

# PMI Kenya Chapter NEWSLETTER

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## Celebrating Our Heritage: PMI at 50

CELEBRATING OUR



### EDITORIAL

Dear Reader, we are pleased to present to you the first Edition of our E-Newsletter in 2019, dedicated to all project managers and the entire PMI Kenya Chapter fraternity.

It is exciting to interface with you once again in this new dawn as the Chapter is celebrating 5 years since inauguration and 50 solid years for PMI Global.

In marking our 5th year, this issue gives a brief overview of this year's activities with a focus on 5 notable events that stood out for the Chapter.

As a member of PMI Kenya, we want to promise you our commitment to focus on key Project Management

trends, emerging local and International opportunities, trainings and workshops as well as provide you with key insights that promote good project management practices.

To deliver on our promise, we need *your* help as we look for how to best serve our members' information needs. We will also appreciate your feedback in regards to our events and Chapter highlights through our newsletter.

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*Welcome to PMI Kenya Chapter Newsletter and Enjoy your Readership!!!*

Any recommendations on how to improve the outlay and outlook of our newsletter is highly welcome. Thank you for your continued commitment to grow PMI Kenya.

**Editorial Team**  
**PMI-Kenya Chapter**

### SAVE THE DATE!

Monday 28<sup>th</sup> October, 2019

: Webinar for Africa

Friday 29<sup>th</sup> November, 2019

: Professional Development Day

# Chapter Events: Year 2019 In Review

## 5 NOTABLE AND OUTSTANDING ACTIVITIES OF THE YEAR

For the first time following public demand PMI Kenya, together with the usual indoor activities particularly monthly speaker events, also incorporated other outdoor events to include a mix of events. We present a highlight of 5 activities that were outstanding during the period.

### Team Building

In March 2019 the Nairobi Sports Club was the destination for the team building retreat facilitated by The River Tree Company Ltd.

The team was comprised of very energetic and lively team members. Participants were rather laid back at first with some being there for the first time. This dynamic mix of different age groups and professions formed a rich mix of both skill, energy and experience and hence the success of the retreat.



*PMI Members taking part in a team building event at The Nairobi Sports Club in Nairobi, in February 2019.*

The debrief sessions were very engaging and participants were eager to share the learning of the team building activities.

The team appeared keen to deal with their faults and were open to one another.

There was also a lot of open and honest communication noted among participants and the level of professionalism was pretty impressive. Needless to say that this event left members yearning for more and more.



*PMI Members preparing to participate in a cleanup exercise at the Westlands Stage and Roundabout in July 2019.*

### Westlands Stages Cleanup

On Saturday 6<sup>th</sup> July 2019. 23 members showed up in support of the cleanup initiative dubbed "*Taka Langu, Jukumu Langu*" (My Litter, My Responsibility).

We took part in the clean up alongside the Nairobi County Kileleshwa Ward team led by Ward Administrator Esther and the *matatu* and business operators at the Westlands Stages.

### Angel's Centre Visit

PMI members visited Angel's Centre for Abandoned Children as part of PMI's pledge goal for its 50th Anniversary and Global Celebration of Service which is part of an overall expansion of the association's Made Possible campaign harnessing the passion of project professionals around the world to drive social change.

As part of PMI's year-long Global Celebration of Service, professionals from around the globe are contributing their project management expertise to enable local organizations and strengthen their communities.



*PMI Members at Angel's Centre for Abandoned Children on 24th August, 2019.*



*PMI Volunteers at the Convent International Guest House in Lavington during the Orientation Program on 12th October 2019.*

### Volunteers Orientation Program

On the 12th of October 2019 at the serene Convent International Guest House in Lavington, for the first time since the inauguration of PMI Kenya Chapter we held the volunteers' orientation program.

We must admit that everything there was on point from the choice of venue to the program facilitation without forgetting the sumptuous meals. All those who attended were issued with certificates.

