



A continuing journey of **stewardship**

CELEBRATING 5 YEARS OF TRANSFORMING LEADERSHIP.





A journey of stewardship

The Vision of The Leadership Group aptly reads: To make leadership a continuous journey of stewardship. This vision reflects the path and impact of the founder Chief Executive Officer of The Leadership Group, Dr. Martin Oduor-Otieno, one of Kenya's foremost corporate leaders of modern times.

When Dr. Oduor-Otieno was contemplating hanging up his corporate leadership hat, he reflected on what a privilege it had been that he sat at the top of some of Kenya's, and, indeed Africa's corporate suites contributing immensely to their growth and prosperity and changing lives of millions in the process. He knew that when it was his turn to leave the C-suite, he would have an abundance of wealth of knowledge and that there was room for him to create a vehicle that would enable him to continue to share with and support current and upcoming leaders.

Five years ago, in December 2015, such a vehicle was born, namely; The Leadership Group, whose purpose is to develop and grow leaders.

"I felt that I had spent enough time in executive roles in both the private and public sectors, and that I needed to use the knowledge and experience I had

gained to support leaders to unleash their potential and thereby get their organizations to achieve their visions," says Dr. Oduor-Otieno

But setting up The Leadership Group was not a project that Dr. Oduor-Otieno actualized on his own; his family had a lot to do with it as well. He recalls one of his family members asking him what he would be doing now that he is retired. Well, the answer didn't take long to come.

"I must say my family was instrumental in the thought process around getting a suitable name and objectives for the company, as well as nominating my co-director," he says.

Choosing the key focus areas for The Leadership Group was no fluke but a result of a thorough, deliberate and painstaking process that took days (and nights). Executive coaching was one of them, obviously because Dr. Oduor-Otieno had just qualified as an accredited coach. Others included leadership development, board practice, strategy development and change management.

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Of course starting out was always going to be a slow process, making sure that everything fell in place in good time for this new-born baby to sit, crawl and eventually walk and run. For over 18 months, Dr. Oduor-Otieno operated The Leadership Group from home, at meeting rooms in business and sports clubs and at times from client offices. This was necessary as he sought to build significant client support to afford him company offices. In mid 2017, The Leadership Group set up offices on the 2nd floor of Western Heights building on Karuna Road, Westlands where it operates to date.

Dr. Oduor-Otieno reckons that his endeavours have not been in vain adding that there has already been significant impact among clients so far served.

“The confidence that our clients have in us has been quite refreshing, the fact that we have impacted individuals and organizations in a very positive way, from the feedback we receive – this has been most impressive,” he adds.

The Founder CEO feels that The Leadership Group could have grown a lot faster than it has so far and promises to rethink its operating model to ensure faster growth and greater impact.



“Of course Covid-19 has impacted us on the business front in 2020 given its effect on our client businesses and we have had to pivot in a large measure to virtual delivery of services and remote working,” he says.

There is more to come for The Leadership Group in the next five years as Dr. Oduor-Otieno and his team seek to build a bigger, stronger and more impactful management consultancy operation to serve Kenya and the region.

“As part of our 5 year Anniversary, we are launching, The Martin Oduor-Otieno Leadership Academy (MOOLA) which will provide online Leadership and Board Development programs so that we can have a wider reach not constrained by geographical boundaries,” says the CEO.

As The Leadership Group celebrates its fifth anniversary, Dr. Oduor-Otieno has immense gratitude to the company's clients for their support and asks them to “...Come partner with us at the Leadership Group and together, let us unleash the potential inherent in humanity to make our organizations, our teams, our world a better place through our leadership journeys.”

(Read more of Dr. Oduor-Otieno's thoughts in our “Q&A with Dr. Martin Oduor-Otieno”)

Q & A

with Dr. Martin Oduor-Otieno, CBS, ACC

Q Take us back to 2015 when you conceived the idea of a management consultancy firm and share with us your thought process and what informed your choice.

A At the end of 2015, I felt that I had spent enough time in executive roles in both the private and public sectors, and that I needed to use the knowledge and experience I had gained to support leaders to unleash their potential and thereby get their organizations to achieve their vision.



