COUNTY GOVERNMENT OF KITUI

THE COUNTY ASSEMBLY

THIRD ASSEMBLY – (THIRD SESSION)

REPORT BY THE KITUI COUNTY ASSEMBLY LEADERSHIP ON A STUDY
VISIT TO ISTANBUL, TURKEY ON LEADERSHIP AND EXCELLENCE FROM
25TH TO 29TH NOVEMBER, 2024

CLERK'S CHAMBERS,
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DECEMBER, 2024

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ABBREVIATIONS

KCASB   -Kitui County Assembly Service Board

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EXECUTIVE SUMMARY

This report presents the findings of the County Assembly leadership following the recent training workshop and study visit to Istanbul, Turkey held from 25th November to 29th November 2024.

The purpose of the visit was to improve members' knowledge of the importance of leadership and the powers bestowed on the leadership position. It is aimed at equipping members with knowledge on the bases of power that leaders can use to achieve the organization's mission, vision, and values while also guiding their planning processes for the smooth running of the organization. Also, the training was to inform members on what makes a good leader and what characteristics to cultivate to lead effectively. The training also aimed to equip members with knowledge of the various decision-making models, the existing personal biases, and how to eliminate them for ethical and objective decision-making. With this knowledge, members can stay abreast with the evolving leadership demands in the twenty-first century for sustainable success in organizations.

Turkey poses as a unique destination for world-class case studies of exceptional excellence in leadership management and governance issues. It showcases tough lessons about democracy, economic development, and strategic leadership in the modern society. Similarly, and in the Kenyan context, Chapter Six of the Constitution of Kenya (2010) and the Leadership and Integrity Act outline laws and principles for effective leadership and public service excellence.

The key findings from the training workshop and Turkey's leadership and excellence include:

i) **Understanding cultural dynamics:** Effective leaders in Turkey understand the cultural landscape and are flexible in their approach.

ii) **Communicating clearly:** Successful managers in Turkey provide clear instructions and guidance and maintain a well-structured communication framework.

iii) **Building relationships:** Leaders and managers in Turkey recognize the importance of relationships and their role in building successful teams.

iv) **Promoting work-life balance:** Managers help navigate challenges by promoting work-life balance in organizations.

v) **Embracing diversity:** Leaders and managers embrace diversity to create successful organizations.

vi) **Practicing ethical leadership:** Ethical leadership is a powerful factor in determining the ethical culture of an organization in Turkey.

vii) **Walking the talk:** Leaders demonstrate ethical leadership practices so that their stakeholders will appreciate them.

Based on these findings, the committee recommends the following:

1. The County Assembly promotes training on leadership and excellence to Members of the County Assembly to boost their leadership capabilities to execute their mandate effectively.

2. The County Assembly puts in place an effective communication framework with a feedback mechanism to ensure that information flow is well coordinated across all levels in the organization.

3. The County Assembly promotes adherence to Chapter Six of the Constitution of Kenya and the Leadership and Integrity Act to ensure ethical and objective decision-making in the organization.

4. The County Assembly to borrow from the various decision-making models that can be applied in its context to ensure sustainable leadership and the success of the organization.

5. The County Assembly to foster relationships with other legislatures and cultivate political democracy in its decision-making.

By implementing these recommendations, the Kitui County Assembly would improve public service delivery and enhance decision-making processes by making them more ethical and objective to ensure sustainable leadership and success in the organization.

CHAPTER ONE

1.0 PREAMBLE

Mr. Speaker,

The Kitui County Assembly leadership which comprise the County Assembly Service Board (KCASB) and the House leadership is constituted pursuant to the provisions of Section 12 of the County Governments Act, 2012 and the Kitui County Assembly Standing Orders No. 15 and 16. The County Assembly Service Board also draws its mandate from Section 11 of the County Assemblies Service (2017). The Kitui County Assembly Service Board is a corporate body with perpetual succession and a common seal. It provides for the membership of the board and its responsibilities among them to ensure the County Assembly is availed with services, facilities, and human and material resources for its proper operation/ functioning. It is mandated to initiate, coordinate, and harmonize policies and strategies relating to the development of the Service while also initiating programs for training and capacity building of members and staff of the County Assembly and other persons.

Mr. Speaker,

It is in the pursuit of the above mandates and the sustained effort by the County Assembly to expose the Members of the Kitui County Assembly, the Assembly leadership, and staff that the delegation traveled to Turkey to study the best practices in leadership and excellence to equip Members with the right skills, knowledge, and experiences to be able to carry out their mandate effectively and efficiently.

