

Key Event Highlights Since Last Newsletter

- Motivational Training of 56 Marketing Executives of a leading Insurance Company
- Upcoming Events:** Open Programs see Calendar

Organizational Culture Change Program

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| Step 1. Non—Management Staff | — | 2 days |
| 2. Middle Mgt Staff & Professionals | — | 3 days |
| 3. Senior Management Staff | — | 3 days |
| 4. Strategic Business Leadership Skills (Seniors)- | | 2 days |

BUSINESS Strategy – Change Inspiring Reflections**The Impact of Organizational Culture Change/Employee Re-branding Process**

The adage that “if you cannot measure it, you cannot manage it,” actually



holds true as we can now demonstrate. We are inspired by some lessons continually conducted by this writer since sometimes in 2009. The same have been happening through a regular TOT (Trainer of Trainers) program, on behalf of a Professional Training Association. The lessons revolve around training evaluation, training impact analysis and also training reports.

We are also inspired by a consistent newsletter reader who sought to know what happens after we conduct training programs for various clients. “Most trainers are last seen when collecting their cheques,” said the inquisitive Newsletter reader. The truth is that we are also excited whenever collecting cheques after the training programs. The only difference is that our contacts with client continue thereafter.

Immediately after conducting any training, we always carry out a detailed course evaluation, whose results are together with the training and feedback report, presented to the client and appropriately discussed. Ironically, some clients do not give much thought to the reports, as we have continually been experiencing. A few however go the full length of implementing each and every recommendation. It is one such company that we feel greatly honoured to share their experience, as a case study. That is besides the results of our unique attitudes management tool discussed in the CEO’s dilemma page of our June/July 2011 Newtimes E-Newsletter (see our URL).

Late in 2007, a company which we shall refer to as MZK Limited engaged us in discussions on how we could carry out an organizational culture change/employee re-branding process. Our proposal on the same, through our innova-

tive bottom up approach was quickly approved.

The training process of the 70 staff commenced in early 2008, starting with the junior category. By the time, we were through with the middle management staff; we had already identified all the organization’s challenges and helped the management to overcome almost each and every one of them. Our detailed training reports contained not only the challenges but also the solutions, especially on anything that could not have been addressed during training.

As we trained the senior managers, who were apparently the last team, we had substantially known the company structures, processes and even politics. So, we were able to help the managers to understand their company even better, especially the challenges and requisite solutions on a holistic basis. Three months later, we conducted a review of post training events, making sure to give further recommendations, as desirable. Nine months thereafter, we carried out a detailed training impact analysis. We developed unique study tools, which we administered to the different levels of staff.

Subsequently, we realized that the skills levels with regard, to leadership, communication, teamwork and other key performance attributes had improved by between 10 - 22%. Alongside, we learnt that the company’s license for 2007 had been renewed in October (2007 as opposed to January), stern warnings on compliance matters notwithstanding. Surprisingly, the license for 2008, the year of organizational culture change program, was issued in June of the same year. This was fast-tracked by clear deliverables, which had been expected from the company.

More good news was awaiting MZK Limited, in 2009. The Company CEO was surprisingly summoned to personally collect the renewal license, this time in January (2009). The regulator needed to understand what the company had done

to achieve such a fast turnaround. More still, when the company accounts for 2008 were finalized and published, it was realized that the sales turnover for MZK Limited had increased by 16% (from KES 400 - 450 Million).

This compares well with the skills improvement (10-22%) earlier indicated. In addition, the profitability had increased 3 fold during the same year. Ironically, the achievements were against the backdrop of slowed down economic trends, which were influenced by the infamous post election violence.

Moreover, calculations aimed at determining the return on investment, using the ROI in training formula, yielded a benefit of about 7,000% in the case of MZK limited. This return may seem astronomical but is nonetheless within expectations, especially from an organization that readily embraced and implemented performance management systems amongst other progressive measures. Therefore, whenever we reflect on the impact of training, the experience of MZK Limited, always comes to mind.

Meanwhile, we believe that the CEO and/or senior staff of MZK Limited who are normally privy to this newsletter can attest to this experience. It is not striking that MZK Limited is today a stable learning and growing organization, whose employees are continually undergoing focused training on different performance facets?

Yes Indeed, but only after having achieved invaluable benefits from the unique culture change program, which is today a highly dynamic process in line with changing times. We are convinced that similar benefits can be replicated in other interested organizations, irrespective of the industry, particularly in a newly re-branded nation.

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