Growing Leaders for Tomorrow's Workplace training session in progress

Q As you established and operationalized The Leadership Group, what vision did you have for it? And would you say you are on your way to actualizing that vision?

A Simply put, the vision of the Leadership Group is to grow leaders, to get them to be better leaders and thereby transform their organizations and the World. Looking at the impact we have had on the people and organizations we have worked with over this period, we are certainly on the way to actualizing that vision. Our tagline is "**Leadership Journeys**", recognizing that leadership is a journey, and not an event. It takes deliberate effort, hence the partnership we aim to build with our clients over the long term.

Q How has the journey been since 2015?

A As with all journeys, they start with a single step. In our case, the Leadership Group was officially registered on 21st December 2015. I must say my family was instrumental in the thought process around getting a suitable name and objectives for the company, as well as nominating my co-director. On a flipchart board on our veranda over several evenings, we brainstormed until we felt we had it right. Our key areas of focus were agreed – Executive Coaching (I had just completed my coach training then and was going to use this as a key pillar of the company; my co-director too had a certificate in executive coaching); Leadership Development, Board Practice, Strategy Development and Implementation and Change



positive way, from the feedback we receive – this has been most impressive – from individuals who have experienced coaching from us and through that been able to unleash their potential; to teams of leaders and boards of directors for whom we have facilitated development sessions, board training and evaluation services and governance audits; to County Governments for whom we have set up Service delivery, leadership and communications systems; to organizations that we have supported in strategy development and execution and the many Guest Speaker and Webinar sessions we have conducted and through which we have shared our knowledge and experience.

Management. Included in this was also Guest Speaker sessions. We set up a website, engaged my networks to inform them of what I was setting out to do and sought their support. We worked out of our house, business club offices and client offices during our first eighteen months before we moved to our offices on the 2nd floor of Western Heights building on Karuna Road, Westlands where we still operate from. From a solo operator at the start, we now are a core team of 5 plus 10 regular experts who work with us.

Q What have you been most impressed by during this five-year journey?

A The confidence that our clients have in us has been quite refreshing, the fact that we have impacted individuals and organizations in a very

Q Do you have any disappointments? Things you believe could have turned out better?

A Our growth has been restricted by capacity to acquire new business, especially given that our approach has been one of getting clients through referrals/ word of mouth. This is one area that as we move into our next phase we may wish to look at. Of course Covid-19 has impacted us on the business front in a similar way, given the impacts on our client businesses and we have had to pivot in a large measure to virtual delivery of services and remote working.

Q How would you rate the progress that The Leadership Group has made in five years of operations?

A I am happy with the pace, we have built a strong and respected track record with those who have partnered with us and will leverage this as we move forward to achieve our vision of growing better leaders.

Q Where do you see The Leadership Group in the next five years and how would it need to change to cope with uncertain times ahead?

A I see an organization consistent in its growth, supporting its clients on a journey to achieve their goals. As part of our 5 year Anniversary, we are launching, The Martin Oduor-Otieno Leadership Academy (MOOLA) which will provide online Leadership and Board development programs so that we can have a wider reach not constrained by geographical boundaries.

Q As you celebrate the fifth anniversary of The Leadership Group what would like to tell your key stakeholders?

A Come partner with us at the Leadership Group and together, let us unleash the potential inherent in humanity to make our organizations, our teams, our world a better place through our leadership journeys.

Client Testimonials

The Leadership Group has served over 50 client organisations in its first five years of operations. Here is what some of them have said about working with us.



“One-on-one coaching with one of Kenya's top business leaders allowed me to air, explore and establish pathways to resolve some of my most pressing and challenging business issues. I learned a huge amount and it was a pleasure working with Martin. I cannot recommend him highly enough.”



Dominic Grammaticas
Managing Director

The Governors' Camp Collection, Kenya and Rwanda

“My leadership coaching facilitated by the Leadership Group got me to stop and reflect critically on my leadership flaws. Because of that coaching, I am becoming better at balancing between delivering results and supporting staff to grow in their careers. Needless to say, this is of great benefit to AFIDEP.”



