

# LEADING WITH INTEGRITY | BUILDING AND LEVERAGING ON YOUR NETWORKS

Presentation by:

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# Agenda



## S1

- Leading with Integrity

## S2

- Building and Leveraging on your Networks

# Leading with Integrity

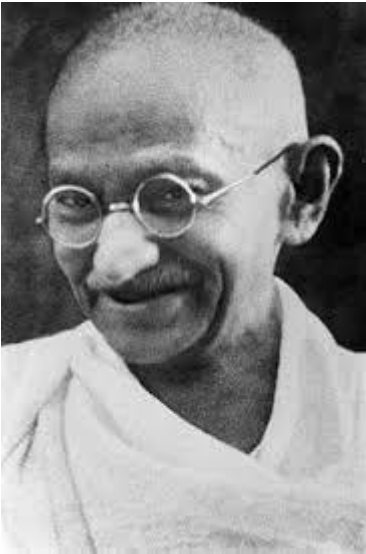


# Corporate Scandals





# Some Great Leaders



# The Problem



# What is Ethics & Integrity?



- **Definition of Ethics**- Moral uprightness, acceptable behaviour, societal norms.
- **Definition of Integrity** - the quality of being honest and having strong moral principles.
- “moral principles that govern a person's behavior or the conducting of an activity ” ~ the online Dictionary
- “One mans meat is another mans poison”? Wife inheritance, commissions and finders fee, reporting time vs flexitime, dress code – marriage vs incest, the case of Sosion.
- Ethics definition can be fluid at times.
- Ethics within the corporate then must be defined in a Code of Ethics.

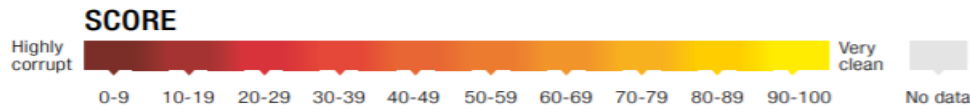
# What is Ethics & Integrity?



- The code of ethics must be revised regularly to reflect the changes in society and business environment. Improving standards.
- There has to be written commitment by all stakeholders to abide by this code.
- Ethics is then that agreement on what is morally, culturally, principally and generally acceptable behaviour for a group/organization.
- Share some of your family ethical values.



# The Integrity Problem



RANK	COUNTRY/TERRITORY	SCORE	RANK	COUNTRY/TERRITORY	SCORE	RANK	COUNTRY/TERRITORY	SCORE			
1	New Zealand	89	23	France	70	46	Georgia	56	68	Belarus	44
2	Denmark	88	23	Uruguay	70	46	Malta	56	68	Jamaica	44
3	Finland	85	25	Barbados	68	46	Cabo Verde	55	68	Oman	44
3	Norway	85	26	Bhutan	67	48	Rwanda	55	71	Bulgaria	43
3	Switzerland	85	26	Chile	67	48	Saint Lucia	55	71	South Africa	43
6	Singapore	84	28	Bahamas	65	48	Korea (South)	54	71	Vanuatu	43
6	Sweden	84	29	Portugal	63	51	Grenada	52	74	Burkina Faso	42
8	Canada	82	29	Qatar	63	52	Namibia	51	74	Lesotho	42
8	Luxembourg	82	29	Taiwan	63	53	Italy	50	74	Tunisia	42
8	Netherlands	82	32	Brunei Darussalam	62	54	Mauritius	50	77	China	41
8	United Kingdom	82	32	Israel	62	54	Slovakia	50	77	Serbia	41
12	Germany	81	34	Botswana	61	54	Croatia	49	77	Suriname	41
13	Australia	77	34	Slovenia	61	57	Saudi Arabia	49	77	Trinidad and Tobago	41
13	Hong Kong	77	36	Poland	60	57	Greece	48	81	Ghana	40
13	Iceland	77	36	Seychelles	60	59	Jordan	48	81	India	40
16	Austria	75	38	Costa Rica	59	59	Romania	48	81	Morocco	40
16	Belgium	75	38	Lithuania	59	59	Cuba	47	81	Turkey	40
16	United States	75	40	Latvia	58	62	Malaysia	47	85	Argentina	39
19	Ireland	74	40	Saint Vincent and the Grenadines	58	62	Montenegro	46	85	Benin	39
20	Japan	73	42	Cyprus	57	64	Sao Tome and Principe	46	85	Kosovo	39
21	Estonia	71	42	Czech Republic	57	64	Hungary	45	85	Kuwait	39
21	United Arab Emirates	71	42	Dominica	57	66	Senegal	45	85	Solomon Islands	39
			42	Spain	57	66			85	Swaziland	39
									91	Albania	38