### September Speaker Event

With pomp and colour members flocked the Panafric Hotel in their numbers for the September speaker event.

The aura was filled with much enthusiasm and expectation and sure enough the day's speaker talking about "Servant Leadership in the Organizational Context" did not disappoint.

This event went down in history as the most attended speaker event, from an average of 40 to slightly over 70 attendees.



*PMI Members at the Sarova Panafric Hotel during the September Speaker Event Graced by our very own Stephanie Jaeger.*

# The Paradigm of Leadership in PM

## SERVANT LEADERSHIP IN THE ORGANIZATIONAL CONTEXT

STEPHANIE JAEGER, PMP, BBA HEALTHCARE MANAGEMENT, PMO AND PROJECT PROCESS SPECIALIST

Even when I started my career as a Nurse in a busy A&E Unit, I soon found myself in situations I had to show leadership. I was not aware of being a leader during those days, it was just something we did as nurses. Later as a Project Manager I found myself quickly in Senior Management Level developing project management processes and methodologies, while managing key project. I quickly realized that even project management is all about leadership skills. Then during a leadership training program from PMI®, the Leadership Institute Master Class (LIMC®), we were introduced to the concept of Servant Leadership, which is quickly gaining popularity worldwide. I realized that my instinctive leadership methods were actually very close to servant leadership.

In today's project management world real leadership is what is needed. For that reason, PMI® developed the talent triangle, to ensure all project managers get training in all the 3 elements of the triangle:

1. Project Management Technical Knowledge – What you find in PMBOK Guide® 6th Edition
2. Leadership
3. Strategic & Business Management

Even the new PMP® Exam, will introduce questions covering all 3 sides of the Knowledge Triangle. Leadership, and specifically Servant Leadership will be part of the exam questions.

### Leadership

“Leadership cannot really be taught, it can only be learned” Harold Geneen, former President & CEO of ITT Corp. “A Leader's job is not to do the work for others, but to help others figure out how to do it themselves, to get things done and to succeed beyond what they thought possible.” Simon Sinek.

The essence of leadership is:

- ❖ Influencing People / Guiding People
- ❖ Helping others excel
- ❖ Showing direction
- ❖ Listening – really listening
- ❖ Empathy
- ❖ Inspiring others
- ❖ Accountability / Honesty / Integrity
- ❖ Delegation & Empowerment Creativity & Innovation
- ❖ Good Communication
- ❖ Commitment & Passion
- ❖ Willingness to be vulnerable

The Basis of Leadership is built on the 2 elements of Emotional Intelligence:

### Basis of Leadership



### Servant Leadership

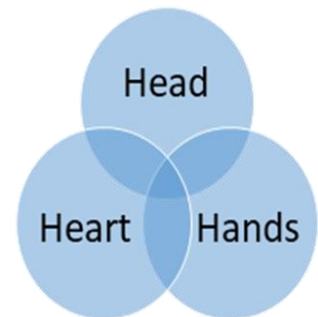
Robert K. Greenleaf coined the name Servant Leadership in his essay “The

Servant as a Leader”, which was first published in 1970. He said

“A servant-leader is a servant first... It begins with the natural feeling that one wants to serve, to serve first”

On the website of his organization it is defined thus: “Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.” <https://www.greenleaf.org/what-is-servant-leadership/>

The “Boss” only engages the Head and directs / orders. The Servant Leader blends head, heart & hands:



Since Servant Leadership is all about developing your team, the most important elements of Servant Leadership are:

Commitment to developing people – Success is measured by how well the individuals in your team perform and grow. If you can get your team members to do things they never thought they could,

you have succeeded. It is a Commitment to the Growth of People and Building the Community.