Rose Oranje, PhD
Director – Public Policy & Communications
African Institute for Development Policy (AFIDEP)

“ICS had an opportunity to work with The Leadership Group in developing its Strategic Plan 2018–2023. This SP has extensively elevated the standing of the Profession. Among the notable area, is that of research and publication, which has seen the institute now publish a periodic peer-reviewed academic journal – “The Governance Journal.”



CPA Obare Nyaega
Chief Executive Officer
Institute of Certified Secretaries (ICS)

“Besides being a Fellow of the Institute of Directors Kenya, Martin through The Leadership Group has greatly contributed to enhancing our capacity through the director development programs. This helps us as a Board to further deliver on our core mandate to raise levels of corporate governance in the country.”



Duncan J. Watta
Chairman, Board
Institute of Directors, Kenya

"My engagement with the Leadership group provided key insights which would have otherwise slipped away as ordinary day-to-day happenings at the work place. I am now more aware of important nuggets that are making a positive difference at my workplace, especially from a people-interaction perspective. Many thanks Martin and team!"



Kennon Mwiti
Finance Business Partner
Sanlam General Insurance Limited

As a champion of coaching as one of the most effective interventions an organisation could take, I can now testify first-hand to the transformational impact it had on a personal and organisational level when the Leadership Group coached some of our senior leaders at Strathmore University, myself included.



Dr. Vincent Ogotu
Vice Chancellor Designate
Strathmore University



Institute of Directors (IOD) Board training session in progress

"My name is Elizabeth Natukunda and I am a Director at Turner & Townsend, where we provide consulting services in the Construction Industry.

I am so proud to have participated in the Executive coaching program with the Leadership Group from December 2019 to June 2020. It was a great honour to have Martin Oduor-Otieno as my coach, who guided me along the process of clarifying my goals, gaining self-awareness and redefining my objectives.

Congratulations to the Leadership Group on your well-deserved success and reaching this milestone."



Elizabeth Natukunda Mwebesa MRICS
Director
Turner & Townsend (Pty) Limited

"On behalf of the Management and the Members of the Institute of Directors (Kenya), I share with you my message of congratulations and solidarity as you celebrate this milestone. We celebrate your achievement.

The Board of the Institute of Directors (Kenya) has benefited immensely from the training that you facilitated for the Institute of Directors and we have continued to engage on the lessons learnt from the session we had.

This is therefore to wish you the very best in your next phase of growth and we look forward to our continued collaboration in the future. "



Meshack Joram
Chief Executive
Institute of Directors (Kenya)

"As an MD I found myself in need of Executive coaching services and the leadership group was my first choice. I had taken up the position from my predecessor with huge responsibilities. The company was struggling on the topline, bottom line and stakeholder engagements for value.

I engaged Dr. Martin Oduor-Otieno and session by session the terrain started to change. 4 years down the line the relationships are strong and the company performance skyrocketed. I highly recommend the Leadership Group for coaching and mentorship.

Thank you Martin for being a good coach and a partner in my leadership journey."



Stanley Mutuku
Managing Director
CIC Asset Management

"My Government is very proud to be associated with The Leadership Group and what they have been doing with my team under the County Governance Excellence Programme since the beginning of 2020. Their experience in leading big corporates in this Country has been of immense value and given us useful lessons to apply in providing effective leadership and accountable and responsible governance in the County Government of Kakamega.

We are indebted to The Leadership Group for helping us develop tools and resources for efficient service delivery and effective public communications. I especially want to thank them for running a successful and enriching youth online leadership development programme which has greatly benefited our youth."



H.E , HON, FCPA, Wycliffe A. Oparanya, EGH., CGJ.
Governor
County Government of Kakamega



