming together to share ideas, integrate academic knowledge with practical data, and participate actively. She expressed gratitude for the continued participation of attendees, guest speakers, and the organizing team, highlighting their crucial role in the event's success. Naomi underscored the significance of organizations not only for generating profit but also for providing employment and fostering people-centric growth. She outlined the summit's agenda, which includes keynote speakers, practical sessions, and opportunities for participants to share their expertise and learn from one another. Networking sessions will enable attendees to benchmark and form valuable connections. She acknowledged the contributions of various partners and highlighted the Family Development Program, which addresses organizational challenges. Naomi also appreciated the research and consultancy efforts and the broad participation, noting that many attendees have become good friends and inspiring professionals. She concluded by mentioning upcoming activities and encouraging everyone to engage fully in the summit's offerings.

Speaker: Sean Hettema- Independent Consulting, Strathmore University Business School

Sean Hettema began by reflecting on the emotions evoked by transformation, drawing an analogy to a butterfly's metamorphosis from a caterpillar, symbolizing the powerful and often challenging nature of change. He highlighted the crucial role of strength in business schools and the importance of enabling and capitalizing on transformation while managing risks. Sean acknowledged the excitement and challenges faced by HR practitioners, emphasizing their role in balancing executive goals with employee needs across generations. He shared his experiences in business and consulting, noting the complexities of integrating strategy, structure, culture, technology, and people, especially during mergers and acquisitions. Sean expressed gratitude for the opportunity to discuss these topics and share insights, setting the stage for a day of valuable perspectives and practices in organizational transformation.



Naomi May- Summit Lead, Strathmore University Business School



Sean Hettema- Independent Consulting, Strathmore University Business School

2.2.2 Keynote Speaker: HR Driving Organizational Transformation

Speaker: Boniface Ngarachu -Founder, The Business of Africa



Boniface Ngarachu -Founder, The Business of Africa

Boniface extended a warm welcome to everyone and expressed his delight at being present. He acknowledged the high expectations and promised to share his experiences and connections from his work with Waterhouse. His intention for the day was to offer new perspectives and practices, aiming to infuse the audience's thinking and change their outlook on organizational transformation.

Key Themes and Insights

1. Intention and Purpose

Boniface Ngarachu's primary goal was to change the audience's perspective on the future. He aimed to influence how they approach the coming days and years, encouraging proactive thinking and adaptability.

2. Learning from Mistakes

Emphasis on the value of sharing experiences, particularly mistakes, to help others avoid similar pitfalls. He believes that understanding and learning from errors is crucial for growth and transformation.

3. Culture vs. Strategy

One of the core messages was that culture often trumps strategy. He defined culture as the behavior of individuals within the organization, rather than just the values displayed on walls or in mission statements. Without the right culture, even the best strategies can fail.

4. Constructive Disruption

The concept of "constructive disruption," which involves embracing change and preparing for non-linear progress in business and life. He encouraged organizations to think disruptively and prepare for continuous evolution.

5. Strategic Framework

The importance of having a clear and well-defined strategy was highlighted. According to Boniface, strategy should drive the structure of the organization, which in turn defines the necessary processes and people. He introduced the idea of "transition competence," which is the ability of individuals and organizations to move effectively from one stage to another. This competence is crucial for navigating changes and achieving long-term success.

6. Digital Transformation

There was a discussion on the significant shifts in customer behavior and the need for organizations to adapt to these changes. He noted that the modern customer, especially younger generations, has fundamentally different expectations and behaviors. He advocated for structuring organizations in a way that meets new demands, balancing the maintenance of current operations with planning and preparing for the future.

7. Customer-Centric Approach

A key theme was the necessity of understanding and organizing around customer segments. Boniface stressed that a deep understanding of customer needs and behaviors is essential for success. He suggested aligning technology, processes, and people to deliver optimal customer experiences, ensuring that the organization remains relevant and competitive.

8. Organizational Structure and Strategy

An emphasis on the need to focus on strategy and structure to drive tasks and expectations within the organization. He discussed the importance of differentiating teams focused on current operations from those planning for the future. It was pointed out that effective transformation requires clear strategic goals, which then inform the organizational structure and processes. This alignment ensures that the right people are in place to execute the strategy.

9. Execution and Iteration

The importance of allowing teams to iterate and make mistakes. He argued that a culture of experimentation and learning is essential for innovation and continuous improvement. He also discussed the need for performance management systems that support iterative development and continuous feedback, rather than focusing solely on short-term results.

10. Leadership and Transformation

Transformation is not solely the responsibility of HR but a core function of executive leadership. Executives must lead by example and drive the change initiatives within the organization. He also discussed the role of leadership in fostering a culture that supports transformation and innovation, ensuring that the organization remains agile and responsive to changes.

11. Structuring for Success

Organizing teams around customer segments, channels, products, and projects. This approach ensures that each team has a clear focus and is aligned with the overall strategic goals of the organization. He also emphasized the importance of cross-functional teams that bring together diverse skills and perspectives, enabling more holistic and effective problem-solving.

12. Future-Oriented Thinking

Organizations are encouraged to think about the future and prepare for it proactively. He discussed the need for continuous learning and adaptation, emphasizing that the ability to anticipate and respond to change is a key determinant of long-term success.

Q&A Session

During the Q&A session, Boniface addressed several questions from the audience:

- 1. Balancing Strategy and Structure:** Boniface reiterated the importance of aligning strategy with organizational structure. He emphasized that structure should follow strategy to ensure that the organization can effectively execute its vision.
- 2. Digital-First Brands and Individual Teams:** Boniface discussed how digital-first brands raise the bar and the importance of individual teams in driving transformation. He highlighted the need to balance digital and traditional approaches to cater to different customer segments.
- 3. Change Management and Facilitation:** Boniface clarified that change cannot be managed but can be facilitated. He suggested rebranding change managers as facilitators to emphasize their role in enabling and guiding transformation.

Conclusion

Boniface Ngarachu's session provided comprehensive insights into the importance of culture, strategic planning, and organizational structure in driving successful transformations. He emphasized learning from mistakes, embracing change, and maintaining a customer-centric approach to navigate the complexities of today's business environment. His insights serve as a valuable guide for organizations seeking to remain competitive and achieve sustainable growth in a rapidly evolving world.

2.2.3 Panel Discussion: Innovative Approaches to Talent Attraction in a Digital World



Speakers:

1. Naomi May- Summit Lead.
2. Tom Shivo- Chief People Officer, Kenya Airways
3. Japheth Achola- Group Human Resource Director, KCB Group
4. Chris Otundo- CEO of Brigher Monday, Kenya

Introduction

In the ever-evolving digital age, attracting and retaining top talent has become increasingly complex and competitive. Organizations are compelled to rethink traditional recruitment methods and embrace innovative strategies to stay ahead. This report explores contemporary approaches to talent attraction, emphasizing the role of technology, brand positioning, and evolving workplace expectations.

