

GRIP

GRADUATE INTERNSHIP PROGRAM



AMBASSADORS

COMMITTED TO TRANSFORM

-COLOSSIANS 3:23



— Lives can change for good —

wvi.org/kenya

About World Vision

Who We Are

Founded in 1950, World Vision is an international partnership of Christians serving children, their families and communities in conditions of poverty in nearly 100 countries, primarily through programmes of community development, disaster management and promotion of justice.

World Vision began operations in Kenya in 1974. Its more than 862 committed development staff members work in 46 Area Development Programmes in 35 counties country-wide. Through valued partnerships, World Vision Kenya supports communities to access the knowledge and resources needed to improve the well-being of children and overcome poverty.

Strategic Goals

World Vision has four strategic goals regarding the well-being of children:

- Children enjoy good health
- Children are educated for life
- Children experience the love of God and their neighbours, always being mindful that World Vision is a guest in cultures that hold many diverse beliefs
- Children are cared for; protected and participating in the decisions that affect their lives

World Vision Kenya works with the most vulnerable children and communities regardless of religion, race, ethnicity and gender.

Vision Statement

Our Vision for every child, life in all its fullness;
Our prayer for every heart, the will to make it so.

Mission Statement

World Vision is an international partnership of Christians, whose mission is to follow our Lord and Saviour Jesus Christ, in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.

Our Core Values

- We are Christian
- We are committed to the poor
- We value people
- We are stewards
- We are partners
- We are responsive

Contributors

GRIP 2018 Interns

Abadasso Molu Halake, Cynthia Doresi Abwova, Frank Okoth Ogutu, Helsy Kagwiria Mburugu, James Onyango Waga, Joshua Mutua Mutiso, Kevin Innocent Kibet, Kevin Masinde Mbakaya, Naomi Jepchirchir Ronoh, Onesmus Keli Musyoki, Polycarp Nyagisera, Rael Naomi Akumu, Salome Museo Muthwii

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About Graduate Internship Program (GRIP)

GRIP is World Vision Kenya's Graduate Internship Program, designed to provide real work experience and professional development to university Christian undergraduates to impact the national workforce.

Through the Graduate Internship Program (GRIP), fresh graduates in various disciplines from both public and private universities in Kenya are placed in rural and urban settings for one year as World Vision Kenya interns.

GRIP offers students real work experience, under the guidance of dedicated professional supervisors, who ensure they are ready for the work place and committed to servant leadership in society.

Foreword



François Batalingaya
National Director, World Vision Kenya

I would like to begin by congratulating the class of 2018 for successfully completing the year-long Graduate Internship Programme (GRIP) at World Vision Kenya. We deeply appreciate the service you have given this organisation as well as the hard work, dedication and integrity that you exhibited while undertaking various tasks. We do not take this for granted.

Your time with us was about nurturing of talents, skills and abilities, whilst providing real work experience and professional development through on-job training and mentorship. We have tested you and can confidently affirm that you are ready for the market. Make use of the experience gained and lessons learnt to move up the career ladder and achieve your dreams. Do not despise the humble beginnings. Instead, use the sometimes-difficult experiences to consistently redefine your values and vision.

As you go out to the market place, maintain the optimism, positive attitude and strong work ethic that was your trademark here. Stay grounded and true to your calling. Aspire to change lives and make the world

a better place in everything that you do. Above all, remember to run your race. There will always be people who are ahead or behind you. Do not seek to compare yourself with them. We are all different. Every person reaches his or her life's destiny when the time is right. Trust in God and all will be well.

We are grateful to our partner, Minet, which has faithfully supported the GRIP for two consecutive years. The organisation has worked with us to enhance the success of this program. In addition to monetary sponsorship, Minet has also provided job opportunities to our graduates at a time when job openings for many, are hard to come by.

Lastly, on behalf of the World Vision team, I thank everyone who made it possible for these young people to come on board and complete their internship. The steadfastness and dedication that coaches and supervisors channelled towards the programme is much appreciated. To the universities, parents and the Kenyan public, we are grateful for your support and your continuous interest in this program. God bless you all!



**Do not despise
the humble beginnings.
Instead, use the
Sometimes-difficult experiences
to consistently redefine
your values and
vision.**

Personal Initiative Key to Career Progression



Joshua Karani
Human Resources Director,
Minet

Q Describe your job at Minet in a nutshell?