Mr. Speaker,

Leadership is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of its goals. Effective leadership provide clarity of purpose and the required motivation and guides the organization to realize its mission.

Mr. Speaker,

On behalf of the County Assembly leadership, it's my pleasure to present to the House, the report on the training workshop on Leadership and Excellence held in Turkey from 25th November to 29th November 2024. The training was organized by the Intelligent Business Center for Development and Training.

1.1 Mandate of the County Assembly Leadership

Mr. Speaker,

Pursuant to County Government Act, 2012 Section 12(7), the County Assembly Service Board is bestowed with the following mandates-

a) providing services and facilities to ensure the efficient and effective functioning of the county assembly;

b) constituting offices in the county assembly service, and appointing and supervising office holders;

c) preparing annual estimates of expenditure of the county assembly service and submitting them to the county assembly for approval, and exercising budgetary control over the service;

d) undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy; and

e) performing other functions-

   (i) necessary for the well-being of the members and staff of the county assembly; or

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(ii)   (ii) prescribed by national legislation.

1.1 Composition of the Assembly Leadership

Mr. Speaker,

The current composition of the County Assembly Leadership is as follows:

1. Hon. Kevin Kinengo Katisya   -Speaker/ Chairman, Board
2. Hon. Matthew Vuthi   -Vice-Chairman, Board
3. Hon. Hussein Mwandia   -Board Member
4. Mr. Wilson Mwange   -Board Member
5. Ms. Ruth Joseph   -Board Member
6. Ms. Lucy Waema   -Board Secretary
7. Hon. Harrison Maluki Mawia   -Majority Party Leader
8. Hon. Alex Mutambu Nganga   -Minority Party Leader
9. Hon. Boniface Mukwate Katula   -Majority Party Whip
10. Hon. Sylvester Kitheka Munyalo -Minority Party Whip

1.3 Composition of the Delegation

Mr. Speaker,

The delegation comprised the following who had a successful training session on leadership and excellence;

1. Hon. Christopher Nzilu Nzioka   -Deputy Speaker/Leader of the Delegation.
2. Hon. Joseph Nzungi Ngwele   -Member of County Assembly.
3. Hon. Mary Mbithe Musili   -Member of County Assembly.
4. Ms. Elizabeth Kaluki Mutonga   -Secretariat.

1.4 Acknowledgement.

Mr. Speaker,

The delegation wishes to thank the office of the Speaker and that of the Clerk of Assembly for allowing the Assembly leadership to conduct the study visit in Turkey, for the facilitation, planning, and organizing of the travel, and the necessary logistical arrangements. The delegation also appreciates the Ministry of Devolution for facilitating the approval of foreign travel. The delegation thanks the Intelligent Business Center for Development and Training who organized the training and facilitated members successfully.

Mr. Speaker,

On behalf of the Committee, I now wish to table this report and urge the House to adopt the same and the recommendations therein.

SIGNED BY: _____

DATE: _04th Dec 2024_____

HON. CHRISTOPHER NZILU NZIOKA
DEPUTY SPEAKER AND LEADER OF THE DELEGATION
COUNTY ASSEMBLY OF KITUI

CHAPTER TWO

2.0 BACKGROUND INFORMATION

Mr. Speaker,

The Constitution of Kenya (2010) and the Leadership and Integrity Act outline laws and principles for effective leadership and public service excellence. Chapter Six of the Constitution requires state officers to exercise their authority in a way that demonstrates respect for the people, promotes public confidence, and brings honor to the nation. State officers must also be guided by the principles of integrity and leadership, including being objective and impartial in their decision-making.

Mr. Speaker,

The Leadership and Integrity Act requires state officers to maintain public confidence in the integrity of their office, treat the public and other public officers with respect and courtesy, not discriminate against anyone, except as provided by law, and maintain high standards of performance and professionalism.

Mr. Speaker,

The foundation of effective leadership and excellence in public service also draws from the values and principles of public service which include; high standards of professional ethics, efficient, effective, and economic use of resources, responsive, prompt, effective, impartial, and equitable provision of services, involving the people in the policy-making process, accountability for administrative acts, transparency and providing the public with timely and accurate information, fair competition and merit as the basis for appointments and promotions, representation of Kenya's diverse

communities and providing adequate and equal opportunities for appointment, training, and advancement.