Key Insights and Trends

1. Leveraging Technology for Talent Attraction

- **Artificial Intelligence and Automation:** The use of AI in recruitment has revolutionized talent acquisition. AI-driven tools can streamline candidate screening, optimize job matching, and predict potential attrition. By analyzing performance data, demographic information, and engagement metrics, AI can help identify high-risk employees and proactively manage talent pools. However, few organizations in Kenya are currently utilizing AI to its full potential, leaving significant room for growth.
- **Enhanced Recruitment Platforms:** Modern recruitment platforms now include features like virtual reality (VR) and augmented reality (AR) to provide immersive experiences for potential hires. These technologies allow candidates to explore workplace environments and understand organizational culture before committing to a role. Additionally, CRM systems adapted for recruitment can maintain engagement with candidates through personalized communication and updates, even if they are not immediately hired.
- **Predictive Analytics:** Predictive analytics can forecast future talent needs and identify trends in candidate behavior. This approach helps organizations adjust their recruitment strategies dynamically, ensuring alignment with market demands and organizational goals.

2. Innovative Approaches to Employer Branding

- **Clear Value Proposition:** Effective employer branding requires a clear articulation of an organization's value proposition. Companies must communicate what sets them apart, whether through unique benefits, career development opportunities, or corporate culture. A well-defined brand attracts talent that aligns with the company's values and mission.
- **Competitive Compensation and Benefits:** Competitive compensation remains a crucial factor in attracting top talent. Innovative compensation models, such as profit-sharing or performance-based incentives, can attract high-caliber candidates by offering them a stake in the organization's success.
- **Cultural Fit and Inclusivity:** Organizations must also focus on creating an inclusive culture that appeals to diverse talent pools. Emphasizing values like diversity, equity, and inclusion (DEI) can enhance employer attractiveness and help retain a broader range of employees.

3. Adapting to Evolving Workforce Expectations

- Remote and Hybrid Work Models: The COVID-19 pandemic has shifted workforce expectations towards greater flexibility. Organizations need to adapt by offering remote or hybrid work options and developing strategies to measure productivity and engagement in these models.
- Mental Health and Well-being: Addressing mental health is becoming a priority for many organizations. Providing support for mental well-being, clear communication during layoffs, and creating a positive work environment can significantly impact employee satisfaction and retention.
- Generational Differences: The workforce is increasingly diverse, with multiple generations working together. Organizations must tailor their approaches to meet the expectations of different age groups, from the tech-savvy Generation Z to the more traditional Baby Boomers.

4. Case Studies and Practical Examples

- Global and Local Examples: Companies like General Electric have successfully implemented CRM systems and AI tools to enhance their recruitment processes. Similarly, organizations in Kenya and beyond are exploring innovative practices such as VR office tours and AR recruitment campaigns to engage potential candidates.
- Success Stories: For instance, a major airline adopted AI-driven tools for pilot recruitment, leading to a significant reduction in recruitment errors and increased satisfaction among new hires. Another company used a unique employee recognition system to boost morale and engagement, resulting in higher retention rates.

Conclusion

Innovative development in talent attraction is crucial for organizations striving to maintain a competitive edge in the digital age. Embracing technology, redefining employer branding, and adapting to evolving workforce expectations are key strategies for success. By leveraging these approaches, organizations can attract, retain, and develop top talent more effectively, ensuring long-term growth and sustainability.

Recommendations

1. Invest in Technology: Organizations should explore AI, CRM systems, and VR/AR technologies to enhance their recruitment processes and candidate engagement.
2. Strengthen Employer Branding: Clearly define and communicate your value proposition to attract candidates who align with your organizational culture and values.
3. Adapt to Workforce Trends: Implement flexible work arrangements and prioritize mental health and well-being to meet the changing expectations of today's workforce.
4. Foster Inclusivity: Develop inclusive policies and practices that appeal to a diverse talent pool, ensuring a supportive and equitable work environment.

By integrating these innovative practices, organizations can better navigate the complexities of talent acquisition and retention in the modern era.



Participant during QnA

2.2.4 Breakout Session I : Sourcing and Onboarding: Recruiting High Quality Talent in Today's Volatile Labor Market



Speakers:

From left to right

1. John Fumbah- Head of Salesforce Academy, Standard Bank Group (Stanbic)
2. Dorcas K.N Wainaina, OGW, CHRP, SPHRI- Senior Human Capital Management Advisor, Ministry of Foreign Affairs.
3. Borris Maguire- Vice President Operation, Workpay Africa

Key Insights and Themes

1. Changing Dynamics in Education and Employment

Younger Generations and Learning Institutions: Borris, Vice President of Operations at Work Pay, highlighted that younger generations are actively shaping their learning environments to align better with job market demands. By modernizing traditional institutions, they aim to enhance the relevance of universities, thus increasing their employability.

Pressure on Universities: Dorcas Wainaina pointed out the pressure on universities to certify a large number of graduates, often at the expense of practical skills. This has resulted in graduates who may lack the necessary skills required in the job market.

2. Addressing the Skill Gap

Industry Requirements vs. University Output: Fumba of Salesforce Academy emphasized the significant gap between university education and market needs. Many organizations are now prioritizing skills over formal degrees.

Skill Acquisition Over Certifications: HR practitioners need to focus more on skill acquisition. For instance, digital marketing, often self-taught, is a valuable skill not traditionally offered by universities. Online platforms are becoming crucial sources of skilled graduates.

Training and Upskilling Programs: HR practitioners are encouraged to implement programs to train and upskill new hires. An example is Mama Lucy Hospital, which shifted its focus from certificates to skills, highlighting the importance of changing mindsets.

3. Evaluating Candidates Based on Skills

Disrupting Traditional Certification Standards: Carolyne from ICM Bank shared her experience with technically skilled candidates who lacked formal certifications but were well-educated through online courses. This shift is forcing employers to value skills over certifications.

Challenges in Pay Grading: Dorcas noted the challenge in determining pay grades for skilled but poorly certified candidates. Comparing them to certified individuals requires careful consideration to ensure fairness and reduce the obsession with paperwork.

Business Cases for Skill-First Hiring: HR practitioners should present business cases from companies that prioritize skills to support their hiring decisions.

4. Balancing Certificates and Skills in Education

Differentiating Industry Needs: Nolyne of SBS raised a concern about how educational institutions can balance certificates and skills. Dorcas responded by stressing the need to differentiate based on industry requirements. For example, the tech industry values skills more than formal certifications.