The Leadership Group Limited IN NUMBERS

5 Years
in operation

11 Our Team
Members



Client
Organizations
Served **51**

124
Coaching
Clients
Served



14 Board
Evaluations
Done



13 Strategy Projects
Completed

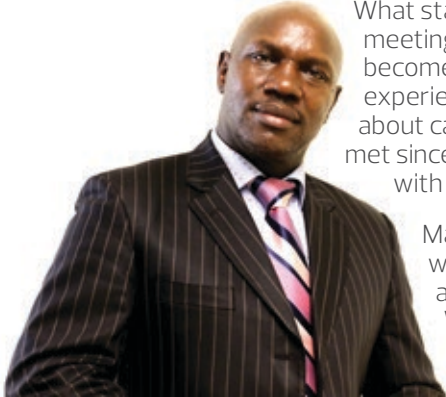
Workshops Held
60



10 Webinars Facilitated

My Journey with The Leadership Group

Kepha Bosire



What started as a casual suggestion for a lunch meeting sometime in April 2016 has gone on to become one of the most exciting professional experiences of my life. At that time it was more about catching up with Martin, whom I had not met since my exit from KCB, having worked there with him for seven years, than anything else.

Martin, wasn't just a boss at the bank, he was a colleague, a friend, a confidant and an adviser while we worked together. We even had a couple of golf rounds with him when he was deputy CEO but I reckon he abandoned golf after ascending to the topmost position in the bank.

Although the request to meet up for lunch was to be confirmed the following week, Martin texted me on Saturday morning to ask if we could meet at 10.00 a.m. but I had a game of golf arranged for 11.30 a.m. so we shifted the meeting to the evening.

It turned out he had a communications project for Siaya County that was being funded by the Ford Foundation and he wanted me to run it with him. Martin and I had had one of the most amiable and productive working relationships at KCB so I did not hesitate to respond in the affirmative.

Suffice it to say that we implemented the programme in spite of 2017 elections interrupting progress and were able to complete an expanded version known as the County Governance Excellence Programme at the end of 2019.

Some time at the beginning of 2017, Martin asked me to come up with thoughts on how we could activate The Leadership Group and start to grow it together. I was thrilled because it was turning out to be a really enjoyable experience. A couple of drafts and strategy sessions later we started to look into the market for opportunities as well as internally for capacity building.

We started talking to organisations we were familiar with and started to send out proposals and email profiles. We got The Leadership Group website up and running, started to build product and service packs ready to share with prospects. From one leadership workshop in 2017, two in 2018 (a painfully slow progress, indeed) to more than 20 engagements in all in 2020, one would rightfully say we have come a long way.

I like the fact that I feel an integral part of The Leadership Group, we have an exciting journey ahead of us and the team is growing increasingly enthusiastic about what we could achieve together. I, honestly, can't wait for the next five years.



The Leadership Group Team

Views from The Team



Dr. Percy Opio

I joined The Leadership Group in 2017. This was after my first meeting with Martin when he agreed to launch my book, *The Future of Banking in Kenya*. What I find inspiring about The Leadership Group is our ability to fuse theory, practice and values in our approach. We have a rich depth of experience in the team led by Martin, while we also appreciate the need to research and understand tried-and-tested theoretical perspectives. I believe that we have what it takes as a team to transform organizations in Kenya and across the continent as well.



Erik van der Dussen

My entry in to the Leadership Group was in 2018, when I was invited to team up for a new assignment in the area of Strategy and Innovation. Having worked with Martin at Deloitte already, I had no hesitation to accept the new engagement which was – as expected – both intellectually challenging and inspiring. Martin's leadership – not directive but empowering (with only critical questions here and there) – has enabled us to progress well, so far. We are now operating across Africa, making impact that matters for clients based on trust and collaboration. The future looks bright.



Christabel Boro

I have been in the Leadership Group (TLG) for 3 years now. This time has been filled with learning and growth within the organization and it would not have been possible without everyone's support. TLG is a place where everyone has a voice and I feel very gratified to be part of and looking forward to more years of continued success in providing services to our clients. The experiences gained along the way have been valuable and every day presents new challenges to overcome.



Kelly Muigai

I've had the privilege of experiencing one of the Leadership Group's core values which is to **Inspire**. Orrin Woodward said **“Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar.”** And this has been my experience working with The Leadership Group. I have greatly enhanced my leadership capabilities in playing my front-line role while also integrating my knowledge and skills into how I lead myself and work with others.

I have always felt inspired by Dr. Martin Oduor-Otieno and the team to be better and raise my own performance and self-development bar.

An absolute noteworthy journey to be in with the team!