2.1 Justification for The Training

Internationally, Turkey poses as a unique destination for world-class case studies of exceptional excellence in leadership management and governance issues. It showcases tough lessons about democracy, economic development, and strategic leadership in the modern society. The twenty-first century is characterized by an enlightened citizenry in various republics and strategic leadership is vital for sustainable success in organizations. Also, the global trends in leadership management are highly dynamic and demand that leaders in modern organizations keep learning new ways of ensuring successful organizations for effective service delivery in the public sector. It thus calls for learning from the best practices around the world. It is on this awareness that the board deemed it appropriate to benchmark with Turkey's leadership and excellence models.

2.2 Objectives of the Training

Mr. Speaker,

The study tour's objective was to improve members' knowledge of the importance of leadership and the powers bestowed on the leadership position. It is aimed at equipping members with knowledge on the bases of power that leaders can use to achieve the organization's mission, vision, and values while also guiding their planning processes for the smooth running of the organization. Also, the training was to inform members on what makes a good leader and what characteristics to cultivate to lead effectively. The training also aimed to equip members with knowledge of the various decision-making models, the existing personal biases, and how to eliminate them for

ethical and objective decision-making. With this knowledge, members can stay abreast with the evolving leadership demands in the twenty-first century for sustainable success in organizations.

CHAPTER THREE

3.0 OVERVIEW OF LEADERSHIP AND EXCELLENCE IN TURKEY

Mr. Speaker,

Turkey is a transcontinental country located in Southeastern Europe and Southwestern Asia bordering the Black Sea. The Republic of Turkey is surrounded by the Mediterranean, Aegean, and Black Seas on its sides. It is known locally as Turkiye Cumhuriyeti; the shortened form of this name is Turkiye. It neighbors Greece to the West, Bulgaria to the northwest; Georgia, Armenia, and Iran to the east; and Iraq and Syria to the south. The majority of these boundaries were established after the collapse of the Ottoman Empire. Throughout history, Turkey has been the center of trade and migration routes because of her geographical features in terms of its long shoreline and her strategic location as a bridge between continents.

Mr. Speaker,

On the political leadership front, Turkish nationalists led by Mustafa Kemal, a war hero renowned as the father of Turkey (Atatürk), organized a resistance force and took the offensive against the Allies in Anatolia. Following a series of impressive victories, he led the nation to full independence. In November 1922, the National Assembly became the government of Turkey. In October 1923, the Republic of Turkey was proclaimed and Kemal was unanimously elected President of the Republic which was to reign into the 1950s. The constitution was ratified in 1924. Kemal moved the capital to Ankara and worked to transform Turkey into a modern Westernized nation. He created a new political and legal system, abolished the sultanate and caliphate, made both government and education secular, gave equal rights to women, changed the Arabic script to a Roman alphabet and number system, and advanced Turkey's industry, agriculture, arts, and sciences.

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Mr. Speaker,

Most of Atatürk's reforms before he died in 1938 form the ideological foundation of modern Turkey. From 1950-1960, the Democratic Party governed Turkey until 1960 when a military coup ousted the government paving the way for a new constitution and reinstatement of a civilian government in 1961. The remainder of the twentieth century faced many political upheavals and changes with the current constitution ratified in November 1982. Important to note that, throughout history, the ruling government remained committed to the basic principles established when the republic was formed in 1923 and maintained a republican parliamentary democracy system of governance with the chief of state as the president, and the head of government as the prime minister. Administration-wise, Turkey is divided into 79 provinces with the governor of each province appointed by the Council of Ministers on the recommendation of the Ministry of Interior and is responsible to all central government ministries.

Some best practices for leadership that Kenya can learn from Turkey include:

viii) **Understanding cultural dynamics:** Effective leaders in Turkey understand the cultural landscape and are flexible in their approach.

ix) **Communicating clearly:** Successful managers in Turkey provide clear instructions and guidance and maintain a well-structured communication framework.

x) **Building relationships:** Leaders and managers in Turkey recognize the importance of relationships and their role in building successful teams.

xi) **Promoting work-life balance:** Managers help navigate challenges by promoting work-life balance in organizations.

xii) **Embracing diversity:** Leaders and managers embrace diversity to create successful organizations.

xiii) **Practicing ethical leadership:** Ethical leadership is a powerful factor in determining the ethical culture of an organization in Turkey.

xiv) **Walking the talk:** Leaders demonstrate ethical leadership practices so that their stakeholders will appreciate them.