Source: Transparency International: Corruption perception index 2017

# The Integrity Problem



RANK	COUNTRY/TERRITORY	SCORE	RANK	COUNTRY/TERRITORY	SCORE	RANK	COUNTRY/TERRITORY	SCORE			
			112	El Salvador	33			157	Haiti	22	
91	Bosnia and Herzegovina	38	112	Maldives	33	135	Kyrgyzstan	29	157	Uzbekistan	22
91	Guyana	38	112	Niger	33	135	Laos	29	157	Zimbabwe	22
91	Sri Lanka	38	117	Ecuador	32	135	Mexico	29	161	Cambodia	21
91	Timor-Leste	38	117	Egypt	32	135	Papua New Guinea	29	161	Congo	21
96	Brazil	37	117	Gabon	32	135	Paraguay	29	161	Democratic Republic of Congo	21
96	Colombia	37	117	Pakistan	32	135	Russia	29	161	Tajikistan	21
96	Indonesia	37	117	Togo	32	143	Bangladesh	28	165	Chad	20
96	Panama	37	122	Azerbaijan	31	143	Guatemala	28	165	Eritrea	20
96	Peru	37	122	Djibouti	31	143	Kenya	28	167	Angola	19
96	Thailand	37	122	Kazakhstan	31	143	Lebanon	28	167	Turkmenistan	19
96	Zambia	37	122	Liberia	31	143	Mauritania	28	169	Iraq	18
103	Bahrain	36	122	Malawi	31	148	Comoros	27	169	Venezuela	18
103	Côte D'Ivoire	36	122	Mali	31	148	Guinea	27	171	Korea (North)	17
103	Mongolia	36	122	Nepal	31	148	Nigeria	27	171	Equatorial Guinea	17
103	Tanzania	36	122	Moldova	31	151	Nicaragua	26	171	Guinea Bissau	17
107	Armenia	35	130	Gambia	30	151	Uganda	26	171	Libya	17
107	Ethiopia	35	130	Iran	30	153	Cameroon	25	175	Sudan	16
107	Macedonia	35	130	Myanmar	30	153	Mozambique	25	175	Yemen	16
107	Vietnam	35	130	Sierra Leone	30	155	Madagascar	24	177	Afghanistan	15
111	Philippines	34	130	Ukraine	30	156	Central African Republic	23	178	Syria	14
112	Algeria	33	135	Dominican Republic	29	157	Burundi	22	179	South Sudan	12
112	Bolivia	33	135	Honduras	29				180	Somalia	9

Source: Transparency International: Corruption perception index 2017

# Where did we go wrong?



- **Historical Background** – the Ethical Problem –the 1982 coup attempt and its impact on Governance - Moi's 24 year rule.
- Precipitated “our turn to eat” mentality through rewarding loyalist and nepotic/tribal appointments to Government.
- This combined with Kenyatta land allocation policy, inequality. Political assassinations.
- Structural Adjustment Program by Brenton Woods institutions.
- Colonization and western religious beliefs against the African grain.
- Wet areas – procurement, public service delivery, police force – traffic, immigration, lands transactions to name a few.

# Where did we go wrong?



RUSSIA PRESIDENT, Vladimir Putin Says: Africa Is A Cemetery For Africans

"When an African becomes rich, his bank accounts are in Switzerland. He travels to France for Medical treatment.

He invests in Germany. He buys from Dubai. He consumes Chinese. He prays in Rome or Mecca. His children study in Europe. He travels to Canada, USA, Europe for tourism.