To manage and increase the effectiveness and efficiency of the organisation's Human Resources and Operations Functions.

Q What is the greatest risk that you took to get to where you are today?

Declining a government's job posting to Nyeri after completing my University studies. Even though I was unemployed then, I was focused on getting a better offer than the one provided.

Q What piece of advice would you give to job seekers looking to join Minet?

Minet is a community of professionals or experts who are client centric, have business acumen and are willing and ready to serve clients and communities in areas we operate in. We therefore look for employees that exhibit these qualities.

Q What opportunities do Graduate Trainee Programmes offer young professionals starting out in their careers?

It is worth noting that these programmes only offer support to ease trainees into the employment world. They should thus remember that career progression is a personal initiative that can only be achieved by putting into practice knowledge gained. If you are not proactive, then you will not succeed. You cannot expect to harvest from land that you bought but never planted crops on. Similarly you gain nothing by reading the Bible and not putting its teachings into practise.

Q What is the future of the World Vision Kenya/Minet relationship with regards to the Graduate Internship Programme?

The future is bright, as long as both institutions have mutual respect for each other's work and support. A lot can be achieved through this collaboration.

Thank You Minet, from the bottom of our hearts

The GRIP Class of 2018 would like to sincerely thank you for making a difference in our lives through your partnership with World Vision Kenya. We are now equipped with the right skills and experience for the market, thanks to your support. Through your sponsorship, we have become professionals in our various fields as a result of the mentorship, training and guidance that we received while working in various World Vision Kenya departments and multi-cultural contexts across the country. Mr Joshua Karani, Minet Human Resources Director, your support, motivation and encouragement as a coach has been remarkable. The impact Minet has had in our lives is invaluable and will live in our hearts forever. Keep up the good work of nurturing young people and enhancing their professional and personal development. You are touching many lives in a manner that cannot even be quantified. May God bless the work of your hands.



Join Us!

HELP US **CHANGE LIVES** & POSITIVELY TRANSFORM THE NATION BY **INVESTING IN WORLD VISION'S GRADUATE INTERNSHIP PROGRAM**

We invite organisations (and individuals) to join us and help make a difference in the life of Kenyan graduates. Sponsor a graduate to attend the one year Graduate Internship Program (GRIP) offered at World Vision Kenya. Through your sponsorship, World Vision Kenya will train and mentor graduates to become professional, motivated personnel with broad experience and a sense of social responsibility.

INVESTMENT VALUE

- Evidence based social investment-nurturing a national workforce
- Enhanced brand visibility-Public GRIP events and graduation
- Transforming the lives of vulnerable children, families and communities in Kenya
- Talent development- GRIP interns gain skills and experience from World Vision to succeed in their careers and positively contribute to their employer.
- GRIP graduates gain local knowledge and perspective-A GRIP graduate from a region in which you currently do business-or intend to do business-can provide you with practical insights and a cultural exchange that you otherwise would not have.
- GRIP graduates are from diverse backgrounds-GRIP interns are recruited from all over the country, building their capacity to work with people from different cultures and backgrounds.

SECTORS

GRIP interns can be sponsored to gain experience in a number of different sectors including:

- Agriculture
- Audit
- Child Rights
- Civil Engineering
- Communications
- Community Development
- Design Monitoring and Evaluation
- Economics
- Emergency Response
- Finance, Accounts
- Grant Management
- Human Resource
- ICT, Software Development, Computer

- Systems
- Peace and conflict
- Procurement, Supply Chain Management
- Public Health
- Nutrition
- Social Services

INTERNS WHO JOIN THE WORLD VISION GRADUATE INTERNSHIP PROGRAM RECEIVE

- One year comprehensive mentorship (October-September)
- On the job experience under the guidance of experienced professional supervisors
- Differential experience-Study stints in a variety of World Vision Kenya projects
- Quarterly thematic workshops conducted that broadly cover-self-awareness, personal branding and career development
- Seven (7) dedicated coaches running thematic workshops

WHO CAN BE A SPONSOR

A sponsor may be a private sector employer, public sector organisation, government organisation, charitable trusts, international governmental agencies, foundations or not-for-profit organisations, who have agreed to pay all the costs on behalf of an intern.