Empathy through trying to see a situation from the other person's point of view; putting yourself in their shoes. This includes finding out gently why someone is not performing as usual. I remember a Nurse who was working with us was one day suddenly not performing well and seem stressed out and absent minded. When asked directly she said all is well and she has no problem. We asked one of her close friends to find out more. It turned out that her house had actually burned down the night before and she had lost almost everything. I don't even know where she and her family had spent the night. We first gave her time to rest with a cup of tea and then talked to her. Usually when you are under stress like this one thing – often not really important – becomes the focal point, that stresses you out. In her case it was, not anything we would have expected, like where they will stay, or how she will cook for her children. It was that her Nursing Certificate had burned. We were able to guide her how she can get a replacement or a certified copy. This was enough to calm her down and she was able to perform. Everything else was sorted out slowly later. This little act of empathy and assistance brought her the healing she needed to be able to focus on the tasks ahead.

Be aware of what is happening in the life of your team member

Listening with the intent to understand, not respond - Prioritize the practice of presence;

Authenticity through being yourself;

Awareness of what is happening in the lives of your team members (including any conflicts and tensions between team members);

Embrace more We, less Me;

Share information and power;

Savor the significance of small acts; that caring word of support or gratitude makes a difference

Invest in the development of people;

Give credit and accept responsibility;

Listen first, talk last, especially when brainstorming;

Be teachable – be approachable; be willing to be vulnerable;

James M. Kouzes and Barry Z. Posner have been doing research on successful leadership practices for over 40 years. They have condensed this in their book "The Leadership Challenge" into the 5 practices of exemplary leadership, which were the top 5 practices the world over.

1. Model the way – clarify values and set the example
2. Inspire a shared vision – envision the future and enlist / inspire others
3. Challenge the process – search for opportunities, experiment and take risks
4. Enable others to act – foster collaboration and strengthen others
5. Encourage the heart – recognize contributions and celebrate the values and victories

How can we become Servant Leaders?

First you need to understand that there is no perfect servant leader. We are all on the journey learning as we go along. The best way to start is by picking one of the above elements of servant leadership and starting to practice it. Once you have done it daily and reflected on your success for about 1 month and it has become a habit, you can now add a second element.

Also keep reading up on servant leadership, to improve your

knowledge. As you grow, you will find new depths to some of the elements. Assess yourself and ask others for feedback. Reflect on situations as they have happened and see how you could have approached it better. Find role models and set yourself benchmarks.

I wish all of us a successfully journey into servant leadership!

### About the Author



**Stephanie Jaeger is the Principal Project Manager Redtie Consultants LLC with over 7 years' experience**

setting up project management processes and templates in companies. She has also managed projects and worked in Senior Management for over 15 years. She specializes in aligning project management processes to the corporate strategy and mentoring the team during implementation. Her experience is in the IT and Healthcare Sector both in private enterprises and NGO sector.

Stephanie is an experienced volunteer for Project Management Institute (PMI) having served on the PMI Kenya Chapter Board, the Region 16 and in multiple other roles. She is a Registered Nurse, has a BBA Healthcare Management, is PMP certified and a certified SDI Facilitator. She is also a graduate of the PMI Leadership Institute Master Class (LIMC). She is a regular content provider on [www.projectmanagement.com](http://www.projectmanagement.com). Stephanie is a German Citizen with 26 years multicultural and multilingual experience in East Africa.

# Know Your Board Members

## PMI KENYA CHAPTER CURRENT BOARD OF DIRECTORS

### Outgoing Chapter President



**Clement Kitetu is the Chapter President and the Chief Executive Officer for the Chapter and the Board.** He is the Principal Consultant at the Institute of Applied Project Management with a wealth of experience in Project Management practice and consulting. His specialties are in applied research application in project management and office administration with focus to organizational effectiveness.

Clement holds Msc. Information Technology and is a PMP credentials in good standing as well as a seasoned PMP trainer.

### President Elect



**Dr. James Kirimi Wanjagi is the VP-Education & Professional Development and the President**

### Elect for PMI Kenya Chapter.

His current responsibility includes maintaining relationships with Project Management Training Institutions, R.E.P.s and Universities, Influence University Project Management curriculum, as well as driving the value of certifications at the professional level and other activities in accordance with chapter policies and bylaws.