If he die, he will be buried in his native country of Africa.

Africa is just a cemetery for Africans. How could a cemetery be developed?"

~Putin Asks



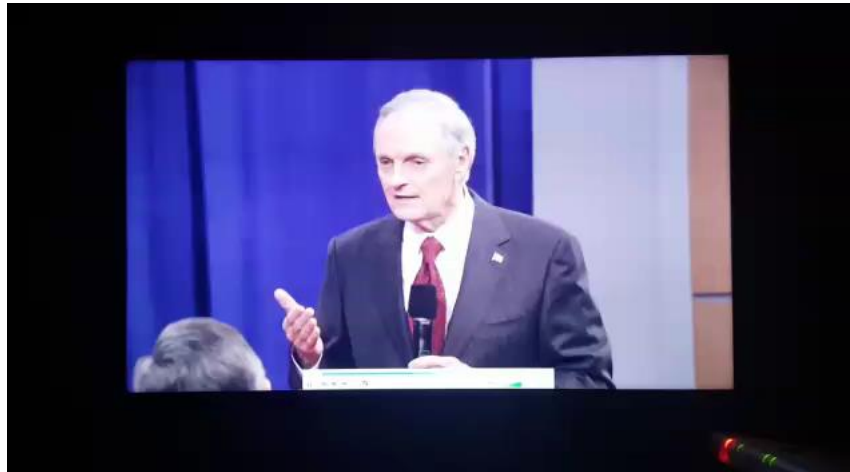
*Disclaimer: Source unknown*



# Where did we go wrong?



Africa's economic problem



*Disclaimer: Source unknown, a depiction of Africa economic problems*



# Where did we go wrong?



For a nation to tax  
itself into prosperity  
is like a man standing  
in a bucket and trying  
to lift himself up by  
the handle.

— Winston Churchill



*Source: Unknown – conventional wisdom*

# Where did we go wrong?



The role of Religion in development and ethics.



Is religion bad, good or neutral?

# What Have Others done about it?



Proper parental care and guidance an  
Iceland example.



# Global Status on Ethics



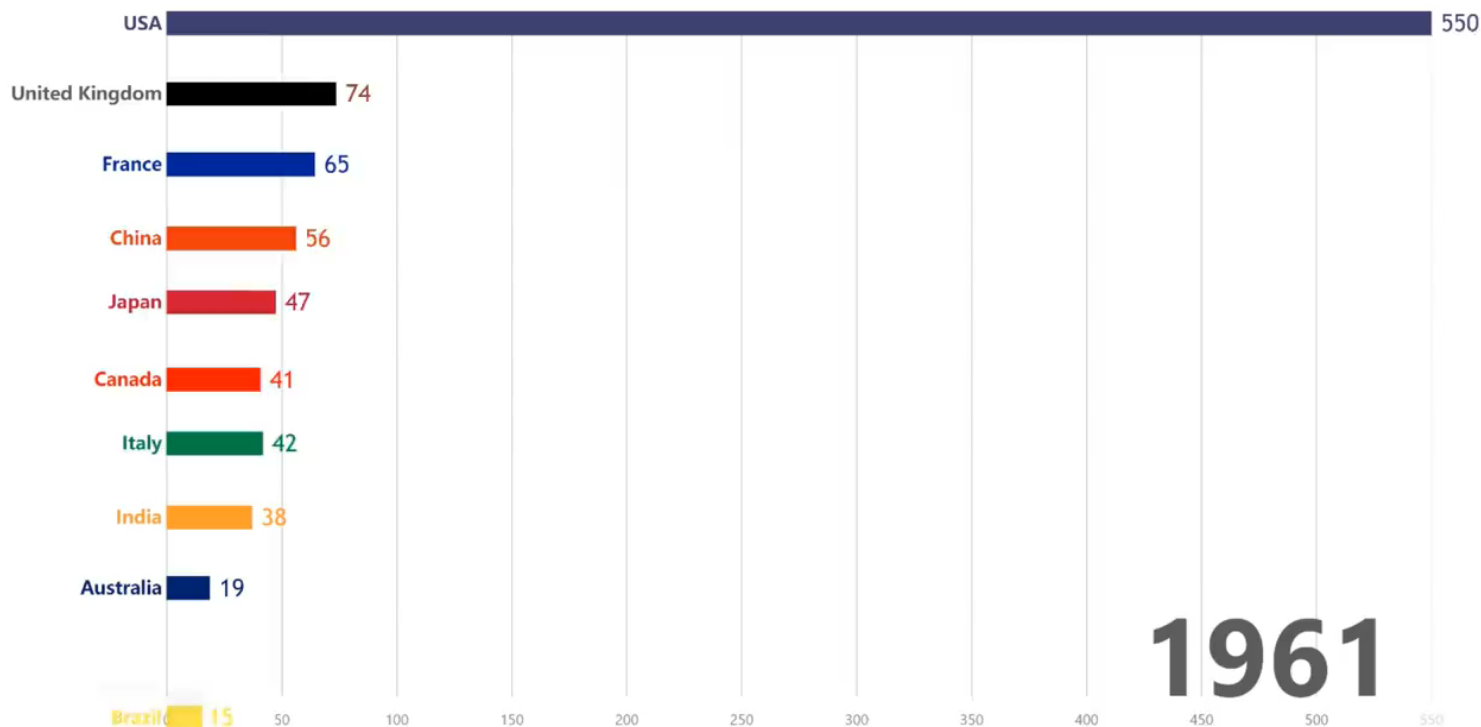
- The difference between China vs Canada force vs culture.
- The role of strong ethical leaders examples Singapore and Tanzania.
- The UN Global Compact on Sustainability
- The Marvin King Report on Corporate Governance.
- OECD Framework.

