

Mike Eldon: Curriculum Vitae

Education

Bachelor of Economics University College London (1967)
Sloan Masters London Business School (1974)

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)
- Non-Executive Director, **Occidental Insurance Company**
- Chairman of University Council, **KCA University**
- Director, **African Institute for Development Policy (AFIDEP)**
- Member of Advisory Council, **Kenya Private Sector Alliance (KEPSA)**
- Senior Leadership Adviser, **UNITAR (UN Institute for Training and Research)**
- Member, **Morena International Coaching Network**
- Member, National Steering Committee for **3rd Medium Term Plan** for Kenya, 2018-22

Past positions in professional & community bodies

- 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)
- Member of Governing Council, **Kenya Education Management Institute**, and Chairman of Strategy and Business Development Committee (2010-16, and extended to June 2018)
- Founder Chairman, **Kenya ICT Federation** (2003-6)
- Chairman, **Rotary Club of Nairobi** (1986-7)
- Non-Executive Director, **Hotpoint Appliances** (2013-17)

Years of professional experience

- 40+ years in change management, human resource development, leadership and strategy, performance management, coaching
- 40+ years in IT industry: the first 10 in the UK and France, and the next 30 in Kenya, till 2004

Experience, competencies and approach

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 formulation and execution of strategic objectives and the constructive management and improvement of performance**.

Some of my time is spent in providing **executive coaching to directors and 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 my engagements over the last twelve years have consisted in management consulting, directorships and speaking and writing, 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 board and senior management 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 transforming appraisal systems; applying the balanced scorecard, and helping people develop and drive impact-focused SMART objectives); culture strengthening; conflict resolution and executive coaching.**

Leadership development is increasingly at the heart of my engagements. As a result of leadership development assignments in Nigeria and Pakistan with the World Bank, and with County Health Management Teams and Hospital Board Directors in Kenya; my various director positions on boards; my fortnightly column in *Business Daily*; and through contributing to the development and facilitation of a Transformative Leadership Programme for the Aga Khan University Graduate School of Media and Communications in partnership with Harvard University, I have increasingly applied the principles of **Adaptive Leadership** – which sees leaders inspire and motivate their people to fulfilling a higher purpose through exerting influence rather than leading through mere authority.

Current/recent projects with the **World Bank:**

- For Kenya's Ministry of Devolution and Planning and for County Governments, co-leader of an initiative to introduce a **Performance Management for Results programme for the country's Counties and County Clusters, and also Ministries.**
- Long term assignment(s) to accelerate implementation of large scale World Bank projects, working with its global **CL4D (Collaborative Leadership for Development)** team, part of the Washington DC-based **Leadership Learning and Innovation (LLI)** group. Currently supporting the Bank's programme to strengthen Public Financial Management reform in **Pakistan**; and in 2016 ran workshops for the management of the \$500 million NEWMAP project in **Nigeria**, to strengthen the leadership of the 14 State Project Management Units in this environment improvement initiative.

- **Co-team leader for the development and delivery of leadership capacity building programmes for Kenya's Deputy Governors**, in partnership with the Kenya School of Government (KSG) (2014 and 2016). Associated with these was capacity building for developing KSG Master Facilitators to run such programmes (2014).

Other public sector projects include:

- Facilitator of strategy alignment retreat for the **German Development Community** in Kenya – the Embassy, GIZ and KFW (2018)
- Facilitator of the development of a strategy for the utilisation of a Shs.100million Line of Credit from India with **IDB Capital** (2017)
- Facilitator of strategy and culture alignment at the board and senior management levels for **Brand Kenya** (2017)
- Contributor to the **Values Based Education** curriculum, for the **Kenya Institute of Curriculum Development** (2017)
- Member of Kazi21 initiative to develop large scale **on-line learning via videos on life skills**, in partnership with the **Federation of Kenya Employers** (2017)
- 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. A similar programme for hospital board members in Kwale County followed. (2015-16)
- 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). This was a consultancy through the then PREM office of the World Bank, to promote the changes needed to become a middle income country. (2011-2013)
- **World Bank retreats where I was lead facilitator:**
 - World Bank Somalia country office (2016)
 - World Bank Fragility, Conflict and Violence team (several events, in 2013, 2014 and 2015); plus consultancy and coaching for the team in running its core course in Bangkok (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 School of Government:** Keynote speaker at numerous iterations of the Strategic Leadership Development Programme, on themes such as: Adaptive Leadership; Performance management; Ethical Leadership; Stimulating boldness in decision-making; Emotional intelligence (2014 – ongoing)
- **TransCentury Ltd:** Facilitation of development of this infrastructure investment conglomerate's 2018-2022 Strategic Plan (2017/8)
- **National Taxpayers Association:** Facilitation of 2018-2022 Strategic Plan (2017/8)
- **Law Society of Kenya:** Facilitation of Council and Branches strategy retreat (2017)
- **East African Health Partnership:** Facilitation of advocacy strategy retreat for EAHP, which brings together the for-profit and the not-for-profit private sector health bodies in the East African countries, funded by Spectaris, the German Hightech Industry Association (2017)
- **Proto Energy:** Facilitation of retreat to define the vision, mission and values of this start-up that is rapidly going to scale, and ongoing consultancy (2017)
- **Hilton Hotel:** Workshops to launch the 4DX global initiative for the Kenya hotel, whose aim is to further improve the satisfaction of their Honors members (2017)
- **African Academy of Sciences:** Facilitation of Strategic Plan development (2017) and culture strengthening retreat (2016)
- **National Council for Population and Development:** Facilitation of culture strengthening retreat (2016)
- **Faulu Microfinance Bank:** Facilitation of strategic planning retreat, together with the holding company, Old Mutual, and UAP Insurance (2016)
- **Kenya Horticulture Council:** Moderation of launch of the Council, bringing together the Kenya Flower Council and the Fresh Produce Exporters Association of Kenya; facilitating the development of a strategy for KHC (2017, 2018)

- **Kenya Flower Council; and Union Fleurs** (the international flower trade association): Facilitation of events to devise strategies for long term sustainability (2017, 2016)
- **African Population Health Research Centre:** Facilitation of strategic plan development (2016/17) and of the performance management (M&E) of the plan (2017)
- **Kenya Private Sector Health Partnership; and PharmAccess/AMREF:** Facilitation of workshops to launch major partnerships to take quality accessible health care for the bottom of the pyramid to scale (both in 2016)
- **Kenya Healthcare Federation:** Facilitation of strategic planning retreat (2015)
- **Consortium for National Health Research – CNHR:** Facilitation of strategic plan. (2015)
- **Hamilton Harrison Mathews & Oraro:** Facilitation of teambuilding and culture integration programmes for the partners and then for the whole staff (2015)
- **Occidental Insurance:** Strategic plan development with board and senior management; followed by alignment event for the whole staff; and a programme for performance appraisal strengthening (2015, 2016)
- **Wananchi Group and Orange Telkom:** Facilitated culture integration retreats for each of their multi-culture Senior Management Teams, bringing together expatriate and local staff (2014)
- **Ministry of Education:** 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 (2011)
- **Ministry of East African Cooperation:** 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. (2011, with further interventions in 2012 and 2013)
- **Kenya Wildlife Service:** Performance management, change management and strategy interventions, at board and senior management levels (2009, 2010, 2011)
- **Kenya Tourist Board:** Ongoing performance management, change management and strategy interventions, at board and senior management levels (2010-2014)
- **Kenya Postal Corporation:** 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 (2011)
- **Kenya Commercial Bank:** In 2011, facilitated the ‘Good to Great’ event for the new ‘Top 100’ team; and previously (2009, 2007 & 2006) prepared the senior management for board strategy retreat presentations, then facilitated the retreats.
- **Truth Justice and Reconciliation Commission Conference:** Facilitation of conference, building on my peace-building work with Concerned Citizens for Peace (2008)

- **Change Advisor, Ministry of Finance and Planning:** 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 (1999-2001)
- **Change Advisor, Government IT Services:** Helping to align the team around its vision and values, and to become client and cost-benefit oriented (2000-1)
- **IT strategy development consultancy with Office of the President:** Introduced the 27 departments in the Office of the President to the concepts and purpose of strategy as applied to the cost-effective use of IT (2001)
- **Member of GJLOS (Governance, Justice, Law & Order Sector Programme) Thematic Group on Change Management:** This committee was responsible for planning change management in the multiple ministries participating in the GJLOS programme (2004-2006)
- **ICT policy and strategy development:** As an active member/chairman of national ICT committees, contributed extensively to the formulation of Kenya's first IT policy (2000-06)