Future-Focused Sourcing: John Fumba added that sourcing should consider current and future roles, especially those that do not yet exist. This requires diversifying thought processes and understanding the future of jobs. AI can play a role here, given its approximately 70% accuracy in human judgment.

5. Embracing Diversity with AI

Thought Diversity: Despite progress in gender, religion, and ethnic diversity, thought diversity remains a challenge. For instance, a deaf candidate specifying "SMS only" on her CV might be overlooked due to a lack of awareness among recruiters.

AI Tools for Diversity: HR practitioners need to understand how AI can impact diversity. AI may inadvertently exclude good candidates through biased filtering and keywords. Tools that aid in disability advertising and inclusive job descriptions can help increase the number of diverse applicants.

Continuous Learning and Adaptation: Fumba emphasized the importance of HR practitioners continuously learning about AI to use it effectively. Simple courses on AI capabilities can help align AI tools with organizational strategies.

6. Opportunities to Deploy AI in Sourcing

Turnaround Time: AI can significantly shorten the recruitment cycle, making the process more efficient.

Building Job Descriptions (JD): AI can assist in creating job descriptions with relevant keywords to attract suitable candidates.

Selection Process: AI can augment decision-making in the selection process, ensuring a more objective evaluation of candidates.

Predicting Future Roles: AI can help predict future roles and the skills required, aiding in proactive talent sourcing.

Creating Learning Pathways: AI can design personalized learning pathways for employees, enhancing their skills and career development.

Conclusion

Transparency and fairness are essential in the AI-driven recruitment process. HR practitioners must inform candidates if AI is used in sourcing. An effective AI sourcing system should be robust and transparent, suitable for onboarding, preboarding, reboarding, and offboarding. As trends shift towards skill-based hiring and impactful AI, HR practitioners must stay updated to bridge the skill gap and leverage AI for efficient and inclusive talent sourcing.

2.2.5 Breakout Session 2: The Future of Work: Navigating Remote, Hybrid and In-Person Models

1. Titilope Olajude- Head, People and Change/ Human Capital Consulting KPMG East Africa
2. Victor Murunga- Founder at Noga Sports
3. Sarah Muturi- HR Business Partner, Rubis
4. Sean Hettema- Independent Consulting, Strathmore University Business School



Participants

Introduction

The panel discussion focused on the evolving workplace dynamics, particularly the integration of remote and hybrid work models, the importance of diversity and inclusion, and the challenges faced by HR in adapting to these changes. The discussion also touched upon the generational differences in the workforce and the need for organizations to address these effectively.

Key Themes and Insights

1. Challenges of Hybrid Work Models

Measurement of Productivity: Traditional performance indicators are being replaced by objective-based assessments. Weekly check-ins and frequent evaluations are essential to ensure productivity.

Provision of Resources: Organizations must invest in providing necessary tools and resources, such as computers, internet access, and even home office setups.

Offsite Meetings and Online Engagement: Regular physical and virtual meetings help in maintaining a sense of connection among employees.

2. Inclusion and Diversity in the Workplace

Support for LGBTQ+ Community: Establishing support groups, celebrating related holidays, and providing platforms for self-expression are crucial. Organizations like Facebook and Google have set precedents in creating inclusive environments.

Generational Integration: Addressing the needs of different generations is essential. While younger employees seek immediate feedback and flexibility, older employees may require support in adapting to new technologies.

3. Mental Health and Well-being

Support Mechanisms: Organizations need to offer robust mental health support, whether employees are working remotely or in hybrid models.

Work-life Balance: It's important to create policies that help employees manage their professional and personal lives effectively, ensuring their overall well-being.

4. Future of Education and Skills Development

Adapting Educational Institutions: There's a need to rethink the educational curriculum to include skills like critical thinking, technology use, communication, and self-management.

Continuous Learning: Both formal education and workplace learning need to evolve to prepare employees for the future of work.

5. Employee Engagement and Feedback

Real-time Feedback: Implementing systems for immediate feedback helps address employee concerns promptly and improves engagement.

Employee Net Promoter Score (ENPS): Organizations are adopting ENPS to measure employee satisfaction and engagement regularly, which helps in making timely improvements.

6. HR's Role in Organizational Change

Influence and Control: HR professionals need to assert their influence in strategic decision-making processes to effectively manage disruptions.

Flexibility and Adaptability: HR policies must be flexible to accommodate the diverse needs of the workforce, including those related to remote and hybrid work.

7. Technology and Compliance

Adoption of Technology: The biggest barriers include resistance to change and the lack of adequate tools for measuring productivity in remote settings.

Compliance with Labor Laws: Ensuring adherence to labor laws across different locations is a significant challenge, particularly with the increase in remote work.

Case Studies and Examples

Kenya Airways: Faced challenges in maintaining remote work policies for operations staff. Emphasized the need for leadership to balance presence and productivity.

Safaricom: Highlighted the importance of having tools to measure productivity and the role of leadership in setting the tone for remote work policies.

CIC Insurance Group : Suggested using group personal accident insurance to cover employees working from home, ensuring their safety and security.

Panelist Recommendations

1. **Fostering Inclusivity:** Organizations should create environments where all employees, regardless of their background, feel accepted and included.

2. **Encouraging Real-time Feedback:** Implement systems that allow employees to give feedback regularly, enhancing engagement and addressing issues promptly.

3. **Balancing Flexibility and Structure:** Develop policies that offer flexibility while maintaining necessary structure and support for all employees.

Conclusion

The panel discussion highlighted the need for organizations to adapt to the changing work environment by embracing remote and hybrid work models, promoting diversity and inclusion, and addressing mental health issues. HR professionals play a crucial role in facilitating these changes and ensuring that all employees feel supported and engaged. The future of work requires a balanced approach that integrates technology, continuous learning, and flexible policies to meet the diverse needs of the workforce.

2.2.6 Breakout Session 3: HR Priorities: Cost Saving Versus Talent Investment



From left to right

1. Mary Murigah- Group Human Resources Director, Smart Applications International
2. Elijah Kariuki- Chief Human Resource Officer, Family Bank
3. Dr. Samuel Kariuki- Director, People & Culture, Mastercard Foundation

Introduction

Cost-cutting measures are often synonymous with staff reductions, but a more nuanced approach is necessary to avoid detrimental impacts on organizational motivation and trust. This report explores the example of Family Bank and underscores the importance of investing in people during austerity measures.

Case Study: Family Bank

1. Initial Response to Crisis:

Family Bank, with 95 branches and 1,700 staff members, faced significant challenges during the NYS scandal, where 971 million shillings were funneled through a single branch.

Immediate Impact: The bank experienced a massive withdrawal of 23 billion shillings in deposits within two days, resulting in a 350-million-shilling loss and the reduction of staff from 2,000 to 1,000 through redundancies.

