

# Mike Eldon: Curriculum Vitae

## Education

Bachelor of Economics University College London (1967)  
Sloan Masters London Business School (1973)

## Membership of professional & community bodies

- Past Chairman of Council (2000-3) and Fellow of Kenya Institute of Management
- Founding Director (2003-7) and Past Vice-Chairman, Kenya Private Sector Alliance (2005-7), and current Member of KEPSA Advisory Council
- Founder and Past Chairman, Kenya ICT Federation (2003-6)
- Past-Chairman, Rotary Club of Nairobi (1986-7)

## Present positions

- Founder Chairman & Lead Consultant, **The DEPOT** (specialising in change management, leadership, strategy development, performance management and coaching)
- Non-Executive Director, **Davis and Shirliff** (water and energy equipment) and **Hotpoint Appliances**
- Chairman of University Council, **KCA University**
- Member of Governing Council, **Kenya Education Management Institute**, and Chairman of Strategy and Business Development Committee
- Member of Advisory Council, KEPSA
- Director, **African Institute for Development Policy (AFIDEP)**
- Member of Advisory Board, **Wajir Peace University**

## Years of professional experience

- 30 years in change management, human resource development, leadership and strategy
- 40 years in IT industry: the first 10 in the UK and France, and the next 30 in Kenya

## Experience

The essence of my management consultancy assignments is to support change management, by **aligning organisational energy around common visions and healthy values**, and by **supporting the execution of strategic objectives and the constructive management (and improvement!) of performance**.

Some of my time is spent in providing **executive coaching to senior executives in the public and private sectors**.

The first decades of my career were devoted to promoting change through the **effective use of information technology** – in a wide variety of large, complex environments, both in Africa and in the UK before. In leading IT projects and in leading those who managed them, I focused explicitly on **the (often neglected) soft skills of getting people to work together to achieve intended purposes and benefits**.

It is not surprising therefore that engagements over the last decade have gravitated to pure management consulting, very much focusing on **managing performance and enabling**

**change – understanding how difficult it is for people to emerge from and expand their comfort zones...** however dysfunctional these may be.

Much of the work involves the **facilitation of strategic planning retreats**, and **managing change and overcoming resistance to it are invariably at the heart of the events**. They are prepared with a view to **delivering powerful outcomes and impact**, and this means that the consultancy commonly extends significantly beyond event preparation and facilitation.

Rather, such events launch change processes that involve further interventions to ensure the implementation of the desired change. (**Kotter's '8 steps to change'** provide valuable inspiration.) My involvement is through: subsequent review meetings with organisational leaders and with task forces established during the events; consultancy in needed areas to support the change – such as **performance management (including in the areas of appraisal systems, balanced scorecard, and SMART objectives)**, **culture strengthening, conflict resolution and executive coaching**.

A current project, with World Bank funding for the Ministry of Devolution and Planning, is as co-leader of an initiative to introduce a **Performance Management for Results programme for Counties, and also Ministries**.

Other public sector projects include:

- Lead consultant for development and running of **leadership/management workshops for Kenya County Health Sector Management Teams** in 4 Counties of Kenya, funded by GIZ. They involve the Action learning approach, aimed at high sustainable impact. Programmes for hospital board members will follow.
- Long term assignment through the World Bank to accelerate large scale project implementation, working with their global **CL4D (Collaborative Leadership for Development)** team, part of the Washington DC-based **Leadership Learning and Innovation (LLI)** group. Currently assigned to the World Bank's Nigeria projects.
- **Team leader for the development and delivery of a leadership capacity building programme for Kenya's Deputy Governors**, in partnership with the Kenya School of Government (KSG) and the World Bank Institute and **funded by World Bank**. Associated with this was capacity building for developing KSG Master Facilitators to run such programmes.
- Consultant to the Ministry of Devolution & Planning and KEPSA, funded by UNDP, for **developing a policy for Public Private Dialogue in Kenya**, with particular emphasis on County level engagement. And an **article on public participation** in the inaugural issue of the **Institute of Economic Affairs Journal** (2014)
- **Co-editor of World Bank book on policy recommendations for Kenya's government (Launched October 2013)**. Consultancy through PREM office of World Bank, 2011-2013, to promote the changes needed to become a middle income country