WHAT DO YOU NEED TO DO

If you are meeting the costs of one or more interns, you need to provide World Vision Kenya with a duplicate stamped bank slip confirming payment and an official letter indicating details of the intern.

Payment should be made to:
**Commercial Bank of Africa,
World Vision Kenya Account Number 7143130019**

SPONSORSHIP COST

Approximately **Kenya Shillings 670,700** or **US Dollars 6,575** to train one intern for one year.
* Costs are revised annually

LEARN MORE: www.wvi.org/KENYA

CONTACT:

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GRIP INTERNS 2018 CLASS AMBASSADORS

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Abadasso Molu Halake



Egerton University
Bachelor of Science in Community Development
Station: Changamwe Area Programme
Internship Location: Miritini (Mombasa County)
Priority Area: Child Protection

This program gave me an opportunity to work in a region that I had never visited before. As a result, I was not only able to discover myself at a personal level but also career-wise as a change agent in the community. Aside from helping me identify my strengths, the internship enabled me to improve on my weak areas. I also learnt valuable lessons in personal branding and financial management. As a leader of the Graduate Internship Programme (GRIP) 2018 Class, I was able to sharpen my leadership skills, making me bold and firm in decision making.



Cynthia Doresi Abwova



Daystar University
Bachelor of Arts in Communication (Public Relations)
Station: National Office
Internship Location: Karen (Nairobi County)
Priority Area: Communications & Public Relations

The internship at World Vision was a great learning experience. It lasted a year. However, it feels like I was at the organisation for three years based on the sheer amount of knowledge and experience gained. I have been exposed to different aspects of the Communications profession. They include: writing evidence based stories of World Vision's impact on communities, graphic design, guest relations, media relations, internal communications, photography and videography. This will definitely give me an added advantage in the market place. I am now a well-rounded communicator with a keen eye for detail!



Frank Okoth Ogutu



University of Kabianga
Bachelor of Science; Human Resource Management
Station: National Office
Internship Location: Karen (Nairobi County)
Department: Priority Areas: Human Resource Management

As they say, it is really hard to get comfortable being uncomfortable all the time. But when you do, amazing things happen. That is how I can summarise my experience at World Vision. I learnt how to perform various tasks such as posting job advertisements, short-listing candidates, preparing for interviews, conducting reference checks for potential employees, managing staff contracts (renewal or extension), issuing job offer letters and orienting new staff. I was also involved in the compilation and preparation of payrolls, enrolling staff on medical covers, as well as facilitating staff clearance and payment of final dues. I also helped with staff monthly remittances to the Kenya Revenue Authority (KRA), National Social Security Fund (NSSF) and the National Hospital Insurance Fund (NHIF).



Helsy Kagwiria Mburugu



Catholic University of Eastern Africa
Bachelor of Commerce; Marketing option
Station: Resource Acquisition Management (RAM)
Internship Location: Karen (Nairobi County)
Priority Area: Public Relations and Marketing

I am new and refined as gold, thanks to the internship programme. I gained good experience and I am confident that the valuable lessons learnt will one day make me a great Brand and Consumer Behaviour Specialist! My 'wow' moment was after the Global 6K for Water Run. This is an annual event organised by World Vision which seeks to raise funds to provide clean water to children in impoverished communities. I was part of the organising committee for this year's run. We executed the event successfully and managed to surpass our 2018 fundraising target! I am proud of the work we did. Secondly, being selected as a leader of all 2018 interns improved my leadership skills. Irrespective of the challenges I faced, I was able to effectively guide and co-ordinate activities of many people with different personalities and beliefs. As a result, I brought about peace and harmony in the group.