2. Recovery and Rejuvenation

Leadership Change: In 2019, a new CEO initiated an overhaul of management to restore trust and motivation.

Investing in People: The bank now prioritizes investments in its workforce through senior management programs and various other initiatives, significantly reducing turnover rates.

Importance of High-Level Analysis

1. HR's Role in Cost-Cutting

Presenting Reality: HR must present a comprehensive analysis to the board, emphasizing that trust and motivation are critical to retaining employees, regardless of their pay.

Productivity and Loyalty: Investing in employees enhances their productivity and loyalty, which is crucial during times of austerity.

2. Human Capital as an Asset

Strategic Thinking: People are the most important asset in any organization. Machines cannot draft strategies or engage in strategic thinking.

Cyclical Nature of Organizations: Organizations undergo cycles, such as the COVID-19 pandemic, where many struggled with layoffs, salary cuts, and downsizing. HR professionals often sense that these actions, while seemingly necessary, can be counterproductive.

Psychological Impact of Layoffs

1. Case Example

Mass Layoffs: Laying off 300 employees from a workforce of 1,200 can cause significant psychological damage.
Communication: It's better to inform affected employees through a formal letter, explaining the organization's transformation and potential impacts. However, even after restructuring, an additional 8% of employees left due to eroded trust.

2. Involving Employees in Discussions

Inclusion in Cost-Cutting Conversations: It is crucial to include employees in discussions about cost-cutting measures.

Role of People and Culture (P&C): P&C is best positioned to defend talent within the organization and ensure that employees are considered in decision-making processes.

HR as a Business Partner

1. Perception of HR

Cost Center vs. Business Partner: Leadership's perception of HR will determine whether HR is included in influential decision-making. HR should strive to position itself as a business partner that adds value rather than being seen merely as a cost center.

Value Addition: Demonstrating HR's ability to add value can ensure its inclusion in strategic decisions.

Conclusion

Cost-cutting measures, while sometimes necessary, can be more destructive than diminishing profits if not handled carefully. A high-level analysis, investment in people, and strategic involvement of HR can mitigate the negative impacts of austerity measures. Organizations must recognize the importance of their human capital and ensure that cost-cutting decisions are made with a comprehensive understanding of their long-term implications.

2.2.7 Recap of Breakout Room Sessions



Panel post breakout session.

Day one of the HR Summit featured a series of engaging breakout sessions focused on leveraging technology to drive efficiency in HR processes while maintaining the essential human aspect. The discussions also explored the evolving role of educational institutions, the impact of AI on sourcing and onboarding, and the challenges and opportunities presented by remote and hybrid work models.

Session 1: Sourcing and Onboarding: Recruiting High Quality Talent in Today's Volatile Labor Market

Key Points:

- 1. Evolving Importance of Traditional Institutions:** Universities face competition from non-traditional educational institutions and online platforms like Coursera and LinkedIn. The trend is shifting towards skills-based recruitment rather than focusing solely on formal qualifications.
- 2. AI in HR:** AI can significantly enhance various HR functions, including job description development, recruitment, career path prediction, and identifying skills gaps. However, the potential biases in AI models must be carefully managed.
- 3. Diversity, Equity, and Inclusion (DEI):** AI and skills-based recruitment could potentially reduce traditional biases related to socioeconomic status, nationality, and other factors, but new biases might emerge depending on the data used to train AI models.

Session 2: The Future of Work: Navigating Remote, Hybrid and In-Person Models

Key Points:

- 1. Intergenerational Workforce:** Organizations must navigate the differing demands and expectations of various generations in the workforce. While younger employees may prefer remote work, older generations might be more accustomed to traditional work settings.
- 2. Productivity Measurement:** Effective productivity measurement is crucial for remote and hybrid work models. Organizations need robust performance management systems to assess productivity regardless of the employee's location.
- 3. Policy and Cultural Shifts:** Successful remote and hybrid work models require a cultural shift and supportive policies. Companies must focus on outcomes rather than micromanaging employees' activities.

Session 3: HR Priorities: Cost Saving Versus Talent Investment

Key Points:

- 1. Investment in Technology:** The session highlighted the importance of investing in technology to reduce costs in recruitment, onboarding, and e-learning processes.
- 2. Human Aspect:** Despite the efficiencies offered by technology, the human aspect remains crucial. Technology can assist in shortlisting and conducting video interviews, but the final selection should involve human judgment.
- 3. Strategic Focus on People:** Investing in employees can enhance productivity and reduce the need for cost-cutting measures. Focusing on innovation and improving processes can lead to significant efficiency gains without compromising the human touch.

3. DAY TWO: ANNUAL HR SUMMIT 2024

3.1 Session I: Leading with Clarity



Participants during the session

Introduction

The Clarity 4D Personality Test is a tool designed to enhance self-awareness and understanding within teams. It focuses on four primary personality colors—blue, green, red, and yellow—that represent different behavioral preferences. This report summarizes the key points from a recent discussion on how the test can be utilized to improve team dynamics and personal development.

Key Concepts

Understanding Personal Strengths

1. Self-Awareness: Recognizing personal strengths and preferences is crucial. Each individual has a unique combination of the four colors, which helps in understanding their dominant characteristics and areas for development.

2. Dominant and Secondary Colors:

Introverted Preferences: Individuals with dominant blue and green colors tend to be more inward-focused and reserved.

Extroverted Preferences: Those with dominant red and yellow colors are typically more outward-focused and energetic.

Team Dynamics and Communication

1. Complementary Strengths: Effective teams recognize and utilize the strengths of each member. This involves understanding and appreciating the diverse personality types within the team.
2. Behavioral Adaptation: In some situations, individuals may need to suppress their dominant traits and amplify less dominant ones to better align with team objectives. Awareness of others' strengths and weaknesses can foster a supportive environment where members can thrive.

Application in Decision Making

1. Thinking vs. Feeling Preferences:

- Individuals with higher blue and red colors tend to make decisions based on logic and objective analysis (thinking preference).
- Those with higher yellow and green colors are more likely to make decisions based on emotions and relationships (feeling preference).

2. Situational Adaptation:

Recognizing when to use a thinking or feeling approach can lead to more balanced and effective decision-making. Adapting one's approach based on the situation and the needs of the team can enhance overall performance.

Practical Implementation

Personal Development

1. Recognizing Challenges: Understanding personal strengths and areas that require more effort can help in setting realistic development goals.
2. Continuous Improvement: Regularly assessing and adjusting behaviors can lead to personal growth and better alignment with team objectives.

Enhancing Team Effectiveness

1. Supportive Environment: Creating a culture where team members support and uplift each other can lead to higher productivity and job satisfaction.
2. Effective Communication: Clear and empathetic communication, tailored to the preferences of team members, can reduce misunderstandings and conflicts.