- **World Bank retreats where I was lead facilitator:**

World Bank Fragility, Conflict and Violence team (several events, 2013, 2014, 2015, including consultancy and coaching for the team in running its core course in Bangkok, in 2015))

World Bank Malawi country office (2015)

Ethiopia country office of over 100 staff, focused on culture integration, team strengthening and strategy/impact review (2012 and 2013)

Kenya country office (2012, 2009, 2010)

Uganda country office (2010, 2012)

Sudan, South Sudan and Somalia office (2012, 2013)

Sudan/South Sudan/Somalia Country Management Unit (2012, February, May and October 2013)

Sudan country office (2013)

Poverty Reduction & Economic Management team (2009, 2010, 2011)

Water and Sanitation Africa Programme (2006 & 2007)

Gates Foundation / World Bank Sanitation Programmes (2007)

- **Facilitator of World Bank consultations** on youth empowerment and on gender mainstreaming (2015); and of **launch of the World Bank Ethiopia's current Country Partnership Strategy**, to government ministers and others (2013)

A selection of other assignments involving the **facilitation of Strategic Retreats and associated interventions, all of which had change management at their core:**

- **Kenya Healthcare Federation (2015)** Facilitation of strategic planning retreat
- **Consortium for National Health Research – CNHR (2015)** Facilitated development of long term strategic plan.
- **Hamilton Harrison Mathews & Oraro (2015)** Facilitated culture integration programmes for the partners and for the whole staff.
- **Occidental Insurance (2015)** Strategic Plan development, with board and senior management; followed by programme for performance appraisal strengthening
- **Wananchi Group and Orange Telcom (2014)** Facilitated culture integration retreats for each of their Senior Management Teams.
- **Ministry of Education (2011)** Lead consultant for two change management retreats for the top 100 of the ministry staff, that resulted in agreement on vision, mission, values and key SMART objectives... prominently including change management ones. Further interventions to follow in 2014.
- **Ministry of East African Cooperation (2011)** A performance and change management retreat for the PS and his entire 130 staff, resulting in RRI Phase II strategy, culture and teamwork strengthening objectives. Further interventions followed in 2012 and 2013.

- **Kenya Wildlife Service (2011, 2010, 2009)** Performance management, change management and strategy interventions, at board and senior management levels.
- **Kenya Tourist Board (since 2010)** Ongoing performance management, change management and strategy interventions, at board and senior management levels.
- **Kenya Postal Corporation (2011)** Lead facilitator for two senior management retreats, helping the team to appreciate the potential that lies within them and their organisation and agreeing on SMART objectives.
- **Kenya Commercial Bank (2011, 2009, 2007 & 2006)** In 2011, facilitated the 'Good to Great' event for the new 'Top 100' team; and I have previously prepared the senior management for board strategy retreat presentations. I then facilitated the retreats.
- **Truth Justice and Reconciliation Commission Conference (2008)** Facilitation of the conference, building on my peace-building work with Concerned Citizens for Peace.
- **Change Advisor, Ministry of Finance and Planning (1999-2001)** Leading a 12-month programme of radical culture transformation, starting with the PS and his top team, and developing 330 change champions, 10% of the ministry workforce
- **Change Advisor, Government IT Services (2000-1)** Helping to align the team around its vision and values, and to become client and cost-benefit oriented
- **IT strategy development consultancy with Office of the President (2001)** Introduced the 27 departments in OP to the concepts and purpose of strategy as applied to the cost-effective use of IT
- **Member of GJLOS Thematic Group on Change Management (2004-2006)** This committee was responsible for planning change management in the multiple ministries participating in the GJLOS programme
- **ICT policy and strategy development (2000-06)** As an active member/chairman of national ICT committees, contributed extensively to the formulation of Kenya's IT policy.