# What Have Others done about it?



Global Status on Ethics: The power of focus

## World GDP by Country in Billions USD



1961



# What Have Others done about it?



Can a Country develop without Integrity?



Global status on ethics: China's political System

# Our Attempt: The Legal Framework



- Evolving Legal Framework around Ethics – where is Kenya's ethical code found?
- Article 10 on National Values and Principles of Governance.
  - (2) The national values and principles of governance include—
    - (a) patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
    - (b) human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalised;
    - (c) good governance, integrity, transparency and accountability; and
    - (d) sustainable development.

# Our Attempt: The Legal Framework



- Chapter 6 of the Constitution on Leadership and Integrity.
- Article 232. Values and Principles of Public Service.
- Article 159 on Judicial Authority.
- Other critical administrative underpinnings – the EACC, DPP, DCI, AG, OAG, JSC, CAJ. Emerging Executive Orders by the Presidency.
- Remember the Ps for Governance and Ethics John Githongo – “our turn to eat”? The role of whistle-blowers.
- Internal audit reports have become the new whistleblowing mechanism in public sector.
- Local ethics codes – Mwongozo, CMA Code, Blue Company Initiative, Institute of Ethics and Integrity, Caux Round Table.
- Local Legal frameworks – PPAD 2015 and Anti-Bribery Act 2016