Delivering Impactful Solutions

The Leadership Group develops and delivers interventions using a bespoke model; which basically means we work with organisations and their teams to address their needs in the areas of governance, leadership, strategy, change and executive coaching. Our programmes are co-created with our clients to ensure that their specific needs are addressed diligently and that our approach is tailored to deliver the required impact. Pre-programme client surveys and interviews are a regular feature of our approach and methodology.

The Leadership Group deploys an Associate Model that enables it to harness the capacity of a large pool of experts in order to deliver effective and impactful solutions. This ensures that clients get the right level of expert interventions and a variety of perspectives to benefit from. Our experts are very experienced leadership and governance practitioners as well as academicians.

The following are some of our key products:



Strategy and Business Advisory

Businesses grapple with developing the right strategies that would deliver on the leaders' vision for the organisation. And, even when a world class strategy has been developed, the process of implementation poses even bigger challenges for such organisations.

We use practical strategy development and execution approaches that help clients develop and operationalize their organizations' strategies, based on lessons from case studies of companies which have demonstrated remarkable success in strategy development and execution, but also lessons on the pitfalls to be avoided.

A core part of our approach is business model redesign as well as scenario planning to not only explore new strategic possibilities for our clients but also reorient their strategic perspectives to modern global practices.



Leadership and Communication

Leadership, though being at the core of every successful organization, is a complex undertaking. A combination of personal attributes and deliberate learning help grow leadership capabilities for both individuals and organisations.

We work with organisations to identify their leadership gaps and tailor programmes to help them improve the quality of organizational leadership by enhancing the leadership effectiveness of individual members of the senior teams. Our team delivers powerful lessons in leadership, from envisioning and using effective communication to inspiring teams to deliver with integrity and values. Our experienced teams share their learnings over many years across diverse sectors to help executives address challenging situations that they encounter in their day-to-day business engagement. They act as sounding boards for new ideas and approaches to leadership.

Upcoming leaders need an experienced hand to guide them through the complex sphere of leadership; especially in decision-making, strategic relationship management and personal growth and development. Our experts spend time sharing ideas, thoughts and experiences with participants of our programmes to help them gain self-confidence and approach their leadership responsibilities with enthusiasm and self-belief.

Our programmes include leadership assessments, capacity building and action planning.



Coaching and Mentorship

Our ICF-accredited coaching team partners with clients on one-on-one and team bases in a creative process that inspires them to maximize their personal and professional potential, working through real life business challenges.



Governance and Board Practice

Effective boards are a must for organizations striving to deliver value to their diverse stakeholders. The Leadership Group, together with its partners, provides board practice solutions that include corporate governance development programmes tailored to address board skills gaps to enable them to provide

effective oversight and direction to their businesses and organisations.

We also undertake board evaluation and governance audits which are essential to enhancing board leadership effectiveness and improving organizational governance practices.



Culture and Change Management

Culture is the key enabler for business success and organisations must make deliberate efforts to create and nurture a culture suited for a progressive 21st century organisation. It is essential that when an organisation's culture is not supporting delivery of strategic objectives that change be instituted. Change

is the only constant in our lives and management of the same is critical to success.

As part of our programmes we undertake organizational culture audits using the Organisational Culture Audit Instrument (OCAI) to determine the current and preferred cultural orientations of our clients and guide them through the desired change. We take deliberate steps to ensure alignment and help develop the right communication frameworks to support engagement and achievement of the intended goals of the change process.

Partnering for Growth

Our achievements have been made possible thanks to the stakeholders and partners we have worked with over the last 5 years. We would like to thank everyone who has been part of this journey so far;

- Maurice Makoloo – Ford Foundation Director, Eastern Africa
- Linda Ochiel – Ford Foundation, Programmes officer
- Rosemary Okello Orlale
- Dr. Fred Ogola
- Stephen Buckley
- Mike Eldon
- Kefa Nyakundi
- Charles Maranga
- Mala Munjal
- Emmanuel Lubembe
- Benson Marimba (EACC)
- Dr. Mutakha Kangu
- University of Stellenbosch Business School



Dr. Martin Oduor-Otieno and "We are Founders" entrepreneurs during their first Boardroom Raid in 2019