**Other consulting assignments:**

- **Strategy adviser, National Cohesion and Integration Commission.** Consultancy through GIZ, 2011, to support changing attitudes among the communities of Kenya
- **Part of Consulting for Kenya pool, to support the Kenya Government's Public Sector Reform Programme.** Lead facilitator for transformative leadership, change management and culture change. (2006-8)
- **Lead consultant, institutional strengthening of Kenya Institute of Administration, now the Kenya School of Government (Ongoing)**

- **Moderator for development of a National Integrity Pact between Kenya's private and public sectors.** Consultancy through GIZ, moderating a family of stakeholder workshops to derive the NIP, 2011-2013
- **Member of technical team of Concerned Citizens for Peace.** Meeting daily at Serena Hotel during the post-election violence period and leading up to the national accord. This involved 'upstream' support to the international mediators and guiding 'downstream' peace-building and conflict resolution activity. Mainly in the first months of 2008, but ongoing.
- **Co-convenor, Leaders Circle.** Ongoing initiative that periodically gathers leaders to share and reflect on common themes in their lives (Themes include: My Legacy, Learning from Mistakes, Courage in Leadership, Reconciliation and Healing, The Competitive Advantage of Trust, I am responsible).
- **Convenor, Uplifting Leadership Initiative.** Partnership with Nation Media Group and Serena Hotels, to promote leadership in Kenya. The launch event was a series of workshops on the theme 'The Courage to Lead'.
- **Running senior level leadership and teambuilding events for:** Mabati Rolling Mills; Ethiopian Steel; KWS; Ministry of Finance, Ministry of Environment, Government IT Services, Investment Promotion Centre; Barclays Bank of Kenya; Standard Chartered Bank; Stanbic Bank; Nairobi Hospital; Gertrude's Children's Hospital; Housing Finance; UUNET, G7 BPO, Kenya Railways, National Civic Education Programme, SNV, Safarilink Aviation...
- **Lead consultant in preparation and delivery of leadership, change management, culture and advocacy programmes for Business Management Organisations.** Through the DANIDA-sponsored Business Advocacy Fund.

#### **Other strategy and change management retreats include:**

Occidental Insurance (2015)  
 GA Insurance (2015)  
 Kenya Rugby Union (2015)  
 Access Kenya (2014)  
 Wananchi Group (2014)  
 CNHR – Consortium for National Health Research (2014)  
 Orange Telcom (2013)  
 Save the Children Somalia (2014 and 2015)  
 Save the Children Regional Office (2014)  
 Skal Kenya (Tourism professionals) 2014  
 Environmental Health Division of Uganda Ministry of Health (2014)  
 UNHCR strategy development for Dadaab Camp (2011)  
 UNHCR Kenya country team (2011)  
 UNHCR management team (2010)  
 Save the Children Sweden (2011)  
 GOAL Kenya (2011)

ASARECA – Association for Strengthening Agricultural Research  
in East & Central Africa (2013)

International Potato Centre (2011)

IUCN (2010)

Kenya Flower Council (2009, 2010)

Africa Trade Insurance Agency [and lead consultant for Balanced Scorecard] (2009)

International Gorilla Conservation Project (2009 & 2008)

OneCom (2009)

African Wildlife Foundation (2008)

Kickstart (2008, 2013)

Citadel Cellular Communications (2013)

Eden Beach Hotel (2013)

I&M Bank (2008)

GA Insurance (2009, 2010)

Hilton Hotels (2011)

Gertrude's Children's Hospital (2008)

UUNet/MTN (2008, 2011)

InSteel (2008)

Ethiopian Steel (2008)

Mabati Rolling Mills (2008)

SAFAL (2007 & 2006)

National Wildlife Policy Development Committee (2007)

National Civic Education Programme (2006)

Transparency International (2006)

UNDP Somalia (2006)

UNDP Southern Sudan Rule of Law Team (2006)