Leadership and Coaching

1. Tailored Approach: Leaders can use the Clarity 4D framework to understand their team members better and provide tailored support and guidance.
2. Performance Appraisal: Integrating personality insights into performance evaluations can lead to more fair and constructive feedback.

Conclusion

The Clarity 4D Personality Test offers valuable insights into personal and team dynamics. By understanding and leveraging individual strengths and preferences, teams can improve communication, decision-making, and overall effectiveness. Emphasizing self-awareness and behavioral adaptation is key to fostering a positive and productive work environment.

3.2 Reflections of the Day One



Session participants

Introduction

Sean Hettema's speech at the Annual HR Summit on Day One provided a reflective summary of the previous day's sessions. His address focused on the critical questions that emerged from the discussions, the role of HR professionals as organizational architects, and the importance of strategic thinking and questioning.

Key Takeaways from the Previous Day

Reflection and Abstract Thinking

1. **Essence of the Previous Sessions:** Hettema encouraged attendees to abstract the core essence of the previous day's discussions, emphasizing the importance of reflection in understanding and internalizing the key messages.
2. **Key Questions:** He urged participants to identify the most pressing questions that arose from the sessions. Emphasizing Einstein's quote, Hettema highlighted the significance of asking the right questions over merely seeking answers.

Role of HR Professionals

1. **Architects of the Organization:** Hettema likened HR professionals to architects who design and shape organizational structures to make workplaces effective and conducive to delivering strategic goals.
2. **Facilitators vs. Directors:** He posed a critical question on how HR executives can transition from being mere directors to facilitators, fostering a more collaborative and adaptive work environment.

Key Discussions from the Sessions

Talent Acquisition and Management

1. **Approaches to Talent:** Naomi's panel discussed various strategies for talent acquisition and management, highlighting the need for innovative and flexible approaches in a rapidly changing work environment.
2. **Onboarding and Retention:** Breakout sessions focused on sourcing, onboarding, and the balance between cost and investment in HR priorities.

Future of Work

1. **Generational Engagement:** A significant discussion point was how to engage multiple generations in the workplace, ensuring connectivity and inclusivity.
2. **Remote Work:** The implications of working from home on social interaction and organizational culture were examined, with a focus on maintaining productivity and engagement in a remote setting.

Strategic HR Questions

1. Investment in Learning and Development: One of the critical questions was how to characterize people investment in terms of learning and development, especially with limited budget resources.
2. HR's Role in Driving Business Success: Another key question was how HR can drive business success, emphasizing the strategic role of HR in organizational performance.

Strategic Focus and Clarity Prioritizing Questions

1. Mountain Climbing Metaphor: Hettema used the metaphor of climbing mountains to illustrate the need for focusing on one significant question at a time. This approach ensures that HR professionals can address the most critical issues without being overwhelmed.

2. Purpose and Focus: Successful executives often exhibit laser-sharp focus on one key element until it is resolved. Hettema advised HR professionals to adopt this mindset to achieve meaningful progress.

Securing a Seat at the Table

1. Strategic Questioning: Hettema emphasized that posing the right questions can help HR professionals secure a seat at the executive table. Engaging in strategic conversations and facilitating meaningful discussions are crucial for HR to be seen as integral to the organization's success.
2. Shift in Perception: By asking impactful questions that drive organizational performance, HR professionals can shift from being perceived as mere executors to strategic partners in shaping and delivering the organization's strategy.

Conclusion

Sean Hettema's speech provided valuable insights and reflections on the first day of the Annual HR Summit. By encouraging participants to focus on strategic questioning and understanding their roles as organizational architects, Hettema highlighted the path to enhancing HR's impact on organizational success. The emphasis on reflection, strategic focus, and effective communication provides a roadmap for HR professionals to navigate the complexities of their roles and contribute significantly to their organizations.

2.3 Transform Your HR Strategy with LinkedIn's Powerful Tools- Presented by TurnLeft

At the HR Summit, attendees were advised to enhance both their personal and organizational LinkedIn profiles to boost their talent search and acquisition efforts. They were introduced to an AI-driven tool designed to streamline the process of finding qualified candidates, offering a more cost-effective and efficient solution. Additionally, for those looking to upgrade their professional images, TurnLeft generously provided complimentary photography services at their tent, conveniently located just outside the event venue.

3.4 Leadership, Culture and Being Human: Establishing a culture that enables sustainability

Speaker:

I. Paul Kasimu- HR Transformation and Change Advisor, Safaricom Plc



Session participants

Introduction

Paul Kasimu, an esteemed expert in change management and the current Chief Human Resources Officer at Safaricom, delivered an insightful lecture on the topic of leadership, culture, and being human. His extensive experience across various sectors has provided him with unique perspectives on how to establish and sustain a culture within organizations. This report summarizes the key points from his lecture, highlighting the essential elements of leadership, culture, and sustainability.

Leadership and Its Influence on Culture

Paul Kasimu emphasized the critical role of leadership in shaping and sustaining an organization's culture. He illustrated this with personal anecdotes, including conversations with his mentor and CEO, underscoring the importance of staying relevant and adaptable in one's career. Leaders must not only envision the future but also prepare their organizations for it. Future readiness, according to Dr. Kasimu, involves continuously evolving and being prepared for changes.

The Importance of Reflection and Experience

One of the main themes of Kasimu's talk was the significance of reflection and experience. He used the analogy of different types of drivers to explain the value of relevant experience over mere years of service. This analogy was used to question the true depth and applicability of one's experience in different contexts. He encouraged leaders to reflect on their past experiences, identify patterns, and use these insights to navigate future challenges.

Core Competencies and Traits

Four key elements outlined that organizations look for in their leaders and employees:

1. Experience: The relevance and depth of one's experience.
2. Traits: The inherent characteristics that define how an individual operates.
3. Drivers: The motivations and values that propel individuals to achieve their goals.
4. Core Competencies: The essential skills and abilities that are critical to performing effectively.

These elements help in understanding an individual's suitability and potential for contributing to the organization's culture and objectives.

Culture and Its Components

Culture description is complex and multifaceted. It includes:

Observable Behaviors: The visible aspects of culture such as dress code, office layout, and communication styles.

Belief Systems: The underlying values and beliefs that drive behavior within the organization.

Underlying Assumptions: The deep-seated beliefs that are often taken for granted but shape the organizational ethos. It was emphasized that culture is not static; it evolves with the organization and its people.

The Role of Technology and Environment

Dr. Kasimu highlighted the impact of technology and the environment on organizational culture. He pointed out that the future of work is changing rapidly, influenced by technological advancements and shifting employee expectations. Organizations must be adaptable and resilient, creating cultures that can thrive amidst these changes.