Dr. Martin Oduor-Otieno Issuing Certificates to Participants



Growing Leaders for Tomorrow's Workplace



Dr. Martin Oduor-Otieno welcoming Governor Rasanga at Siaya County Government Cabinet training in Kisumu



Maurice Makoloo, Regional Director, The Ford Foundation Speaking at the County Government of Kakamega Cabinet training



LGL Team at Dinner in The Grand Royal Swiss Hotel – Kisumu



Dr. Martin Oduor-Otieno and Governor Rasanga follow proceedings during Siaya County Government Cabinet training in Kisumu



Export Processing Zone Kenya (EPZA) Board Governance training



Leadership Excellence Programme



County Government of Kakamega Cabinet training



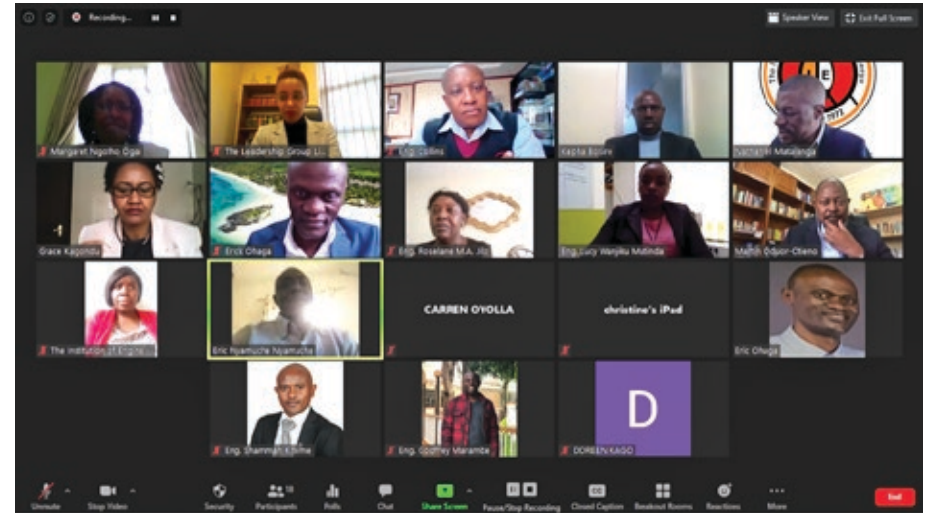
County Government of Siaya Cabinet training



Konza Technopolis Development Authority (KoTDA) Board training



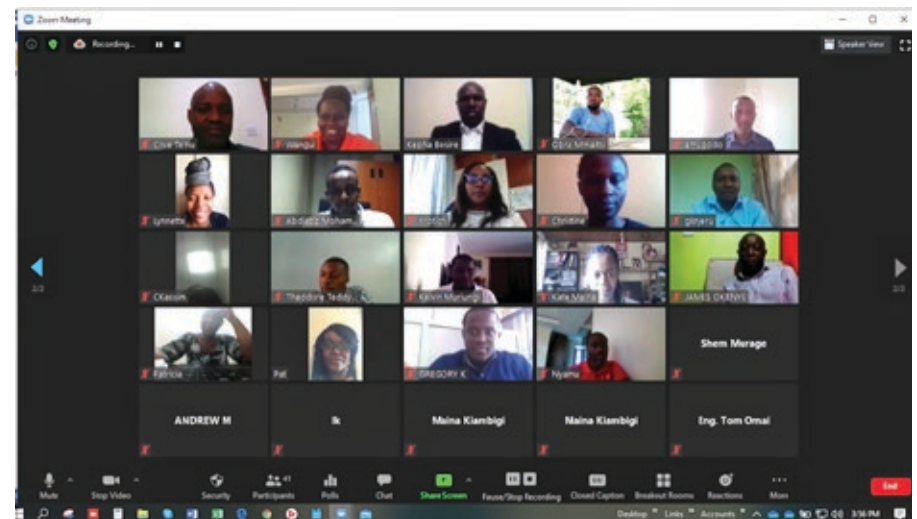
Konza Technopolis Development Authority (KoTDA) Senior Management Team training