**I have also been a resource person at mainly board level, senior and middle management events for KIM, The DEPOT, and by personal invitation on other open and in-house programmes. Topics covered include:**

- Building better boards
- Total personal development; conflict and crisis management; self-esteem, confidence building, assertiveness and empowerment
- 21<sup>st</sup> century leadership; motivation; delegation
- Strategic planning, including SWOT, vision, mission, values, core competences, balanced score card, SMART objectives, cost-benefit analysis; implementation plans; execution; performance management/M&E.
- Change management; human resource / talent management; becoming an employer of choice; building high performance teams; personal performance planning and evaluation; culture and organisations; emotional intelligence; the learning organisation
- Coaching; mentoring
- Innovation; transformation
- Selling; sales management; marketing; public relations
- Training effectiveness for skills and attitude development
- Women in management; skills and attitudes for secretaries, receptionists, junior staff
- Entrepreneurship; being an effective director; board-management alignment
- Account management; project management
- Negotiation

- External and organisational communications – including active listening
- Report writing; proposals; presentations; facilitation; meetings
- Internal and external customer care
- Stress management; creativity and innovation; brainstorming
- Reconciliation and healing in the workplace
- Networking
- Downsizing; retirement planning
- Corporate social responsibility; volunteering.

## Other activities and achievements

- **Trustee of Institute of Economic Affairs Scenario Planning project (1998-2000) and Kenya National Vision project (2002-3)**
- **Adviser, Brand Kenya project (2004)**
- **Member of private sector NARC Consensus Building Mediation Team (April-June 2004)**
- **Board member, K-MAP (Kenya Management Assistance Programme) (1982-4)**
- **Founder Chairman, British Business Association of Kenya (1979)**

## Professional experience

Date	1993-present
Location	Nairobi
Company	<b>The DEPOT</b>
Job Description	Founder Chairman and Lead Consultant

Date	1991-2009
Location	Nairobi
Company	<b>Kenya Institute of Management</b>
Job Description	Council Member, then Chairman of Council Committees, then Chairman of Council, and later Member of Board of Fellows; resource person on senior programmes. During 3 years as Council Chairman, the building of the new Management Centre was initiated and began implementation; and the Company Of the Year Awards (COYA) was launched.

Date	1967-79
Location	London, Paris, Nairobi
Company	<b>International Computers Ltd</b>
Job Description	Sales, corporate marketing, sales management, executive education, general management. While General Manager for Kenya (1977-9) completely indigenised the management team, while fulfilling targets.

Date	1980-2006
Location	Nairobi
Company	<b>CAL, and then Symphony, within the DGR Group</b>
Job Description	Founder CEO of CAL for 17 years, pioneering mini-computers, word-processing, on-line front-office banking in East Africa; and bringing CAL to IT market leadership in East Africa within 4 years of its launch. Group Marketing Director of DGR Group (1997-9), responsible for bringing synergy to the 7 Group IT companies that resulted in their consolidation into Symphony. Was also the director responsible for the publishing and tourism divisions.

## **Publications and seminars**

Frequently asked to contribute at conferences, seminars and workshops, as speaker, facilitator and master of ceremonies. Topics include management and leadership, ICT, youth development, role of private sector in national development, why projects succeed, confidence development... Write periodically for newspapers and professional magazines on the same subjects.

Since July 2007 write a fortnightly column for The Business Daily, with over 200 columns now published.

Published the book *Kenyans, Yes we Can!* a collection of articles and speeches, in 2009.

Member of team that produced the 2013 World Bank book *Achieving Shared Prosperity in Kenya*.

Joint author of *Succeed in Africa with the Right Attitudes and Behaviour*, a chapter in the 2013 book on German business partnerships with Africa, *Wirtschaftspartner Afrika – Deutsche Erfahrungen und afrikanische Erwartungen*

Author of *Can We at Last Align the Amazing energy of Kenyans?*, an essay for the 2013 Footprints published book, *50 Years since Independence – Where is Kenya?*