

THE JAN. 2025

CATALÉAD

NEWSLETTER



MAIN FEATURE

ASSOCIATE SPOTLIGHT:

LEADERSHIP IN THE AGE OF AI

ALSO INSIDE:

- Why Good People Do Bad Things
- 2024 Highlights
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EDITOR'S NOTE

Sailing Into A New Year: Reflections And The Journey Ahead



The close of a year and transition to the next always places us on a pause to glance in the rearview mirror, even as we look forward to what is ahead. For me at least, it always feels so. Its a season to look at the experiences, lessons, and milestones of the past year—and maybe even reflect on the not-so-smooth parts too! For us at The Catalead, 2024 was packed with incredible learnings, a few challenges (of course), and countless moments of growth. After all, as the saying goes, smooth seas don't make skilled sailors. Our hope is that every wave you encountered in 2024 has added fuel to your leadership fire and your passion for making an impact.

In this edition of The Catalead Newsletter, we dive into the standout moments of 2024, featuring insights from some of our program alumni. We also hear from one of our Associates who shares valuable insights on navigating leadership in the rapidly evolving landscape that is AI. Additionally, we'll explore what's on the horizon for 2025 and share how you can get involved in this transformative experience.

At the Catalead, our heartbeat remains: to develop leaders who drive transformation and impact. Seeing

the success stories you've shared with us - on your personal growth, team transformations, and leadership strides you're taking - has been oh so inspiring.

We applaud each one of you who have also been an integral part of The Catalead's 2024 story! We couldn't do this without you. Our Associates and team members, clients, partners, and all friends of Catalead. Your trust, commitment, and shared vision are what we celebrate most as we reflect back.

Looking ahead, 2025 holds a lot of promise and possibilities. We encourage pursuing the year with a spirit of learning, innovation, excellence and devotion through your leadership.

Wishing you and your loved ones a wonderful and purpose-led New Year 2025!