3.1 Highlights of the Training

Mr. Speaker,

The training focused on the following areas;

i) Leadership Powers
ii) Bases of Power
iii) Inner Strength Leadership
iv) Decision Making Models
v) Personal Biases in Decision-Making

3.1.1. Leadership Powers

Mr. Speaker,

According to Joseph Grenny, when leading your team or organization the secret to getting superior results lies in the ability to marshal different sources of influence. In this regard, one can lead by using only position power and/ or lead by mobilizing several sources of power.

3.1.2. Bases of power

Mr. Speaker,

The training highlighted various bases of power that a leader can use as follows;

i) **The Expertise-Bases** on expert power based on a person's superior skill and knowledge.

ii) **Coercion** – Bases on coercive power comes from the belief that a person can punish others for noncompliance.

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iii) **Rewards** – Bases on reward power result from one person's ability to compensate another for compliance.

iv) **Referent** – Bases on referent power are the result of a person's perceived attractiveness, worthiness, and right to respect from others.

v) **Legitimacy** – Bases on legitimate power that comes from the belief that a person has the formal right to make demands and to expect compliance and obedience from others.

3.1.3. Inner Leadership Strength

Mr. Speaker,

Leadership comes from an individual belief that one is a leader. The training highlighted charisma as the key characteristic of a leader. The facilitator in line with the 'Charisma Quotient' by Ronald Riggio defined charisma as a set of social skills enabling an individual to affect and influence others at a deep emotional level, to communicate effectively with them, and to make strong interpersonal connections.

3.1.3.1 Charisma

Mr. Speaker,

Charisma is needed in leadership because it is an individual competency of the leader. It is a form of influential power and interpersonal attraction that inspires support and acceptance. According to the 'Charisma Quotient' the inputs are presence, warmth, and power while the outputs are trustworthiness, influence, and natural authority.

Mr. Speaker,

In furtherance of the inputs and outputs of charisma, charismatic leaders focus on being 100% present actively listening to the people they lead, and remain assertive. They should portray warmth by showing respect, care positivity,

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and enthusiasm. Important to note is that their special skill is a source of power and as such they should master their body language, make eye contact, and maintain a balanced vocal intonation.

3.1.3.2 Building blocks of charisma

Mr. Speaker,

There are six (6) building blocks of charisma namely:

i) Emotional expressiveness -Expressing your feelings spontaneously and genuinely will allow you to affect the moods and emotions of others

ii) Emotional sensitivity-The ability to read others' emotions and make an emotional connection by responding to their feelings

iii) Social control -The ability to fit in with all sorts of people

iv) Emotional control- The ability to control and regulate your emotional displays

v) Social sensitivity-skill in reading and interpreting social situations, being able to listen to others and be in line with them

vi) Social expressiveness- Verbal communication skills and the ability to engage others in social interaction.

Mr. Speaker,

Leadership is not a sprint, it's a marathon. Sustainable leadership requires the renewal of resources as important inputs are regularly thrown into the process. Leadership is a matter of input. Renewing quality inputs and revitalizing resources enables to prevent burnout, obsolescence, performance fails, and deficient outcomes. According to the diamond of leadership resources, there are four (4) components to ensure effective leadership namely lifelong learning, resourceful network, personal resources, and continuous improvement.

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3.1.3.3 Lifelong learning

Mr. Speaker,

Lifelong learning includes a growth mindset versus a fixed mindset, learning to learn, seizing every opportunity to learn (formal or informal learning), taking advantage of online education, and joining a community of learners. Continuous learning is the minimum requirement for success in any field.

3.1.3.4 Continuous improvement

Continuous improvement involves applying the stages of PDCA to improve every domain, comprising self-management, the importance of goal-setting and action plans and evaluation, seeking challenges, and actualizing one's potential by getting out of the comfort zone, capitalizing and thriving on feedback. It is therefore important to be relentless in the quest for improvement and continuous self-renewal.

3.1.3.5 Personal resources

Personal resources involve developing self-awareness and emotional intelligence, managing motivation, managing stress, managing time and priorities, managing energy (opportunities to resource oneself, performing rituals, healthy life habits), and developing coping and resilience skills. In this view, all leadership begins with self-leadership.