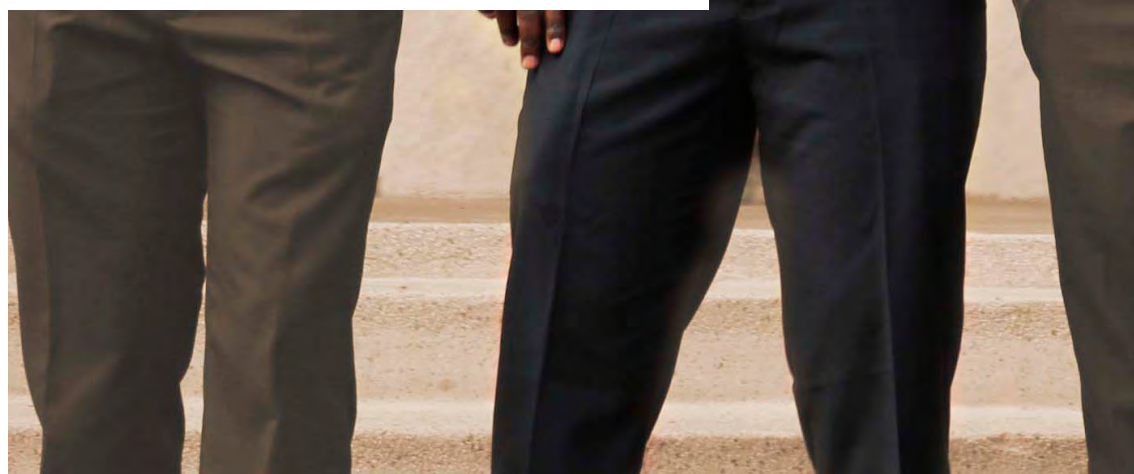


James Onyango Waga



Moi University
Bachelor of Engineering (Civil & Structural)
Station: Bartabwa Area Programme
Internship Location: Bartabwa (Baringo County)
Priority Area: Water, Sanitation & Hygiene (WASH)

As I pursued my undergraduate degree in Engineering, I always wished that I would one day use that knowledge to benefit the most vulnerable communities in the world. World Vision made this dream come true. I got the opportunity to help in constructing water pans, equipping boreholes and protecting springs which enhanced access to clean and safe water for poor households in Baringo County. As a result, children no longer need to walk for long distances to fetch water. Communities also enjoy bumper harvests as they have water for irrigation. This enables families to provide enough food for children and get additional income. Thanks to the training received from my supervisors and experience gained through various tasks, I now feel more confident and prepared for a career in Engineering.



Kevin Innocent Kibet



**Masinde Muliro University of Science & Technology
Moi University**
Bachelor of Commerce Accounting option
Station: National Office
Internship Location: Karen (Nairobi County)
Priority Area: Audit

World Vision gave me the opportunity to build my professional career, skills and experience in auditing and finance. I worked on advisories aimed at improving organisational performance. I also learnt about audit as an organisational function i.e. in Area Development Audits with the use of a Risk Based Integrated Audit tool which focuses on the riskiest areas of the entity being audited. Through this tool, high risk areas are given priority and more in-depth review is done in those areas. Apart from the work experience, I was also able to grow spiritually thanks to the daily spiritual devotions that take place in the organisation.

Joshua Mutua Mutiso



Meru University of Science & Technology

Bachelor of Science (Statistics)
Station: National Office
Internship Location: Karen (Nairobi County)
Priority Area: Monitoring and Evaluation

As an intern in World Vision, I gained valuable professional skills in monitoring, evaluation, baseline surveys, data analysis, report writing and proposal writing. I also mastered how to manage systems like Horizon and M&E online, as well as the development of ODK tools for mobile applications and GIS mapping. During field visits, I came 'face-to-face' with challenges that vulnerable children in impoverished communities go through. These children lack adequate schools and health facilities. In some areas, one can travel for over ten kilometres without seeing any of the institutions. There are also children who cannot go to school as they have to perform chores such as herding cattle. I also learnt about practises like Female Genital Mutilation (FGM) and early marriage that interfere with children's education and prevent them from enjoying their childhood. The problems broke my heart. One needs to be transformed before they can bring change to the society. And this is what this experience did to me.



Onesmus Keli Musyoki



Chuka University

Bachelor of Agribusiness Management
Station: Nyamusi Area Programme
Internship Location: Nyamusi (Nyamira County)
Priority Area: Livelihood & Resilience (Agro business)

The internship gave me an opportunity to train farmers in various communities on entrepreneurship, savings, agribusiness, financial management, online and collective marketing, social enterprise development and social accountability. In addition, these farmers also learnt about integrated farming, nutrition sensitive agriculture, disaster risk reduction, sustainable farming and assembling of improved cook stoves. This mentorship programme was aimed at transforming the mind-sets of people practicing subsistence farming so as to enable them engage in productive, profitable and sustainable practices. Through this experience, I am now able to realise my vision of becoming a consultant in Agribusiness, with a focus on the use of local and available smart technologies for sustainable transformation.