Building better boards:

- Facilitator of workshops for directors and CEOs, for the **Kenya Institute of Management** (2015, 2016)
- Making **Board HR Committees** effective workshop, for the Kenya Institute of Management (2016)
- **Kenya Airways** board alignment workshop (2016)
- **AMREF Kenya** board development workshop (2016)

Other consulting assignments:

- Facilitator of **KfW teambuilding** event (2017)
- **Facilitator of workshop to define the trilateral collaboration between KfW, MASHAV and the Lake Victoria South Water Services Board** (2014)
- **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 the Kenya School of Government, formerly the Kenya Institute of Administration** (2006-2014)
- **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)

- **Consultancy to produce paper on the Public Private Partnership Landscape in Kenya**, a policy paper for GIZ (2009)
- **Member of technical team of Concerned Citizens for Peace.** Meeting daily for 3 months 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. (2008)
- **Co-convenor, Leaders Circle.** Ongoing initiative that periodically gathers leaders to share and reflect on common themes in their lives (Themes have included: My Legacy, Learning from Mistakes, Courage in Leadership, Reconciliation and Healing, The Competitive Advantage of Trust, I am responsible, The Necessary Evil of Compliance).
- **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:** Text Book Centre; 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:

GA Insurance (2016, 2015, 2010, 2009)
 Kenya Rugby Union (2015)
 Access Kenya (2014)
 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)
Hilton Hotels (2011, 2012)
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:

- Innovation and Leadership
- Aligning Energy; Getting to Win-Win
- Performance Management for Results
- Managing millennials
- Total personal development; conflict and crisis management; self-esteem, confidence building, assertiveness and empowerment
- 21st 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

- **Faculty member with the joint Aga Khan University Graduate School of Media and Communications and Harvard Kennedy School for Adaptive Leadership programme (2017-2018)**
- **Facilitator of sessions on Leadership and Strategy for Women on Boards programme (2018)**
- **Member of Business Kenya, a sub-group of KEPSA leaders currently planning how the private sector can drive the development of Kenya's economy over the next 15 years (2017/18)**
- **International contributor to conference in Medellin, Colombia, for enhancing the role of the private sector in peace-building and combatting corruption (2016)**
- **Core member of Concerned Citizens for Peace, a largely civil society grouping that facilitated the resolution of Kenya's 2008 Post-Election Violence crisis (2008)**
- **Trustee of Institute of Economic Affairs Scenario Planning project (1998-2000) and of 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 **The DEPOT**
Job Description Founder Chairman and Lead Consultant

Date 1991-2009
Location Nairobi
Company **Kenya Institute of Management**
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 **International Computers Ltd**

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	CAL, and then Symphony, within the DGR Group
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, the role of the private sector in national development, why projects succeed, confidence development... Most recent presentations have included:

- **Aligning Energy** – at an international conference for accountants, co-hosted by KCA university and Tohoku University (2016)
- **Building a Tax Culture** – at the Kenya Revenue Authority Tax Summit (2016)
- **Organisational Transformation and Culture Change for Kenya's Counties** – at the County Revenue Automation conference hosted by the Commission for Revenue Allocation and the Kenya ICT Authority (2016)
- Regular speaker at the Kenya School of Government's Strategic Leadership Development Programmes (SLDP), on **Leadership for Results**
- **Self-exploration** – for Interact Clubs of Kenya conference, with high school students (2017)

Since July 2007 write a **fortnightly column for Kenya's *Business Daily***, with over 295 columns now published. Regular panelist on NTV's **amLive morning talk show** on the state of the economy. Columnist for **Business Monthly** and **KEPSA's Private Sector** magazines.

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

Editor-in-Chief for Evelyn Mungai's book on women in leadership, ***From Glass Ceilings to Open Skies*** (2017)

Member of 3-person 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***

Joint author of the paper ***Leadership workshops that make a difference to the quality of healthcare delivery in Kenya's Counties: reaching for The New Normal*** for GIZ Kenya's Healthcare Sector Program (with Frank Kretzschmar, Twalib Ebrahim, Salome Gitoho)

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?*