Institution of Engineers of Kenya (IEK) Virtual training



Spire Bank Board Governance training



Kenya Roads Board (KRB) Virtual training

The Leadership Group 2021 Programmes

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Week 1		360 degree leadership: Best practices in Stakeholder Management Date: 23rd Time: 8:30-12:30pm	Online Programmes <ul style="list-style-type: none"> Leadership Development Executive Leadership Development Board Development Coaching Date: 1st	21st Century Boards: Building Effective Boards that Deliver Excellent Performance Date: 6th - 7th	Online Programmes <ul style="list-style-type: none"> Leadership Development Executive Leadership Development Board Development Coaching Date: 3rd	Transitional Leadership: Approaches and strategies for Success in New Leadership Roles Date: 3rd - 4th	21st Century Boards: Building Effective Boards that Deliver Excellent Performance Date: 1st - 2nd	Beyond Style: Leading teams through motivation and role-modeling Date: 5th Time: 8:30-12:30pm	Board Essentials: Strategies, tools and resources for board effectiveness Date: 2nd Time: 8:30-12:30pm	The Enabling Organisational Culture: Imperatives for boards and top management Date: 1st Time: 8:30am-12:30pm	Online Programmes <ul style="list-style-type: none"> Leadership Development Executive Leadership Development Board Development Coaching Date: 1st	
			Board Induction 101 Date: 4th Time: 8:30-12:30pm									
Week 2		Webinar Date: 11th Time: 10-11am	Webinar Date: 12th Time: 12:30-1:30pm	Scenario Planning: The new paradigm in Strategic Leadership Date: 5th Time: 8:30-12:30pm	Transformational Leadership: Achieving Results Through Effective Change and Team Development Date: 6th - 7th	SME Business Foresights Strategy workshop Date: 8th - 10th	Online Programmes <ul style="list-style-type: none"> Leadership Development Executive Leadership Development Board Development Coaching Date: 5th	Webinar Date: 12th Time: 10-11am	Online Programmes <ul style="list-style-type: none"> Leadership Development Executive Leadership Development Board Development Coaching Date: 6th	21st Century Boards: Building Effective Boards that Deliver Excellent Performance Date: 7th - 8th		Annual LG Dinner Date: 10th Time: 6-8pm
				Webinar Date: 8th Time: 10-11am		Webinar Date: 11th Time: 10-11am	Effective Leadership Transition: How new CEOs can hit the ground running Date: 9th Time: 8:30-12:30pm		Webinar Date: 9th Time: 10-11am		Webinar Date: 11th Time: 10-11am	
Week 3			Global Leadership Programme for Africa Date: 15-17th	Coaching as a Leadership Effectiveness Tool: How Leaders Can Use Coaching to Achieve Strategic Objectives Date: 15th - 16th	Board Readiness: Preparing to step into the Boardroom Date: 10th Time: 8:30-12:30pm	Coaching for Results: Embedding an effective workplace coaching culture Date: 14th Time: 8:30-12:30pm	Coaching as a Leadership Effectiveness Tool: How Leaders Can Use Coaching to Achieve Strategic Objectives Date: 12th - 13th			Webinar Date: 11th Time: 10-11am	Transformational Leadership: Achieving Results Through Effective Change and Team Development Date: 15th - 16th	
					Webinar Date: 14th Time: 10-11am		Webinar Date: 15th Time: 10-11am					
Week 4			Crisis Recovery: Business recovery strategies for 2021 Date: 25th Time: 8:30-12:30pm						Africa Leadership and Governance Conference Date: 20th - 22nd	Adaptive Leadership: Embracing Agility to Succeed in a VUCA Environment Date: 21st - 22nd	Harnessing Multi-generational Talent: Challenges for modern HR leaders Date: 22nd Time: 8:30-12:30pm	
Week 5										Diversity, Equity and Inclusion: Opportunities and challenges for 21st century leaders Date: 28th Time: 8:30-12:30pm		



The Leadership Group Limited
 2nd Floor, Western Heights
 Karuna Road, Westlands,
 Nairobi+254 722 314 986



info@leadershipgroup.co.ke
 moduorotieno@leadershipgroup.co.ke



+254 715 313 244 / 020 2313240
 +254 722 314 986

www.leadershipgroup.co.ke