Sustaining a Desired Culture

Maintaining a desired culture requires continuous effort and commitment from leadership. Dr. Kasimu stressed the importance of consistency in leadership behavior, role modeling, and the alignment of policies and practices with the organization's values. He pointed out that culture is often a reflection of the organization's leadership, and leaders must embody the values they wish to instill in their teams.

Challenges and Strategies for Cultural Transformation

Dr. Kasimu addressed several challenges in cultural transformation, including resistance to change and the complexities of aligning diverse values and beliefs. He suggested strategies such as:

Effective Communication: Clearly articulating the vision and values of the organization.

Engagement and Involvement: Involving employees at all levels in the cultural transformation process.

Continuous Learning and Development: Investing in the development of skills and competencies that support the desired culture.

Conclusion

Paul Kasimu's lecture provided valuable insights into the intricate relationship between leadership, culture, and sustainability. He underscored the importance of reflective leadership, the relevance of experience, and the need for adaptability in the face of change. By focusing on core competencies, traits, and drivers, organizations can build and sustain cultures that support their long-term goals. Leaders play a pivotal role in this process, and their commitment to embodying and promoting the desired culture is essential for success.

3.5 BREAKOUT ROOMS SESSIONS

3.5.1 Developing a Productive Organizational Culture

Speakers:

1. Mary Kinyua- Chief Human Resource Officer
2. Alex Obuhatsa- Associate Director-Organization Effectiveness, Culture & Change, Equity Group Holdings Plc
3. Mwenda Itumbiri- Ag. Director People and Culture, CIC Group Insurance



Session participants



Mwenda Itumbiri-
Ag. Director People and Culture, CIC
Group Insurance

Introduction

This comprehensive report integrates insights from prior discussions on leadership, organizational culture, and behavioral management with recent panel discussions and Q&A sessions. It aims to provide a nuanced understanding of how leadership styles, cultural practices, and employee behaviors influence organizational performance and growth. Key themes include the impact of leadership on culture, strategies for managing toxic behavior, the role of cultural rituals, and actionable recommendations for fostering a cohesive and productive work environment.

1. Leadership and Culture

Behavioral Components of Leadership

Effective leadership is not just about articulating values but also about embodying them consistently. Leaders are expected to model the behaviors they wish to see across the organization. This alignment between words and actions is critical for:

- **Building Trust:** Employees are more likely to trust and follow leaders who demonstrate the values they promote.
- **Enhancing Credibility:** Consistency in leadership behavior strengthens the credibility of both the leader and the organization.
- **Fostering Engagement:** Leaders who visibly adhere to organizational values create an environment where employees feel motivated to align with these values.

Culture Integration and Cohesion

Integrating new employees into the existing organizational culture is crucial for maintaining unity and cohesion.

This involves:

- **Effective Onboarding:** An onboarding process that emphasizes cultural fit helps new hires understand and align with the company's values and expectations.
- **Clear Communication:** Regular communication about cultural expectations and organizational goals helps reinforce the desired culture.
- **Ongoing Support:** Providing continuous support and feedback to new employees ensures they remain aligned with the company's cultural norms.

2. Managing Toxic Behavior

Identifying and Addressing Toxic Behavior

Toxic behavior can have a significant negative impact on team morale and overall productivity. Key strategies for managing toxic behavior include:

- **Impact Assessment:** Evaluate how an employee's toxic behavior affects team dynamics and overall performance. Consider both the direct and indirect impacts.
- **Behavioral Consequences:** Establish clear behavioral expectations and consequences. Address issues directly with the individual involved and provide opportunities for improvement.
- **Cultural Alignment:** Assess whether the employee's behavior aligns with the company's values and cultural norms. Employees who are misaligned, even if high performers, may need to be reassessed.

Balancing Performance and Cultural Fit

Performance metrics should be balanced with cultural fit to ensure long-term organizational health. Strategies include:

- **Balanced Metrics:** Develop performance metrics that account for both individual achievements and contributions to the organizational culture.
- **Regular Reviews:** Conduct regular reviews to evaluate the impact of individual performance on team dynamics and culture.
- **Cultural Integration:** Ensure that cultural fit is a significant factor in performance evaluations and promotions.



Speakers

3. Cultural Practices and Rituals

Importance of Cultural Rituals

Cultural rituals and practices reinforce organizational values and enhance employee engagement. Effective rituals include:

- **Community Building:** Organize events and activities that promote team bonding and a sense of community.
- **Recognition Programs:** Implement recognition programs that celebrate adherence to company values and achievements.
- **Consistency:** Ensure that cultural rituals are consistently applied and adapted to reflect evolving organizational goals.

Micro vs. Macro Culture

Managing microcultures within different units of an organization is crucial for maintaining a cohesive macro culture. Strategies include:

- **Alignment with Macro Culture:** Ensure that sub-cultures within different departments or units align with the overall organizational culture.
- **Integration Initiatives:** Foster initiatives that encourage collaboration and integration between different units.
- **Regular Monitoring:** Monitor and address any deviations from the macro culture to maintain overall cohesion.

4. Strategic Recommendations

Enhancing Behavioral Assessment

To strengthen the alignment between leadership and organizational values:

- **Regular Assessments:** Implement regular behavioral assessments for leaders and employees to ensure alignment with company values.
- **360-Degree Feedback:** Utilize 360-degree feedback mechanisms to gather comprehensive insights on behavioral alignment.

Strengthening Onboarding Processes

Enhance onboarding processes to emphasize cultural fit:

- **Cultural Orientation:** Include a cultural orientation program as part of the onboarding process.
- **Mentorship Programs:** Establish mentorship programs to support new hires in understanding and integrating into the company culture.

Developing Cultural Rituals

Create and implement cultural rituals to reinforce values:

- **Design Rituals:** Develop rituals that celebrate achievements, reinforce values, and build community.
- **Review and Adapt:** Regularly review and adapt cultural rituals to ensure they remain relevant and effective.

5. Case Study Highlights

Chatham House Event Insights

The Chatham House event underscored the importance of transparency and open communication:

- **Open Channels:** Providing open channels for employees to express concerns and ideas fosters an inclusive work environment.
- **Engagement Strategies:** Implementing strategies to encourage employee engagement and feedback can improve organizational culture.

Equity's Distributed Accountability Practices

Equity's approach to distributed accountability serves as a model:

- **Community Engagement:** Their focus on community engagement and distributed accountability aligns with driving business growth.
- **Rituals and Practices:** Equity's cultural practices, including rituals, provide valuable insights into maintaining alignment with organizational goals.

6. Action Plan

Short-Term Actions

- **Behavioral Assessments:** Review and update behavioral assessment tools to better align with organizational values.
- **Onboarding Enhancements:** Strengthen onboarding processes to emphasize cultural fit and expectations.
- **Implement Cultural Rituals:** Develop and implement cultural rituals that reinforce core values and encourage positive behavior.