Kevin Masinde Mbakaya



University of Nairobi

Bachelor of Science Agribusiness Management
 Station: Katito Area Programme
 Internship Location: Katito (Kisumu County)
 Priority Area: Livelihood & Resilience (Agro Business)

During the internship programme, I was directly involved in training farmers on effective marketing strategies. I gave them tips on how to price their produce as well as best times to sell so as to maximise profits. In addition, I made them aware of potential markets for selling their produce. Farmers who benefited from the training sessions recorded an increase in profits. They were also able to sell at competitive prices by reaching customers directly instead of going through middlemen that previously exploited them. They went ahead to share the business skills with fellow farmers so as to boost livelihoods in their communities. In Katito, I was also involved in a nutrition project (known as Positive Deviance Hearth) that World Vision was implementing in collaboration with the Ministry of Health. It aimed at empowering communities to use locally available food sources so as to reduce cases of malnutrition among young children below five years old.



Salome Museo Muthwii



Laikipia University

Bachelor of Commerce; Finance option
 Station: Orwa Area Programme
 Internship Location: Orwa
 Priority Area: Finance

I am grateful for the internship because I got a chance to join the humanitarian and development world. While at it, I also gained good experience in the financial and accounting field. My interaction with the Pokot community was an eye opener; from the culture to the environment. It made me understand that development requires both genders. The challenges that children face in the community such as Female Genital Mutilation (FGM), child marriages and child labour can be effectively tackled if both boys and girls or men and women are involved in the problem solving process. The essence of development is to leave no child behind and not to prioritise one gender over the other.

Naomy Jepchirchir Ronoh



University of Nairobi

Bachelor of Science Environmental Conservation & Natural Resources Management
Station: Kegonga Ntimaru Area Programme
Internship Location: Kegonga Ntimaru (Migori County)
Priority Area: Livelihood & Resilience (Environment and Climate Change)

Through the internship programme, World Vision enabled me to grow in my career, social, economic and spiritual life. A major achievement for me was the establishment of environmental clubs in 24 schools, with an average of 720 members which boosted tree planting in Kuria County. In addition, I also supported the establishment of 50 new saving groups with a total of 1577 members which enhanced economic empowerment and boosted household incomes. Moreover, I helped to sensitise mothers on the significance of good nutrition which promotes the well-being of children. World vision's E-campus, which I had access to as an intern, was a great source of information and knowledge. It enabled me to pursue online course covering various topics including: Savings for Transformation (S4T), Security Awareness in National Theatres (SAINT), Citizen Voice and Action (CVA), Disaster Management Planning and Preparedness, Farmer Managed Natural Regeneration (FMNR) and Local Value Chain Development (LVCD).







Polycarp Nyagisera



Jomo Kenyatta University of Agriculture & Technology

Bachelor of Science in Soil, Water & Environmental Engineering
 Station: Kirindon Area Programme
 Internship Location: Kirindon (Narok County)
 Priority Area: Water, Sanitation & Hygiene (WASH)

The internship enabled me to change people's lives. As a result, I discovered that seeing one's work empower others, has to be the secret to happiness that most people look for. At Olgos village in Kirindon where I was posted, I got the opportunity to train farmers on drip irrigation, good agricultural practices and effective management of green houses. As a result, the farmers enjoyed a bumper harvest of tomatoes. This will enhance household income and enable them to take good care of their families and children. The experience in Kirindon helped me to discover my purpose in life. I am now driven to continue improving people's lives and transforming communities.