Dr. Wanjagi holds a PhD degree in Organizational Management (Leadership specialization), from Capella University – School of Business in Minneapolis, MN. He is a certified Project Management professional (PMP – PMI USA), certified Change Management professional (CCMP – PROSCI, USA), Communication Strategist, Process Re-engineering practitioner, and IT technology expert.

He is a seasoned senior level executive (held various C-1 level positions) with over 18 years' extensive “marketplace” experience (both in the USA and Kenya) managing organizational performance in multimillion dollar operations, and projects. His cumulative experience is in Leadership, Strategy, Banking, Change Management, Project Management, Process Re-design, and Technology.

James is accomplished at driving operational excellence, business value chain opportunities, developing strategic roadmaps, assembling effective teams, and executing to deliver bottom-line results that enhance organizational growth and sustainability. He has strong background generating high customer

value frameworks that deliver increased customer value, through superior value- delivery systems. An expert at developing “best in class” organizational initiatives and efficient at leading organizational business re-engineering to maximize business success and meet organizational goals.

James has held roles that have included, Chief Information Officer at Mobile Decisioning (Fin-Tech) company headquartered in Nairobi with 28 operations across EMEA region) where he offered (2 years) strategy and technology advisory services; Chief Executive Officer at Echo Mobile (a company that offers powerful mobile tools for data-driven decisions), Associate Vice-President of IT at Phillips Services Corporation. He also has held senior short-term roles including a short stint as the Chief Operations Officer at Mobile Decisioning. His other senior roles include Project Director at Wells Fargo, and Convergys.

James is currently a Strategy and Innovations Director for a local large commercial bank in Kenya and an Adjunct senior faculty / academic director at Strathmore University Business School (SUBS) teaching both MBA and Executive Education programs. He teaches Executive Education. He has consulted on Strategy, Technology, Change Management, Project Management and Digitalization) for Strathmore Business School. In addition, James teaches various boards (private and public organizations) on Leadership, Governance and other Board topics. He is the regional head for Executive Programs in Uganda and Board programs in Tanzania.

### VP-Membership



**Rose Kananu is the VP-Membership**

She is responsible for addressing the needs of chapter membership, including membership recruitment, retention, and associated value delivery in accordance with chapter policies and bylaws.

She has over 19 years' experience in Project Management, Construction Management and project talent development gained from implementing large capital projects.

Her experience spans work in South Africa, Kenya, and the USA. Rose's experience also includes transaction of PPP projects, development of talent systems for project managers and owner teams, project preparation, financing, and construction.

Rose is skilled in training in various fields which include project management, planning and project preparation, project leadership and communication, and other selected topics in construction management.

She has undertaken training for over 150 professionals in the construction industry including teams from large organizations in Kenya.

As the founder of BCDIP she is a big advocate for building capacity for Africans to develop their own infrastructure.

### Board Secretary



**Ron Kefa is the Board Secretary for the Chapter.**

He is a development professional with over 10 years of practical experience with various International NGOs.

He has managed programs in agribusiness development; child-focused community development and international cooperation.

He is passionate about bridging the business and social sectors through social enterprises that deliver value for the Bottom of the Pyramid.

Ron has been a director of business development at a company offering affordable housing solutions, where he helped grow the company's visibility and client base.

Ron currently works as a Program Manager for an international NGO.

He holds an undergraduate degree in Sustainable Development and an MBA in Global Business & Sustainability from The Catholic University of Milan.

### VP-Events & Volunteering



**Irene Irungu is the VP for Events and Volunteer Programs**

Her role is to put together events that add value to the members. She is also in charge of recruitment, retention and support of the volunteers working with each of the other dockets.