Julia Mwiti
Operations & Programs Co-ordinator
The Catalead Associates

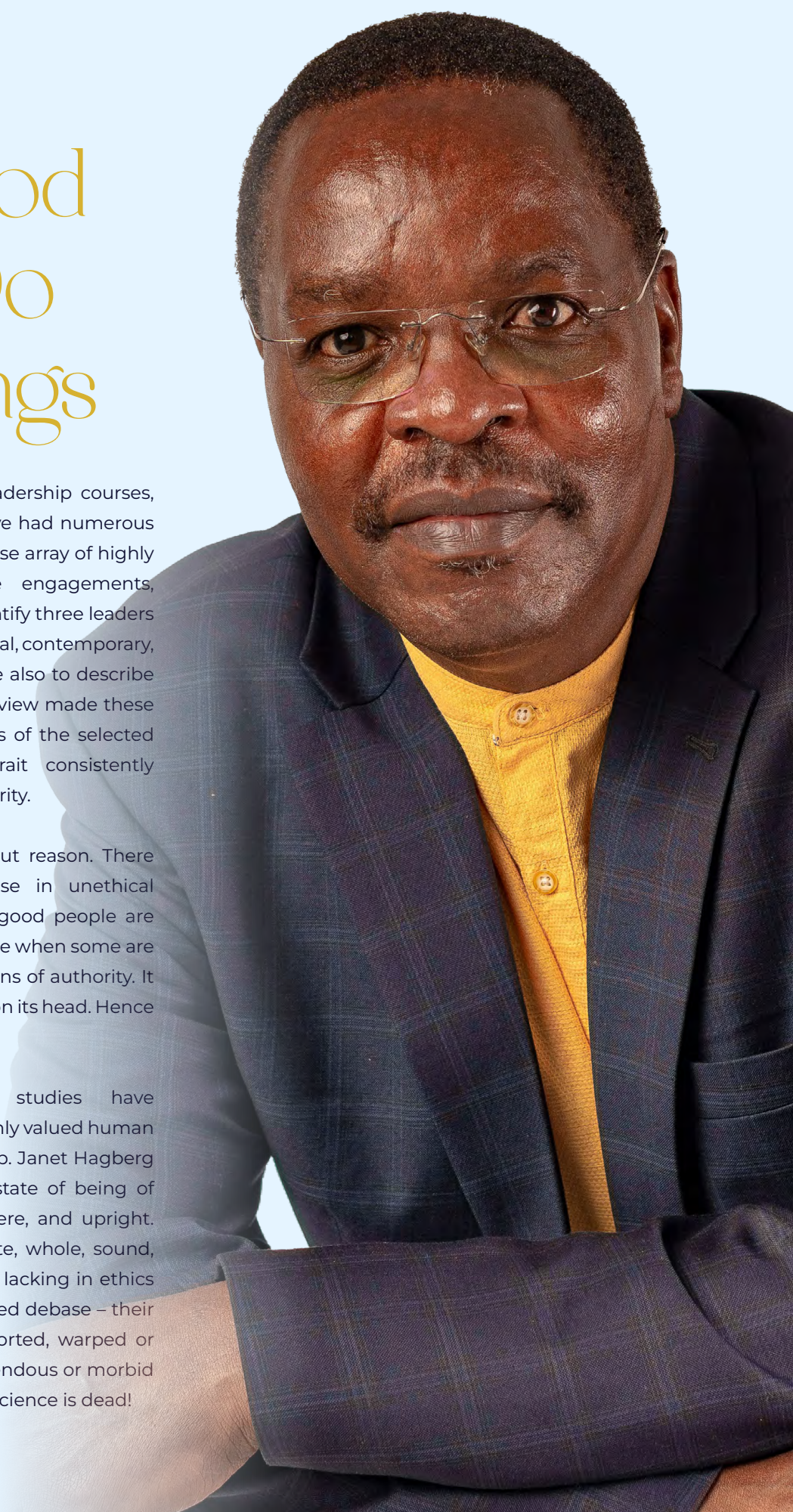
David Oginde, PhD. FCS

Why Good People Do Bad Things

Over the past year, through our leadership courses, coaching, and consultancies, we have had numerous opportunities to interact with a diverse array of highly placed individuals. During these engagements, participants were often asked to identify three leaders they most admired, spanning historical, contemporary, local, and global contexts. They were also to describe in a word, the quality which in their view made these leaders exemplary. While the names of the selected leaders varied somewhat, one trait consistently emerged as the most admired: Integrity.

This focus on integrity is not without reason. There appears to be an inexplicable rise in unethical behaviour across the globe. Some good people are doing really bad things. And it is worse when some are leaders – men and women in positions of authority. It turns the very concept of leadership on its head. Hence the crave for integrity.

Interestingly, several empirical studies have highlighted integrity as the most highly valued human characteristic, especially in leadership. Janet Hagberg defines integrity as the quality or state of being of sound moral principle, honest, sincere, and upright. It is also a quality of being complete, whole, sound, and unimpaired. That is why people lacking in ethics and integrity can rightly be considered debase – their sense of ethics and morality is distorted, warped or even dead. They can engage in horrendous or morbid acts and yet feel nothing – their conscience is dead!



At the foundation of integrity is *Ethics* – the moral principles and standards that guide behaviour. *Integrity* however has to do with personal principles. A man or woman of integrity is a person who has made the personal choice to be honest, sincere, and upright in all their dealings. Yet it is this personal choice that makes integrity difficult to practice, particularly in environments where ethical standards are compromised. The pressure may cause the most principled to conform.

Psychologist Jonathan Haidt sheds light on why even good people can make poor choices. His Social Intuitionist Model (SIM) reveals that moral judgments often stem not from reason, but from emotional, intuitive reactions. This means that our moral compass can be influenced by the crowd. Unless vigilant, we may find ourselves swept along by the tide of compromise—choosing the path of least resistance rather than standing firm on what is right.

The implication of this is profound! It means that if we are going to develop men and women of integrity, we must move from mere rational education or legal threats. Instead, we must work on building a deep reservoir of emotional sensitivity to ethics and morality founded on values and principles. This will cultivate a

sharp *Moral Conscience* – the internal sense of right and wrong that guides one's thoughts, actions, and judgments.