Rael Naomy Akumu



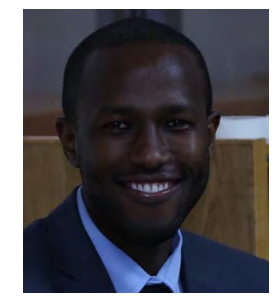
Egerton University

Bachelor of Science; Foods, Nutrition & Dietetics
 Station: Matete Area Programme
 Internship Location: Matete (Kakamega County)
 Priority Area: Livelihood & Resilience (Nutrition)

The internship programme enabled me to work with diverse communities in Matete and broaden my perspective on life issues. Being exposed to various assignments across different projects sharpened my technical skills in programming, monitoring of projects and conducting surveys. I also learnt how to integrate different projects so as to improve the lives of vulnerable children and communities. In addition, I grew in community service and learnt how to use resources effectively in development projects. Through mentorship sessions, the coaches shaped me to become an all-rounded person with regards to self-awareness, personal branding, and financial management.



Words of Wisdom from a GRIP Alumni



Titus Lotabony
Internal Auditor, World Vision Kenya

I was in the GRIP (2013) class. I worked as an Accounts Intern in the Pala Area Programme, Homabay County. Our group was called Oasis. We settled on the name as it symbolised our mission in the organisation; we were being sent out to 'refresh' and bring 'life' to vulnerable communities. After completing the GRIP, I was among the lucky few who joined World Vision Kenya as an employee immediately. The internship ended in September 2013 and I was back two months later, in November as an accountant for the Kakuma Refugee Project. I later moved to the National Office as an internal auditor.

As a fresh graduate, GRIP helped me to get clarity of purpose and cultivate humility as well as a positive mental attitude. In this regard, I would like to commend World Vision and other organisations that offer internship programmes to young people. The initiative is an ingenious way of tapping talent at an early age and moulding future leaders, as well as giving back to the society. In World Vision, GRIP resonates with our calling to "transform" lives. Most of the graduate interns from the organisation are not in World Vision, they are out there making a difference. They were transformed and are now agents of transformation in their various fields. I wish the GRIP 2018 class well as they embark on their career and life journey. Always remember that your life is a gift and an assignment from God. Therefore, avoid comparing yourself with others. Just focus on your assignment as we are all different and special in our own unique ways.



Always remember that your life is a gift and an assignment from God.



Ambition, Knowledge and Innovation Accelerates Career Growth

François Batalingaya
National Director for World Vision Kenya.

He talks about his career journey and offers useful professional advice to young people seeking to excel in their careers

Q Did you struggle to get your first job as an intern?

We were born at a time when the market was in need of a workforce. Therefore, we did not need to apply for jobs; organisations came looking for us. After graduating

from the university, I worked with the Government of Rwanda for some time then went back to the university for my Master's degree. Thereafter, I worked with several international humanitarian organisations before joining World Vision.

Q At that moment, did you ever imagine that you would become a national director?

I signed my first contract in World Vision in 1995 when I was only 29 years old. At the beginning, my plan was to work in the organisation for only three months then go back to my academic career (university lecturer). But I am still here, 22 years down the line. My first country of assignment in the organisation was Liberia. At just the age of 30, I was

leading staff in a country that was by then grappling with civil war. People were completely isolated with no access to basic amenities like healthcare, food and education.

Was I planning to be a National Director at that time? I certainly thought about it. Then, as I gained more experience, my confidence grew and I felt that it was a position that I could hold one day. However, I knew that it would be very difficult to get there. This is because to become a National Director at that time, one had to have been a pastor or former pastor. But things started changing in the early 1990s. We started to see a lot of professionals being considered for such high level positions. And so in 2012, 17 years after joining the organisation, I got

my first job as a National Director (for Somalia) before moving to the Kenya office in 2017.

Q It is said that millennials (young people) are inquisitive and a bit difficult to work with. Is this the same notion employers had at the time you were getting your first job as a young person?

Yes, what they are saying today is exactly what they told us then. They would say: "Oh these young people are impatient, they want to jump the queue." The reality is that young people today are living in the information age. They often want to go up the ladder fast without taking time to gain the right experience in their respective professions. It is this impatience that

employers are often uncomfortable with. Otherwise, there is no problem with young people being ambitious. This is extremely important for anyone seeking to excel in their career. You need to have a roadmap for your life. Set targets for each career stage and have a clear picture of where you are heading.

Q What is your encouragement to young people just starting off their careers?

Keep reading and learning. These tips will enable you to always stay at the top. The world is changing rapidly nowadays. Therefore it is important to constantly think of innovative or creative ways of doing things. In whichever organisation you find yourself in, please remember

to analyse and understand the context you are working in. You will then be able to come up with appropriate solutions that are relevant. Above all, trust in the Lord to guide you.