3.1.3.6 Resourceful network

The resourceful network involves developing social intelligence and social skills, developing other leaders you can count on and delegate to, making connections joining networks such as professional clubs, and soliciting external resources like experts and mentors. This is based on the idea that no man is an island.

3.1.4 Goleman's Emotional Intelligence Model

Mr. Speaker,

Goleman's Emotional Intelligence Model comprises five 5) components of emotional intelligence as follows;

i) **Self-awareness-** The ability to recognize and understand your moods, emotions, and drive, as well as their effect on others.

ii) **Self-regulation-** The ability to control or redirect disruptive impulses and moods.

iii) **Motivation-** A passion to work for reasons that go beyond money or status.

iv) **Empathy-** The ability to understand the emotional make-up of other people.

v) **Social skill-** Proficiency in managing relationships and building networks.

Mr. Speaker,

It is important to note that we are all different and that there is no right or wrong personality. However, understanding your personality and those of others can help you in drawing strategic approaches with others. In this regard, different approaches will be required with different personalities since it is unlikely that others will shift their personality to suit yours. It is crucial to note that we are measured by not what we are but by what we seem to be, not by what we say, but by how we are heard, and not by what we do, but by how we appear to do it.

Further, personal attacks, embarrassment, governing by fear, not keeping your word, shouldering all responsibilities, and overworking employees are among things that do not motivate.

3.1.5 Decision Model Making Models

3.1.5.1 Rational Decision Model

Mr. Speaker,

The rational decision model can be an effective technique for determining a course of action and securing commitment to it. It is most suitable where a straightforward and technical approach is needed, rather than where creative thought is desirable. The model assumes that you can access all of the information you will need to make the decision.

This often involves analyzing multiple solutions at once to choose the one that offers the best quality outcome

It requires that:

i) a single goal and clear options can be defined

ii) preferences are unambiguous and constant

iii) there is a high level of certainty about outcomes.

Advantages of the rational model:

i) takes a thorough and systematic approach

ii) aims to be impartial and transparent

iii) provides evidence and support for how the decision was made

iv) relies on effective information-gathering, rather than preconceived ideas

v) prevents managers from being distracted by their emotional responses.

Cons and drawbacks of the method: -

i) can be very time-consuming and resource-intensive, especially in fast-moving situations.

ii) relies heavily on information that may prove difficult to gather and requires fairly strict adherence.

iii) if the outcome is to be a rational decision leaves little room for intuition or lessons learned from experience

iv) is a 'top-down' model that assumes that the decision-maker has the authority to make the decision and tends to ignore the political consequences of decisions unless these can be quantified.

Mr. Speaker,

The Rational Decision Making has the following Steps;

i) Define the decision to be made

Be clear on the exact decision that is to be made. This first step helps to clarify thinking, aids communications, and provides a record for the future. It may lead to the discovery that assumptions have been made previously which have muddied the water. The aim is to arrive at a single goal or destination for the decision-making process. It should also be clear what is not being decided.

ii) Determine the relevant information

Your team or brainstorming during a team meeting. Determine what information about your goal or obstacle is relevant to finding a solution.

iii) Create a list of options

Using the relevant information, your team can create a list of potential options for solutions. Try to support your options with evidence for why they would help you achieve your goal or overcome your obstacle.

iv) Arrange options by their value

After creating a list of options, arrange them by their likelihood of success. Options that have a higher chance of success also have a higher value, while options with little evidence may have a lower value.

v) Choose the best option

Consider the value of each option and how it can help your organization succeed. With your team, come to a consensus about the best option for a solution using the information you've gathered.

vi) Finalize your decision and take action

Once your team decides on the best solution, clearly state your commitment to the solution and ask if any team members have concerns. After this, you can implement your solution in your organization.

Mr. Speaker,

The potential pitfalls of this method include;

Managers should avoid:

i) Trying to use the process for the wrong kind of decision

ii) Jumping too quickly to an "apparently" obvious decision

iii) Being influenced by preconceived notions

iv) Cutting corners, especially if the decision has far-reaching implications

v) Allowing personal preferences to cloud the process

vi) Taking the provisional decision as final

Framing the decision

Mr. Speaker,

Framing is clarifying the decision we are tackling. Simply put, framing is the process of how you look at a problem. Studies show that if you frame the context of a problem in different ways, people choose different outcomes.