A strong moral conscience will create a pause in an individual before taking a morally wrong action or decision. This pause many times is driven by Moral Conviction which is the strong belief that a particular action, behaviour, or principle is fundamentally right or wrong. Moral convictions are often absolute and non-negotiable. Without a strong moral conviction, one will engage in behaviour they actually know to be wrong. That is how good people end up doing bad things.

In this new year, the call is to commit to integrity—not as a fleeting ideal, but as a way of life. Let us build our lives on unyielding values, inspire others by our example, and become the kind of leaders this world so desperately needs. Resolve to be a good person, and to stay good. In doing so, you will not only transform your life but inspire others to do the same. The world becomes better, brighter, and more hopeful when integrity leads the way – with good people doing good.

Team Lead,
The Catalead Associates

2024 Highlights

This year has been nothing short of incredible with the various engagements we have had across the year.

1. Programs

The High Impact Leadership Series

- The growth we have experienced in the HIL Series cements self-leadership as a cornerstone for leadership transformation.
- Through the year, we trained 16 cohorts of 213 leaders, with 34 successfully completing all the way to Series 3.
- We specially commend Co-operative Bank for their unwavering commitment to leadership development, investing in their managers to participate in the Program for three consecutive years.



The Cutting-Edge Leadership Program

This program explored various leadership concepts in depth and equipping the leaders with skills to navigate complex environments and an ever-evolving world.



2. Consultancies

We delivered bespoke leadership trainings to 7 organizations, involving 275 leaders on various topics and carrying out our uniquely designed Organizational Healthcheck for 2 organizations. Our work involved teams from:

- Medical Benevolence Foundation (MBF) through its partnership with:
 - David Gordon Memorial Hospital (Malawi)
 - PCEA Kikuyu Hospital (Kenya)
 - PCEA Chogoria Hospital (Kenya)
 - PCEA Tumutumu Hospital (Kenya)
- Compassion International (Tanzania)
- Impax Business Solutions (Kenya)
- PAC University (Kenya)



3. Partnerships

Through our ongoing partnership with IHRM, we conducted 4 impactful leadership trainings in 2024. We hope to strengthen this collaboration and further engage other professional institutions and organizations to expand our reach and impact.

4. Other Leadership Engagements

The Catalead's leadership excellence was showcased through impactful talks and speeches at prominent national and international leadership conferences, including the Global Leadership Summit and the Global Missions Conference. These engagements reflect the global trust we have earned in advancing leadership conversations.

Testimonials



Gladys Kimani

Associate Director - KPMG Advisory Services Limited

“The High Impact Leadership Course was extremely useful for me as an individual. It challenged my thinking about leadership - specifically to look inward to be an effective leader, I picked up numerous lessons on how to be effective, developed habits and insights and it challenged many assumptions I had. The relevance of books, movies and learning resources greatly enhanced the experience. Of great impact too, were the interactions, class discussions and well structured sessions. A fantastic course that would be highly recommended for any current or aspiring leader. Kudos to the Catalead Team”

Gerishen Katiemo

Chief HR Officer - Saruni BaseCamp

“I recently had the privilege of participating in the High Impact Leadership Series, and it was an eye-opening journey. What truly set this program apart was the focus on developing leaders who can create a lasting impact—not only within their organizations but also in the broader community and beyond. It wasn't just a learning experience; it was a powerful catalyst for both my personal and professional growth. If you are looking for a beneficial Executive Leadership Program that challenges you to think differently, develop critical leadership skills, and connect with executives across industries, I wholeheartedly recommend The Catalead's Leadership Programs.