Long-Term Strategies

- **Monitor Cultural Changes:** Continuously monitor and adapt to changes in organizational culture and employee behavior.
- **Feedback Mechanisms:** Foster a continuous feedback loop to address cultural issues promptly and effectively.
- **Evaluate Metrics:** Regularly evaluate and adjust performance metrics to balance individual performance with cultural contributions.

Conclusion

Balancing leadership, culture, and employee behavior is crucial for achieving organizational success. By implementing structured approaches to behavioral assessment, cultural integration, and accountability, organizations can foster a healthier and more productive work environment. The insights from recent discussions and Q&A sessions provide valuable guidance for enhancing these areas, ensuring that leadership practices, cultural rituals, and performance metrics align with organizational goals.

3.5.2 Building Bridges: Crafting Inclusive Policies for a Diverse Tomorrow

Speakers:

1. John Mwendwa- Public Affairs, Communication and Sustainability Director, Coca Cola Beverages Africa (CCBA)
2. Hellen Apiyo- Commissioner for Labor, Ministry of Labor and Social Development
3. Wycliffe A. Osoro- Human Resource Lead East & South Africa Sub Cluster, Swissport



Speakers

Africa, and particularly Kenya, is characterized by a predominantly youthful population. This demographic presents unique opportunities and challenges that necessitate a shift in organizational thinking and practices. Understanding and addressing the choices and needs of this new demographic cohort is crucial for fostering inclusivity, diversity, and sustainability in the workplace.

Understanding the New Demographic Shifting Perspectives

The younger population in Kenya is redefining traditional norms and expectations. Unlike previous generations, today's youth consider a wider array of life choices beyond marriage and family. They are open to single life, adoption, diverse sexual orientations, varied job preferences, and flexible work styles. This shift calls for a broader perspective that goes beyond agility to embrace democratized work-from-home models and other modern work arrangements.

Beyond Traditional Norms

The new demographic challenges traditional norms, questioning why certain jobs are gender-specific and advocating for women in roles that involve heavy lifting, among others. Inclusion efforts should reflect the dominant market demographic, emphasizing the need for diverse leadership and empowering younger individuals to take on leadership roles.

Diversity in Medical Fields

Incorporating diversity in medical fields, including fertility medicine within healthcare schemes, is essential. The mindset that young people must climb the ranks before they can contribute meaningfully is outdated. Organizations must critically evaluate and challenge existing norms to foster an inclusive environment that leverages the potential of the younger generation.

Current State of Demographic Representation

Age Imbalance in Organizations

A report by the National Social Security Fund (NSSF) indicated a significant gap in age representation, with no individuals below the age of 30 in the organization. This reflects a broader issue within government institutions and highlights the need for change management strategies to ensure continuity and sustainability. With over 70% of the population being youthful, addressing this imbalance is crucial for enhancing productivity and global competitiveness.

Productivity and Output

The productivity of the younger generation is vital for generating wealth and maintaining the country's global competitiveness. Managing diversity effectively is essential to prevent conflict and ensure that businesses and the country as a whole do not stagnate. The greatest need for diversity is around age, ensuring that younger individuals have opportunities to contribute and lead.

Recruitment Strategies for Diverse Workforce

Government Initiatives

The government has implemented strategies to attract candidates from diverse backgrounds, considering various identities such as gender, nationality, ethnicity, and age. Efforts aim to reflect the face of Kenya, encouraging individuals from different regions and those with disabilities to apply. Balanced interview panels and affirmative action guidance help ensure a fair recruitment process.

Organizational Shifts

Organizations are encouraged to develop their own diversity goals, focusing on factors such as gender and age. Recruitment efforts have extended to universities to hire graduate trainees and minimize human bias in the interview process. The recruitment process involves limited human interaction to reduce potential biases, with a focus on cultural fit and alignment with the organization's leadership culture.

Leadership and Diversity Framework

The diversity framework is driven from the C-suite, with science-backed appointments that filter out recruiter biases. This ensures that diversity is embraced and owned by top leadership, fostering an inclusive culture throughout the organization.

Equity, Inclusion, and Policies for Diversity

Leading HR Practices

The best HR practices are those that serve the next cohort of employees. Policies should benefit future generations, with a focus on wellness and mental health. Essential policies include adoptive leave, parental leave, leave extension, and domestic violence policies. Recruiting from diverse backgrounds and offering opportunities to work in different countries can enhance diversity and foster a sense of belonging.

Genuine Implementation of Policies

HR practices must be genuinely implemented, not merely discussed. Employees should be aware of their entitlements and provisions under these policies, fostering a sense of belonging. Facilitating working from home and investing in supportive policies is crucial for their success. For example, accommodating Convention No. 190 ensures a safe and inclusive workplace for everyone.

Inclusive Recruitment and Career Progression

A degree should not solely determine career progression; potential is equally important. HR should engage with employees to understand their needs and ensure policies are family-friendly, including support for foster care and hiring people with disabilities. Employees should feel included, not merely tolerated. Existing family-supportive policies can be adapted to be more proactive and inclusive.

Accommodating Disabilities

Clear guidelines for accommodating people with disabilities should be established. Employees should be consulted and engaged in the process to ensure their needs are met and to foster an inclusive workplace culture.

Conclusion

Addressing the demographic shifts in Kenya requires a comprehensive approach that embraces diversity, inclusivity, and proactive change management. By implementing strategic recruitment practices, fostering diverse leadership, and genuinely implementing inclusive policies, organizations can harness the potential of the younger generation, ensuring sustainability and global competitiveness

3.5.3 Championing Change: Transforming Kenya’s Healthcare through Gender-Inclusive HR Practices.

Speakers:

1. Stephanie Koczela- CEO & Co-Founder Penda Health
2. Professor Frank Wafula- Chairperson, Kenya Health Human Resource Advisory Council
3. Irene Wamanga- Regional Human Resource Director, Aga Khan University
4. Dr. Ben Ngoye- Senior Lecturer, Healthcare Management Initiative, Strathmore University Business School.



Speakers

Improving Kenya’s Health System: A Gendered Practitioner’s Lens

Introduction

Dr. Ben Ngoye from Strathmore University Business School moderated the session focused on applying a practitioner and gendered lens to Kenya’s health system. The goal was to enhance human resources for health (HRH) and service delivery, emphasizing the distribution, quality, and quantity of healthcare workers.

Key Thematic Areas & Discussion Points

Quantity, Quality & Distribution of Human Resources for Health

Institutions like Aga Khan University play a vital role in developing healthcare providers. Kenya has historically relied on importing specialists, indicating a need for local investment in HRH for both local and global markets. Despite high training standards, there's a notable mismatch between the desired and available quality of healthcare workers. Leadership and digital tools training are often lacking, and job opportunities are scarce, with many positions offering insufficient benefits.