In addition, make sure that you have a plan. Ask yourself, 'Why do you want to be an intern?' For what purpose? What is the end game? Always look at the big picture or where you are headed. Meanwhile, take your time and make sure that you gain as much experience as possible. That is the key to success. The experience you gain will enable you to analyse complex situations and make appropriate decisions in your work.



What Do Employers Look For?



Marionne Tucker

Former Director of People & Culture (Human Resources), Administration and Security at World Vision Kenya

Q The unemployment rate in Kenya is high, especially among young people. As such, the Graduate Internship Programme (GRIP) usually receives thousands of applications. What do you look for when selecting the interns?

We usually target people that have completed their university undergraduate degrees, with courses that are in line with World Vision programmes. We also prioritise applicants from marginalised communities who are Christians.

Q As an expert in Human resource, with over 20 years of experience in the field, what would be your tips to young people as they prepare to get into the workforce?

Don't go to a place out of desperation; engagement starts even before you take on a job. You have to study prospective organisations and ascertain whether your own personal values and mission are aligned to their vision.

Q You have been at World Vision Kenya for nine years. What have you learnt during this period?

I have learnt that culture is very important in an organisation. When the culture is right, people will want to stay in an organisation. This will in turn also drive performance. It has been said that people leave organisations because of their managers. Therefore leadership is key when it comes to establishing the right culture in an organisation. That is why there is a lot of emphasis put on management training and leadership development. When this is done well, the retention rate will be very high which is good for the organisation.

Tips for Tackling Job Interview Questions Effectively



Congratulations! You have finally nailed your dream interview. The pleasantries are over and it is question time, now. The first one comes fast and furious:

Geofree Githinji

Co-ordinator of the Graduate Internship Programme (GRIP), World Vision Kenya

Q Tell me about yourself

When interviewers ask this question, they are not looking forward to hearing your life story or summary of your curriculum vitae (CV). They are interested in identifying qualities that might make you the best fit for the job on offer.

This is therefore an opportunity to market yourself. Always be ready with your 'elevator' pitch. The first two sentences are the most important and should thus grab the attention of the interviewers. Tell them who are you and what motivates you. Talk about your strengths as well as any past or recent projects that have made you proud. Make the replies short and direct, while being optimistic and cheerful.

Q Do you have any questions at this moment?

When it is your turn to ask questions, do exactly that! However, do not ask questions just for the sake of asking. Go for one that probes the current state of the organisation or the role under discussion. Remember to treat the interview as a sales pitch and ask the right questions so you can know what you are walking into.



When it is your turn to ask questions, do exactly that! However, do not ask questions just for the sake of asking.

Growing in Self-Awareness Enhances Success in the Workplace



Scholastica Njenga
Associate Director of People & Culture,
Administration and Security,
World Vision Kenya

Self-awareness entails consciously understanding our thoughts, behaviours, emotions and motives, whilst reflecting on how they influence our lives. In the employment world, self-awareness is often perceived as a 'soft' skill that is a preserve for people in certain professions such as Human Resources, Counselling or Church Ministry.

Professionals in other field, and especially the younger ones, tend to identify themselves as possessing the 'hard' skills. These are teachable skills that are mostly acquired through formal education. It is basically what you learn in school such as accounting, journalism or engineering. People with these skills only are usually termed as 'book' smart.

Soft skills on the other hand refer to interpersonal skills that can enable you to succeed in the workplace. Some people call them 'people' skills. They are less often taught formally in schools and vocational programs. Examples of soft skills include empathy, flexibility, self-confidence, positive attitude, strong work ethic, good communication skills, working well under pressure, acting as a team player, problem-solving skills and time management abilities.

Career excellence is driven by the capacity to lead and get along with others. Therefore, both hard skills and soft skills are important. And to improve on the soft skills, self-awareness is important. We should thus continuously identify our strengths and areas of personality that require improvement. This is critical for maximising the potential of teams, managing conflict, and ultimately driving organisational effectiveness and impact.

When we grow in self-awareness, we are also able to achieve God's purpose in our lives. This is because enhanced self-awareness renews the mind, allowing people to focus on Godly values and ethical attitudes.