Grace Kirwaye Mutiso

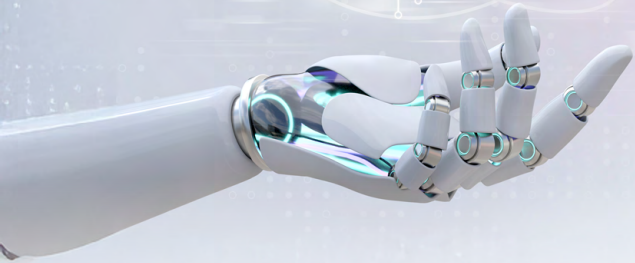
Ag. Head of Media - CITAM & Marketing and Communications Manager - Hope Media Kenya

“The High Impact Leader Series has been a life-changing experience for me as an individual and a leader at Hope Media. It instilled in me the essence of self-leadership—building habits, character, and discipline through self-awareness, goal setting, and alignment with my mission. This journey has transformed how I lead, empowering me to inspire trust, pursue excellence, and create a lasting impact beyond titles.”



MAIN FEATURE

Leadership In The Age Of AI



with

Gardy Mbala

Associate Trainer - ICT & Business Management,
The Catalead Associates



1. We appreciate you taking this time and allowing us to get to know you and learn from you as well. Briefly, tell us a bit about who Gardy is...

Thank you for the opportunity. I am an Information Technology professional passionate about organizational transformation and more so where technology is leveraged to maximize achievement of an organization's strategic objectives through provision of world class systems and infrastructure. I also serve as one of the Catalead Trainers, and a family man who values family greatly.

2. Could you share with us a unique fact about yourself that most people don't know?

Many who have not interacted very closely with me do not know that actually humor punctuates a greater part of my conversations and interactions. It comes naturally and it helps me to navigate even in very tense or anxious situations.

3. What would you say inspired you to pursue a career in tech and IT?

I went to college when computer science was just starting to penetrate these parts of the world. I was

fascinated by the kind of magic computers were doing in simplifying complex processes and making life easy and so I wanted to be part and parcel of transforming how things got done and simplifying life. Furthermore, if I could eke a living out of it, why not?

4. Given an opportunity to have dinner with any tech innovator, past or present, who would it be and why?

That would be Jensen Huang the founder and CEO of NVIDIA, a company that has developed groundbreaking technologies in computer graphics, AI, and deep learning. He has been instrumental in popularizing Graphics Processing Units for gaming and has pushed for the adoption of GPUs in AI and data science by providing the computational power behind AI. He is a visionary leader with a lot of influence in the technology trends especially AI and Data science and analytics.

5. Let's now delve into the critical conversation of the day- Leadership in the age of AI. With your extensive experience in ICT and Tech Change Management, how do you see AI reshaping leadership dynamics in organizations?

With AI there are new customer expectations, new

employee expectations and new societal expectations. I see it transforming leadership by enhancing agility because decisions would be data-informed and will be in response to market trends and customer demands. AI tools will definitely facilitate better communication and collaboration among teams which enhances collaboration for strategic efficiency and effectiveness.

6. We are living and working in a rapidly evolving world. How then do leaders ensure their organizations remain or stay relevant in such a landscape while still navigating the challenges it comes with?

I think leaders need to be clear on their objectives regarding AI and to set the appropriate level of ambition. Its also very important to prepare the organization for AI by bringing AI skills into the organization and orchestrating the required collaboration through organizational change management.

“Data is the engine that drives organizations!”

~ Gardy Mbala

7. And what would you say is the primary role a leader plays in preparing the organization for AI? Could you also share with us any fundamental skills that would be essential in thriving in an AI-driven world as a leader?

The primary role of leaders is to catalyze change in their organizations rather than plan for change. That means creating the initial conditions for the organization to achieve its ambitions and guiding their company through a process of continual learning. They must be comfortable moving forward with ambiguous and incomplete information about what's happening around them and the potential impact of their actions.

In terms of skills, leaders need a challenger mindset and the willingness to disrupt. They need to empower their staff to question all aspects of the business and suggest new ways to create value for customers and stakeholders.

8. The evolution and use of AI has of course brought in considerations of ethics and integrity. Talk to us about how leaders can strike a balance in exploring the extensive benefits of AI in the workplace, bearing in mind these issues of ethics.