Attracting, Managing & Retaining Talent

Kenya's health sector faces challenges in absorbing health sector trainees and professionals. In the past, health workers easily found jobs post-training. Today, there's a disconnect between the health sector, education sector, Ministry of Labor, and Ministry of Public Service, leading to coordination issues in policy processes. There's also a concern about the motivations behind pursuing medical courses and a mismatch in the sector’s ability to retain the right talent.

Role of KHHRAC in Managing, Motivating & Retaining Health Workforce

The Kenyan health sector faces institutional challenges, such as health worker welfare issues, differential contracts, and unequal wage structures. There is also a lack of structured career progression and effective performance management. The county transfer policy and bilateral labor agreements are potential solutions to these challenges.

Gendered Lens in HRH Issues

Organizations like Aga Khan University Hospital show some gender parity at various levels, but challenges remain. Women in the health sector face burnout due to dual caregiving roles at work and home. Existing laws and societal expectations often place additional burdens on women, affecting their career progression.

Recommendations

Personnel Training & Development

Develop both academic and professional programs that equip health workers to meet local and international standards. Revise training curriculums to include leadership, management, soft skills, digital tools, and medical anthropology.

Ethos, Beliefs, and Value Systems

Health sector organizations and individuals must adhere to medical standards and oaths. Implement psychometric tests to assess motivations and ensure personnel align with the sector's values.

Conducive Workplaces

Create safe and diverse workplaces that attract and retain health workers. Develop gender-sensitive policies, ensure competitive remuneration, and protect employees from financial risks.

Public & Political Support

Support KHRAC in policy implementation, including the county transfer policy, workload-based staffing needs, and career advancement guidelines. Strengthen bilateral labor agreements and improve socioeconomic conditions for health workers in hardship areas.

Conclusion

The Kenyan health sector faces numerous HRH issues affecting service quality and worker morale. Collaborative efforts among stakeholders are essential to implement policy solutions, revise training curriculums, and improve working conditions organization.

3.6 Empowering Growth: The Catalyst of Coaching and Mentoring in Driving Organizational Success.



From left to right

1. Dr. Tim Theuri-BDS, FICD FPPA, Chief Executive Officer, Kenya Healthcare Federation
2. Catherine Wahome- Executive Coach Trainer & Consultant
3. FCS Nkirote Njiru- Group Human Capital Executive, Old Mutual Holdings Plc

Key Points Discussed

Distinctions between Mentoring and Coaching

- **Mentoring:** Mentoring involves "pouring out" wisdom, experiences, and expertise from the mentor to the mentee. It is particularly beneficial when the mentee needs guidance from someone who has extensive experience in a specific field.
- **Coaching:** Coaching focuses on "digging out" the potential within the individual being coached. It aims to unlock the coachee's inherent abilities through guided discovery and reflection, rather than directly providing solutions or expertise.

Application in Different Organizational Contexts

- **Healthcare Sector:** In healthcare, mentoring and coaching are crucial for addressing unique challenges and improving career progression and retention. These interventions are especially important for women, who make up a significant portion of the workforce in this sector.
- **General Organizational Frameworks:** Effective mentoring and coaching structures can lead to enhanced career development, increased employee engagement, and better organizational outcomes across various industries.

Measuring the Impact of Coaching and Mentoring

- **Employee Engagement:** The introduction of coaching and mentoring programs often results in increased employee engagement levels. For example, organizations have reported significant improvements in engagement scores following the implementation of these programs.
- **Performance Metrics:** The success of coaching and mentoring can be tracked through various metrics such as behavioral changes, skill enhancements, and overall improvements in organizational performance.
- **Return on Investment (ROI):** Measuring the ROI of coaching and mentoring is challenging but can be assessed through both qualitative and quantitative measures, including employee satisfaction, productivity gains, and financial performance

Real-Life Examples and Case Studies

- **Personal Stories and Experiences:** Numerous personal anecdotes and case studies illustrate the transformative effects of coaching and mentoring. These stories highlight positive changes in employee behavior, increased accountability, and overall growth resulting from these interventions.
- **Quantitative Evidence:** Data from employee engagement surveys and performance metrics support the effectiveness of coaching and mentoring programs. For instance, organizations have experienced significant increases in engagement indices and consistent profitability growth after adopting these practices.

Practical Applications and Considerations

- **Coaching vs. Performance Conversations:** Coaching and mentoring should be distinguished from performance conversations, which are typically more focused on assessing and managing current performance. Coaching aims to unlock potential and foster growth, whereas performance conversations are often about addressing specific performance issues.
- **Avoiding Overdependence:** To prevent overdependence or codependence in coaching, it is crucial to focus on developing the coachee's self-sufficiency. Coaching should be designed to expand the coachee's capacity to think independently and solve problems rather than providing direct solutions.

Conclusion

Coaching and mentoring are powerful tools for personal and professional development. They offer distinct benefits and should be applied thoughtfully depending on organizational needs and individual goals. Effective measurement of their impact involves both qualitative and quantitative approaches, ensuring that these interventions contribute positively to employee engagement and overall organizational performance.

4.SUMMIT SUMMARY



Summit attendees

The recent summit focused on the critical examination of cost-cutting measures, particularly within the realm of human resources. Discussions centered around the delicate balance between financial prudence and the imperative to maintain organizational trust and motivation. Key insights were drawn from the case study of Family Bank, illustrating the profound impacts of staff reductions in response to crises such as the NYS scandal. The subsequent recovery of the bank under new leadership highlighted the importance of investing in employees and restoring trust to achieve profitability and reduce turnover rates. The summit emphasized the necessity for high-level analysis before implementing austerity measures. It was underscored that HR's role is crucial in presenting a realistic picture to the board, advocating for the value of maintaining a motivated workforce. The cyclical nature of organizational challenges, such as those witnessed during the COVID-19 pandemic, further reinforced the need for strategic thinking that prioritizes human capital. The psychological impact of mass layoffs was a significant point of discussion. Examples were provided to demonstrate how poor communication and lack of trust can lead to further attrition even after restructuring efforts. The importance of involving employees in cost-cutting conversations and leveraging the role of People and Culture (P&C) to defend organizational talent was highlighted as essential for maintaining morale and trust. Finally, the summit concluded with a call for HR to be perceived as a business partner rather than a cost center. The ability of HR to add value through strategic involvement in decision-making processes was deemed critical for the successful implementation of cost-cutting measures. Overall, the summit provided comprehensive insights into the complexities of austerity measures, underscoring the vital role of HR in navigating these challenges while safeguarding the organization's most valuable asset—its people.