# What Can we do about it?



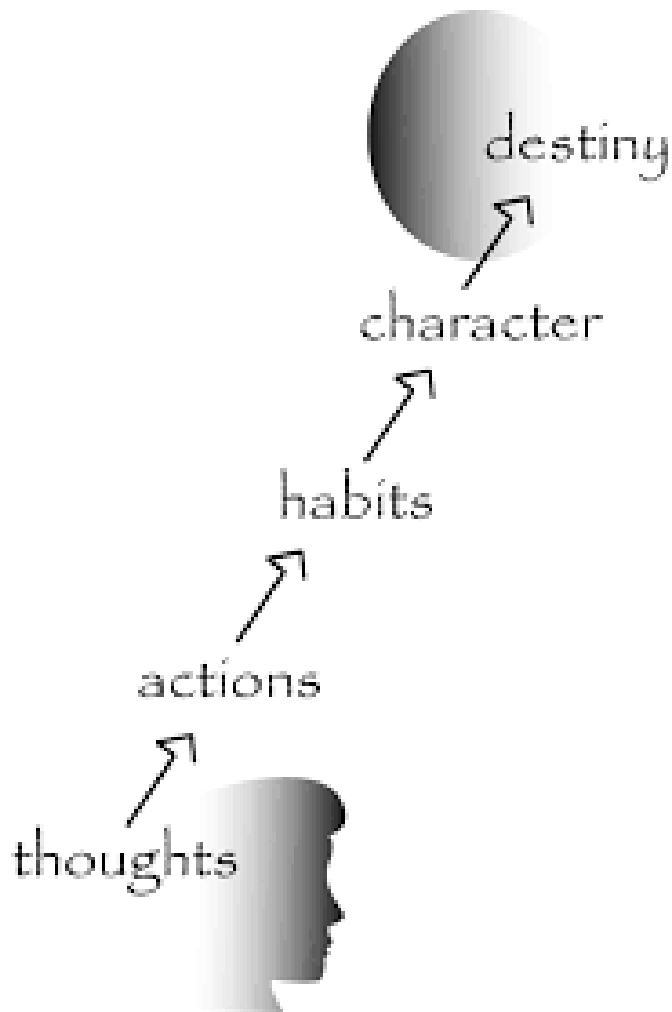
**"SET PEACE OF  
MIND AS YOUR  
HIGHEST GOAL  
AND ORGANIZE  
YOUR TIME  
AROUND IT."**

**BRIAN TRACY**



What are your  
personal priorities?

# What Can we do about it?



Philippians 4:8 - Finally, brothers and sisters, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable—if anything is excellent or praiseworthy—think about such things. ~ The Holy Bible

James 1:15 - Then, after desire has conceived, it gives birth to sin; and sin, when it is full-grown, gives birth to death. ~ The Holy Bible



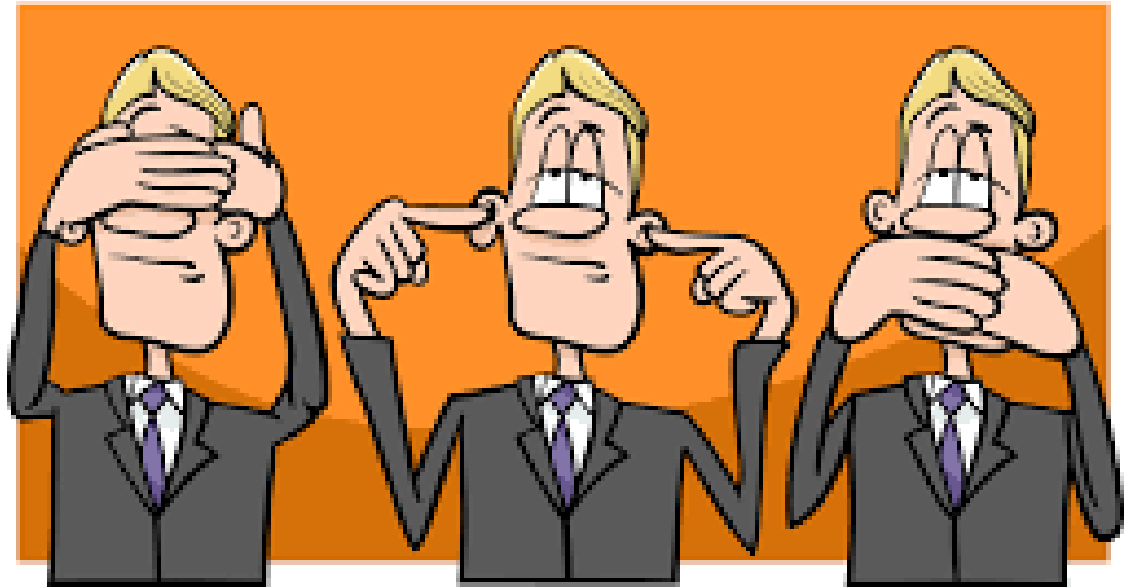
# What Can we do about it?



Whistle blowing?

What is our role?

Where do we cut the line?



