

REPUBLIC OF KENYA



MINISTRY OF TRANSPORT AND INFRASTRUCTURE

KENYA TRANSPORT SECTOR SUPPORT PROJECT

GROUP TRAINING ON MANAGEMENT SKILLS

TRAINING REPORT

APRIL 2015

1.0 Introduction

The course was conducted between 20th and 25th April, 2015 at the Travellers Beach Hotel, Mombasa. The service provider was May House Consulting Group (MHCG). The participants included Heads of Department from the Ministry of Transport and Infrastructure (T).

The need for the training arose out of the recommendations on the Ministry's Training Needs Analysis report was that all senior officers in Job group 'P' and above should acquire critical skills as a way of raising their competitiveness, leadership and guidance to State Corporations, stakeholders and in their dealings with our development partners. This will also enable them deal with the Ministry's vision 2030 commitments and other public sector reforms from an informed position.

Towards this end, the critical Skills which were identified were Negotiation, Public Policy, innovation and creativity, Strategic leadership, problem solving, and decision making skills

Realization of Kenya Vision 2030 will partly depend on how well the public sector is able to undertake efficient management of resources including staff.

2.0 Course Objectives

The main course objective was to enhance management skills in critical areas of Public sector operations as well as enhance team spirit and synergy among all departments

3.0 Coverage

The course covered the following areas

- ✓ Negotiation,
- ✓ Public Policy,

- ✓ innovation and creativity and
- ✓ Strategic leadership,

4.0 Highlights of the Training

Strategic leadership

- There is always a tendency to be comfortable and remain as an operations level manager and as such elevation to leadership position may become overwhelming hence making one ineffective. Technical skills are necessary for success in an organization but at senior level, conceptual skills are what enable one to move from management to leadership where one has to manage several functions simultaneously.
- The challenge is in the manager realizing the need to transit from a single line operations manager to an enterprise strategic leader.

Emotional Intelligence

- Emotional intelligence is a great skill required of successful leaders. It helps one to understand and manage own emotions as well as those of the people around. It is an understanding that your own emotions affect those around you and that you can take deliberate actions to avoid conflicts. Disruptive impulses may lead to loss of control.

Creativity and innovation

- Creativity is the use of skills and imagination to produce something new. This may be an idea or work of art. Many ideas are generated but hardly get to fruition. This is mainly due to lack of passion, limited information, impatience and failure to move to the test stage. Creativity leads to innovation of new economic ventures which in turn generate new products, new services and new processes. However, the journey is fraught with obstacles,

hence the need for passion and commitment of the creator/innovator

Negotiation Skills

- The quality of a negotiator affects the degree of success of the negotiations. A skilled bargainer walks away with what they wanted or at the very minimum a win-win situation. However, an abrasive and confrontational negotiator may lead to collapse of the talks.

5.0 Skills Gained

Participants gained the following skills:

- ✓ Moving from manager to leader that is, what should they do differently?
- ✓ How to build emotional intelligence
- ✓ Self-empowerment
- ✓ How to apply Principles of ethical leadership
- ✓ How to overcome obstacles towards creativity and innovation at work
- ✓ Tools to overcome obstacles to effective negotiation
- ✓ Public policy formulation and implementation within the framework of Vision 2030

6.0 Benefits to State Department of Transport

The knowledge and skills gained from the training will assist the officers in their involvement in current and future management challenges as well as cope with infrastructure projects being developed and managed.

The training was therefore of great benefit to the ministry as it will enable the officers offer better leadership, guidance and the technical expertise required to all stakeholders in the transport sector and vision 2030 projects.

7.0 Link to project's objectives

The course was in line with the Project Development Objective of improving the institutional arrangements and capacity in the transport sector.

8.0 Certification

The participants were presented with certificates of participation during the closing ceremony which was presided over by the Senior Deputy Secretary, Mr Martin Eshiwani on behalf of the Principal Secretary.

9.0 Recommendations

The participants have the following recommendations:

- The course should be extended to middle level management at job group 'L' and 'M' and the State Corporations Management to assist in generating the synergy required to move the agenda of the Ministry forward.
- The Ministry staff should aim at building personal capacity in readiness for leadership. Where leadership roles have been thrust on them earlier, they should recognize their inadequacies and train as soon as is practicable to seal the gaps. Such areas of training may include but not limited to HR for non-HR managers, Finance for non-Finance managers, strategic leadership etc.
- There is need for officers to build networks to create opportunities for peer to peer reviews. Such networks may be available at professional societies and clubs.
- The Ministry should create a communication strategy for ease of information dissemination. Information is power.
- Creativity and innovation in the Ministry needs to be given space and where it manifests itself, it should be nurtured to grow. There is need to create platforms for showcasing and incubation of fresh/new ideas. Forum for critiquing our internal processes should

be created to enhance efficiency and reduce the cost of doing business.

10.0 Participation.

HODs participated in the training.