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The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

Do's and Don'ts for Managing Change in Organisations



Jeremiah Nyagah
Integrated Programs Director,
World Vision Kenya

Change Management is a process of shepherding a shift from the current state to a new state, in the hope of bringing about better results and impact. Change in itself is not easy. However, what people don't realise is that this inconvenience is rewarding in the long run. There are many triggers to change and this is what some people in change management call the Burning Platform. It stirs discomfort and prompts change to happen hence propelling one to a desired future state.

From my own personal experience, some tips one can consider for managing change include:

- Right from the onset just know that the change will come with some discomfort and some price to pay. However, the reward far much surpasses the status quo.
- Doing nothing about anything will result to nothing. You better move ahead with embracing change as your current state can only produce what you are used to. It will not lead to progress. You are thus likely to stagnate.
- The secret of change is to focus all of your energy, not on fighting the old, but on building the new.
- Don't change for the sake of changing. Do some analysis informed by context and take calculated risks.
- Consult others who may have gone through a similar path.
- Carry others along in the journey of change.
- Communicate, and when you have communicated, communicate again. Don't be vague. This can create a lot of anxiety and reverse the gains or achieve negative results.

Leadership Wisdom: How to Keep Your Team Motivated



Barzil Mwakuloba
Country Food Assistance Manager,
World Vision Kenya

Leadership calls for wisdom to work with (and through) people to deliver intended results while making everyone feel contented that the success was theirs and not just for the leader. This can be made possible by the application of these leadership nuggets:

- Create an environment of fun: Leaders must create spaces for fun. This makes work enjoyable while at the same time providing room for creativity and self-drive among team members.
- Identify the abilities of your team members and give them space to flourish: Leaders need to believe in the talents of the people they lead and purposively expose them to opportunities that manifest their talents and allow them to pursue their mission.
- Create an open environment for feedback: Leaders must be ready to give and receive feedback. This is the fodder for anyone who wants to grow. They must also be humble enough to ask for feedback from those they lead.
- Be genuinely concerned about the welfare of your team: Leaders must consider 'checking up' on the people they lead. When leaders show care to their team, they receive utmost loyalty that translates to great performance.
- Desire to grow people: True leaders find joy in developing others and seeing that the team is growing. A leader who grows leaders needs not to be insecure as they are multiplying themselves in others. Growing others gives a leader room to engage at higher levels and frees him also to undertake more responsibilities.



Are You a Good Leader?



Anne Mbotela

National Resource Development Manager, World Vision Kenya

I ascribe to the school of thought that defines a leader as a person who influences a group of people towards the achievement of a goal. This ideology stipulates that the best kind of leader is the one who takes great initiative, even when unsure of the next step. Better the leader who tries and fails, than the one who is too afraid to venture out.

Good leaders should be humble and thus willing to learn, not only from their supervisors or peers, but also from those they lead. I am a firm believer that even the very young can teach the old, a thing or two. Since leadership must be realised through a vision, leaders need to plan ahead. For instance, having mid-term or annual reviews enables a leader, to comprehend how far a team or individual is from the goals which they have set to achieve.

Confidentiality is equally important. When a mentee shares a struggle, leaders should not go round announcing those weaknesses.

In instances when they encounter resistance from teams, leaders should clearly communicate expectations and re-emphasise them without covering. Once mentees grasp what is expected of them and adhere to the counsel given, the conflicts will fade away. It is human to err. Therefore, leaders should desist from being harsh to people who make mistakes. They should also be humble and willing to apologise to mentees when they wrong them. Confidentiality is equally important. When a mentee shares a struggle, leaders should not go round announcing those weaknesses. We all have strengths and weaknesses. Thus, we should be more understanding as we exercise our different leadership styles.





END CHILD MARRIAGE
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 END FEMALE GENITAL MUTILATION
 END CHILD NEGLECT

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It takes every parent and every guardian. Every child and every school. Every community member and every community group. Every policy maker and every government official. Every elected leader and every politician. Every business and every business leader. Every civil society organization and every development agency. Every celebrity and every journalist. Every faith leader and every congregation.

It takes us all, standing up to say the time to end violence against children is now.

To join the campaign visit
<https://www.wvi.org/signup/it-takes-us-all-end-violence-against-children>



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