You're very right. The rise of AI will require leaders

to navigate issues such as cybersecurity, copyright infringement, intellectual property rights, bias in AI algorithms, data privacy requirements, and the impact of automation on jobs. It's critical that leaders put in place robust and effective Risk Management, Data Protection and Cybersecurity functions within the organization that will focus on mitigating these ethical and integrity concerns whilst leveraging technology and digital transformation.

9. As we conclude this brief conversation, share with us any parting shot you have on what exceptional leadership looks like in this era of technological revolution.

My parting shot is simple:

Data is the engine that drives organizations!

Leaders must therefore be on the lookout for new technologies especially around Data and Analytics. These will include internal and external data sources, the quality of the data, its completeness through integrations internally and externally and the ethical and legal use of the same.

10. Before we close this interview, tell us about your favorite way to unwind after a busy day working in the tech world?

If I am not catching up with my family telling stories, then I am watching a documentary or movie based on real stories.

That sounds interesting!

We truly appreciate you Gardy for sharing these incredible insights and hope that our leaders can pick one or two things that will promote embracing AI and the technologies revolutionizing the work environment.

We also wish you and your family and colleagues an incredible year ahead!

Gardy Mbala serves as the Technology Delivery Lead at KCB Bank Group and is an Associate Trainer for The Catalead, specializing in ICT and Business Management. He facilitates our Leadership & AI session in 'The Cutting-Edge Leader Program' and contributes to our other tech-related leadership trainings.

LOOKING AHEAD:

2025 Calendar

JANUARY – JUNE 2025 CALENDAR		
THE HIGH-IMPACT LEADERSHIP SERIES		
PROGRAM	DESCRIPTION	DATE
SERIES ONE Establishing Your Leadership Roots <i>5 Sessions (Once a week) - 3 Hours</i>	This series introduces the foundation and significance of personal leadership. The aim is to journey with each participant from where they are to charting their own.	5 Feb – 5 Mar (<i>Wednesdays</i>) 25 Feb - 25 Mar (<i>Tuesdays</i>) - ONLINE 31 Mar – 5 May (<i>Mondays</i>) 9 June – 7 July (<i>Mondays</i>)
SERIES TWO Building Your Leadership Muscle <i>6 Sessions (Once a week) - 3 Hours</i>	This is the crucible for Building Your Leadership Muscle. The ultimate outcome is the cultivation of consistent life transforming disciplines, habits, and practices that will make you an authentic High Impact Leader.	2 Apr – 7 May (<i>Wednesdays</i>)
SERIES THREE Growing Your Leadership Capital <i>7 Sessions (Once a week) - 3 Hours</i>	This final part is designed to usher participants into the exclusive league of leaders who are respected, not because of the positions they hold, but because of who they have become. It is insightfully crafted for those who want to go beyond positional leadership	3 Feb – 17 Mar (<i>Mondays</i>)
THE CUTTING-EDGE LEADERSHIP PROGRAM		
LEVEL ONE The Foundation for Cutting-Edge Leadership <i>5 Sessions (Once a week) 3 Hours</i>	This set of studies lets you in to the unique and proven characteristics of cutting-edge leaders. We explore the passion that drives them and what sets them apart as pacesetters of growth and transformation.	28 May - 25 June (<i>Wednesdays</i>)
LEVEL TWO Building Blocks for Cutting-Edge Leadership <i>6 Sessions (Once a week) 3 Hours</i>	The focus of this level is on critical components of cutting-edge leadership that drive success. We outline key aspects of leadership on which cutting-edge leaders expend their energies to realise exponential growth.	06 Aug - 10 Sept (<i>Wednesdays</i>)
LEVEL THREE Raising a Cutting-Edge Team <i>7 Sessions (Once a week) 3 Hours</i>	The greatest task of leadership is to put together a winning team. This set of studies gives an in-depth analysis of team dynamics – why some thrive as others fail. We discuss how to form, nurture, and empower your team to deliver perpetual success.	22 Oct - 05 Dec (<i>Wednesdays</i>)
Catalysing Leadership, Inspiring Leaders.		



*"A leader of good judgement gives stability;
an exploiting leader leaves a trail of waste."*

- Proverbs 29:4 (MSG) -