# What Can we do about it?



Avoid conflict of interest.

**"What conflict of interest?!  
I work here in my spare time."**

# What Can we do about it?



Which comes ahead of the other –  
ethics or CG?

# What Can we do about it?



Solutions to the Ethical problems –

- TJRC, Death penalty, education, economic prosperity and equal opportunities.
- Consumer purchasing power, resolution of historical injustices, firm leadership – Magufilization – ‘Wanjiku revolution’, Negotiated democracy,
- Strengthen Judiciary (no budget cuts),
- Sector Governance codes – Mwongozo, whistleblower and witness protection measures,
- De-politicization of ethics – death to “our people mentality” ,

# What Can we do about it?



Solutions to the Ethical problems –

- Corporate actions - the role of profession bodies in ethics
  - ICPAK, ICS, LSK – sanctioning errant members – public and private.
- Closer working relationship with the Board.
- Culture change setting the right “Tone at the Top”.
- Enforcement of the Code of Ethics and creating awareness.
- Linking ethics and performance.
- Coaching and mentorship.



# Reach me @...



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# Thank You



# BUILDING AND LEVERAGING ON YOUR NETWORKS



This topic is based on the Harvard Mentor

# Network



## What is a Network?

*‘a web of mutually beneficial relationships with individuals and groups inside and outside your organization that you and your team need to succeed.’*

*‘the process of building and maintaining such webs.’* Harvard Mentor



# Why Network?

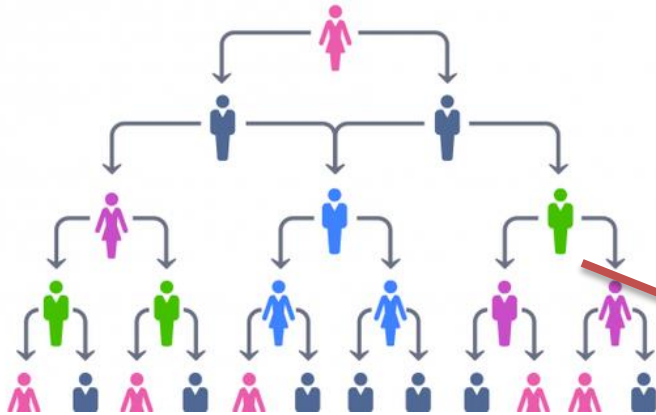


Growing Competition



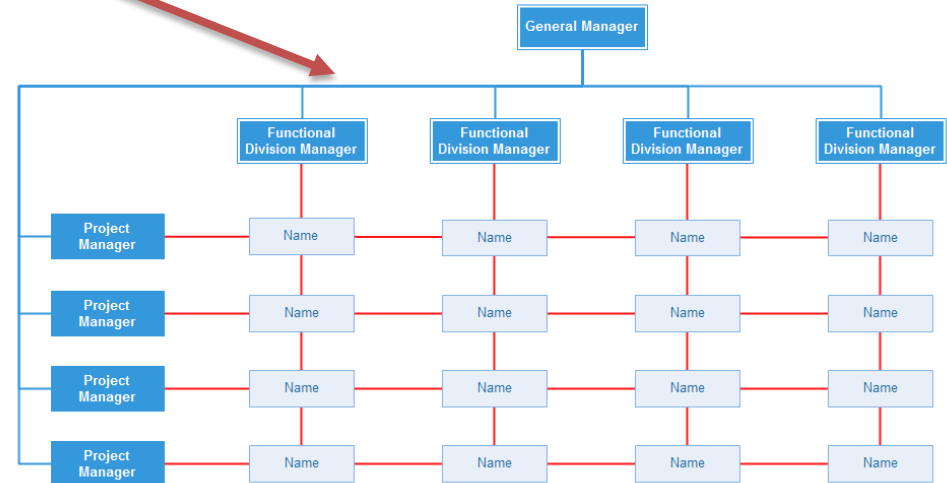
Increasing Complexity  
volatility, ambiguity