Irene is a Senior Manager leading execution of strategic technology driven initiatives at Equity Bank Group Holdings. This role covers the whole life cycle including change management and driving utilization and adoption of the technology solutions deployed to realize the expected benefits.

She has more than 10 years of experience in the Financial Services, Airline and Telecommunication industries.

She holds a Masters in Project Planning and Management from the University of Nairobi and a Bachelors in Mathematics and Computer Science from the Jomo Kenyatta University of Agriculture and Technology. She is PMP® Certified.

Irene would like to live in a world where Project Managers are appreciated, the value generated by projects is undeniable and the customer is the center of all that organizations do.

## VP-Marketing & Communications



### **Linet Ayuko is the VP for Marketing and Communications**

She is responsible for managing and coordinating communication channels, Chapter-based marketing and public relations to increase awareness of both the chapter and the PMI brand within the territory as well as developing and executing an integrated marketing and public relations program to support member acquisition, member retention, event promotion, outreach activities, sponsorships and other related activities in alignment with the chapter's strategic objectives.

Linet is a strategic thinking Project Management specialist with unrivalled expertise in change management, strategy design and implementation, event management, project management, budget preparations, customer relations, innovation and procurement. Her work experience in different organizations has seen her develop specialty in project management and business development.

She holds a Master of Arts in Project Planning and Management, Bachelor of Commerce in Finance and is PMP certified.

## VP-Finance



### **James Juma is the VP-Treasury and Finance**

With over 10years experience in managing rollouts, deployment and maintenance in telecommunication sector, James Juma is a seasoned Project Manager and a Business Development consultant with the right mixture of technical and business Acumen.

Juma started his career with Comstar International as a Telecommunication Engineer and was extensively engaged in the BTS Rollout for Orange Networks in Kenya and Uganda. Along his career path he has also delivered several projects with Comtec (K) Limited and Telrad Networks Limited as a Senior Project Manager.

He holds a Degree in B.Sc. Electrical & Electronics and currently undertaking MBA from the University of Nairobi. He is also Certified with PMI as Project Management Professional since 2016.

## PMIEF Liaison



### **Janet Mbula is the PMIEF Liaison**

She holds a Master of Public Administration from Walden University and is a certified project management professional with over 10 years in project management and operations. Janet has experience managing field teams, coordinating stakeholders, delivering projects on time and within budget, cultivating partnerships and working towards the social good of all involved persons to add value to the society. Her experience in structured organizations has empowered her with people and managerial skills.

Janet mobilized students, teachers and parents to adopt the 4-H global model that influenced their attitude towards agriculture changing the livelihoods of more than seven thousand people who adopted agriculture as an income generating enterprise. Her people skills and adoption of technology have seen her manage virtual teams with thousands of field officers to deliver huge projects with proper monitoring and evaluation while reporting and keeping all stakeholder well updated through proper and timely communication.



# Get Involved and Make It Happen

## THE LAST QUARTER OF YEAR 2019 AND WHAT TO EXPECT

### PMI KENYA OCTOBER EVENT



*Topic: Design Thinking*  
*Venue: The Sarova Panafric Hotel*  
*Date: 24/10/2019*  
*Time: 6pm - 8pm*  
*Charges: Members Kes 1,000*  
*Non Members Kes 1,500*  
*Students Kes 500*

*Speaker: Clement Kitetu, PMP*  
*Outgoing President, PMI Kenya Chapter*



### MEMBERSHIP UPDATES

#### Total Membership

414

#### New Members 2019

87

#### Total PMI Credentials

196

#### New PMI Credentials

2019

26



### Save the Date for PMI Kenya Chapter Professional Day Conference

## Friday 29th November, 2019

*Watch out for more information!!!*

### A CALL FOR ARTICLES

We are inviting for individual written articles submissions on project management to be published on either the **Newsletter, Website Or LinkedIn**. Kindly for those interested, you are requested to submit your articles through **marketing@pmikenya.com**

#### Our Contact Information

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