# Why Network?



Shift from hierarchical  
to matrix organizations

Matrix Org Chart Template





# Why Network?



Globalization



Disruption



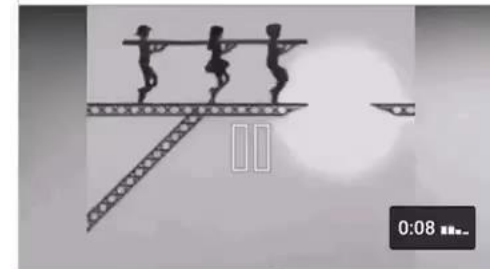
Opportunities

# Benefits of Networking



- ❑ Makes achieving targets easier.
- ❑ Opens up opportunities.
- ❑ Access to information.
- ❑ Tap into technical expertise
- ❑ Can aid dispute resolution and problem solving

Power of working in Team, Team Work !  
The power of teamwork, make the  
impossible possible!

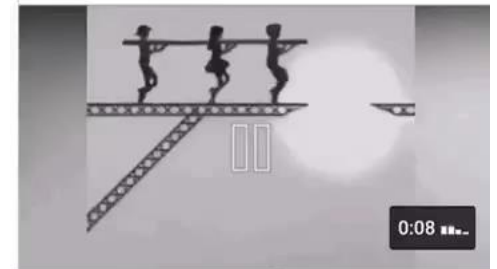


# Myths about Networking

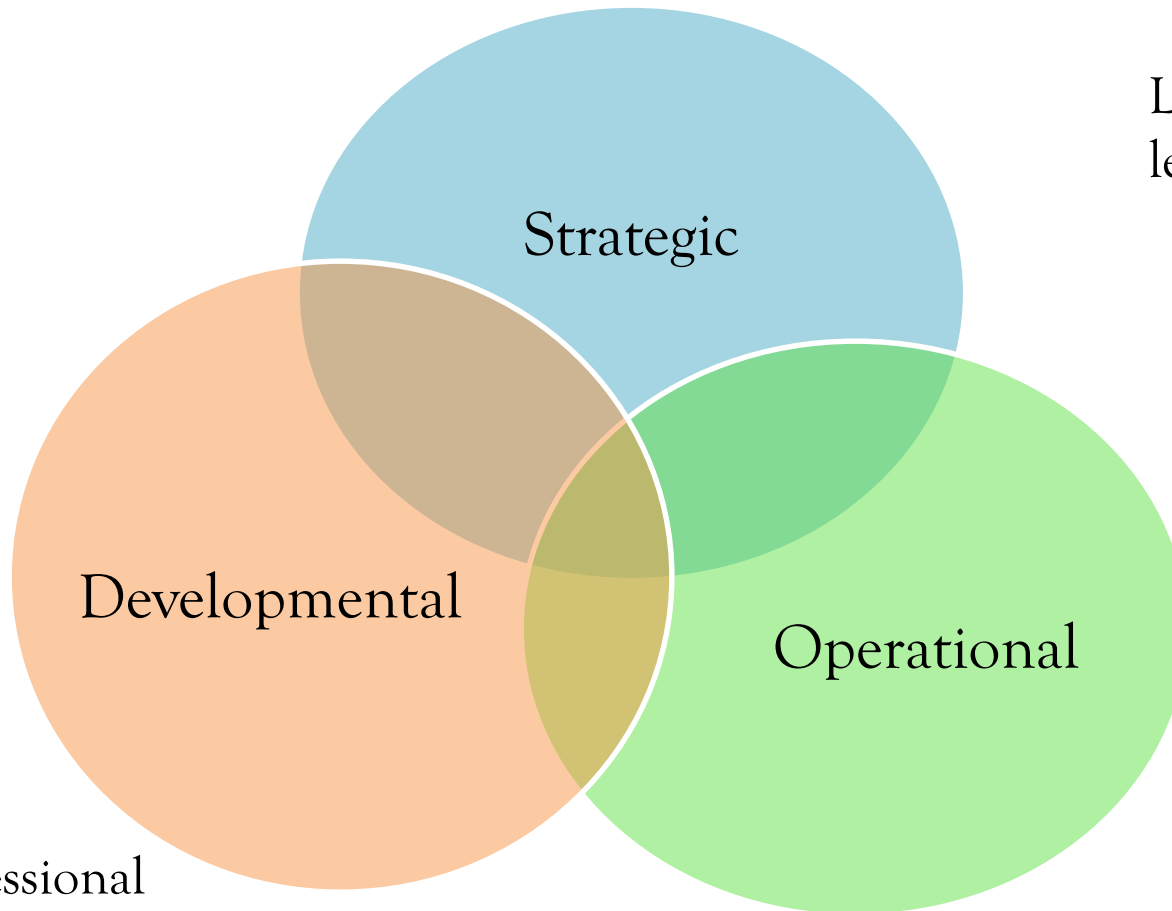


- ☐ A waste of time.
- ☐ For extroverts only.
- ☐ Should be natural for those who you like.
- ☐ Only strong relationships matter.
- ☐ Is self-serving / no reciprocity.

Power of working in Team, Team Work !  
The power of teamwork, make the impossible possible!



# Types of Network



Long term, high  
level, birds eye-view

Everyday,  
project/task based

Your professional  
and personal growth

# Quality Networks are..



## Structured

- Suitable size
- Appropriate shape  
e.g. cohesive



## Well Composed

- Right people
- Diverse
- Strongly connected
- Strong connectors

# Building your Network



Map



Assess



Strengthen



# Mapping your Network



Map, Assess, Strengthen

1. Name your network
2. Note the purpose of the network
3. Note who is currently in it (12 max)
4. Position yourself in the middle
5. Draw lines between those who interact directly.

# Assess your Network



Map, Assess, Strengthen

1. Purpose of Network
  1. Strategic
  2. Operational
  3. Developmental
2. Nature of Network
  1. Structure
  2. Composition (super connectors)
  3. Right relationships

# Strengthen your Network



1. Adding new contacts
2. Removing unnecessary contacts (<12)
3. Energizers vs drainers
4. Looking for strong connectors
5. Fostering diversity
6. Encourage reciprocity

Map, Assess, Strengthen

# Exercise: Building your Network



Map



Assess



Strengthen

# Barriers to Networking



1. Fear of rejection
  - Research and share captivating information
2. Too tedious
  - Focus on the likely benefits
3. Too little to offer to others
  - Practice simple approach such as showing gratitude, connecting others, capitalize on your unique strengths.
4. Cultural barriers
  - Get as much info about the other culture and adopt.

# Barriers to Networking



5. May be overwhelmed with requests afterwards
  - Learn to say NO. Put healthy boundaries.
6. Intimidated by seniority/authority
  - Get your information right. Look for means of offering help.
7. Don't like meeting new people
  - Practice with the familiar. Remind yourself of the greater purpose.



# Additional Tips to Networking



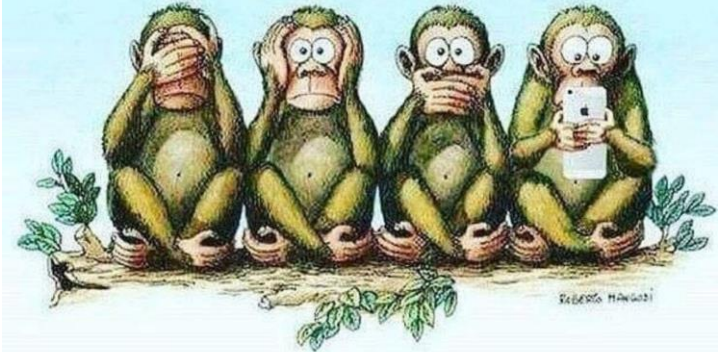
Be likeable



Be helpful

## The Whatsape

Finally the fourth ape! He is the sum of the first three:  
He sees nobody, hears nobody  
and speaks to nobody.



Leverage on social media but don't let it hook you. Avoid it when conversing.



# Additional Tips to Networking



Know when its  
time to let go



Be patient, don't ask for big  
favours too quickly.



Be proactive, reach  
out

# Networking....



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# Thank You