A decision frame has three components:

(i) Purpose—what we hope to accomplish by this decision;

(ii) Scope—what to include and exclude in the decision; and

(iii) Perspective—our point of view about this decision, consideration of other ways to approach it, and how others might approach it.

Mr. Speaker,

Framing is like taking a picture with a zoom camera. What we include inside the picture is the scope. From where we take the picture to get the right lighting and angle is our perspective. And what kind of picture we want—for example, an action shot or portrait—is the purpose.

To begin

i)   State the problem (what it is, what it is not, what the issues are).

ii) Determine whether this is part of a bigger decision that should be addressed now.

iii) Determine whether you may be covering too much ground.

Ask your head

i)   Why is the problem difficult to solve?

ii) What factors are involved?

iii) What are you taking as given?

Ask your heart

i)   Whose choice is it? Is the decision yours alone?

ii) Who needs to be involved to reach a decision that makes sense and feels right?

iii) What would keep you from acting if you saw the answer clearly?

iv) How would someone else you trust and admire frame this situation?

Opportunity-seeking framing

This type of framing is all about seizing an opportunity. When you're presented with an opportunity, you'll need to consider all the different ways to take advantage of it before making a decision.

This means looking at the opportunity from different angles, considering all the different options, and weighing the pros and cons of each option before choosing the best course of action.

Tools and good practice

i)   Statement of vision, purpose, short- and long-term goals

ii) List of things taken as given

iii) List of head and heart issues

iv) Brainstorming

v)   Consult with others for important and/or life-shaping decisions. Expanding and contracting the frame—try multiple frames before settling on one that's best.

3.1.5.2 Intuitive decision-making model

Mr Speaker,

Rather than logical reasoning, the intuitive decision model uses feelings and instinct to make decisions. Often, team leaders or managers use this model to make quick decisions when they don't have a lot of time for research or planning. The process of an intuitive decision is less structured and may use previous knowledge of similar goals or obstacles to determine a useful solution.

The Intuitive decision-making model has the following steps;

i)   **Define your goal or obstacle**

Even with little time, it's important to define your goal or obstacle clearly, especially if you're deciding without your team. This can help you explain the decision and its effects later.

ii) Identify similar goals or obstacles

Brainstorm similar goals or obstacles you've encountered before and how you solved them. Use this information as a basis for creating your solution.

iii) Recognize possible biases

Recognizing your biases is especially important when you don't have input from your team. Consider how your decision may affect yourself, your team, and your organization as you think of potential solutions.

iv) Determine a usable solution

Determine the best solution using your prior experience and the values of your organization. An ideal solution helps your organization achieve its goals or overcome an obstacle while also benefitting your team and other employees.

v) Determine a usable solution

Determine the best solution using your prior experience and the values of your organization. An ideal solution helps your organization achieve its goals or overcome an obstacle while also benefitting your team and other employees.

vi) Finalize your decision and take action

After choosing a usable solution, you can alert your organization and team of your decision. If you have to make the decision quickly, you may have to put it into action without discussing it with your team.

3.1.5.3 Recognition-primed decision model

Mr Speaker,

The recognition-primed decision model, created by Gary A. Klein in his book Sources of Power, uses quick thinking and prior experience to make decisions, often in fast-paced environments. Team leaders may use this model to assess the basics of a situation create a potential solution and then think through the

solution to determine if it's usable. This may require you to have a lot of experience with the goal or obstacle for you to create a suitable solution.

Mr Speaker,

The recognition-primed decision model has the following steps;

i) Define your goal or obstacle

Clearly define the goal or obstacle your team wants to achieve or overcome to make it easier for you to create a solution quickly. While the idea can be broad, try to identify the most important thing you need to decide.

ii) Consider relevant information and similar situations

Using your prior experience, quickly assess the situation and determine what information or prior situations can help you make a usable solution. If you have time, do more research on how to solve your goal or obstacle

iii) Create a potential solution

Create at least one potential solution using your prior experience or additional knowledge about the situation. To quicken your decision process, try to create a generic solution so you can change or add details as you think through it.

iv) Consider if the solution works

Think through your solution to determine if it can solve your challenge. Start by considering the most obvious issues and then consider the smaller details of the solution.

v) If needed, change the solution

Your first solution may not produce the best outcomes, so change details about it if you need to. This may involve adding new actions to your solution, making it more specific, or changing it altogether.

vi)   Finalize your decision and take action

Mr Speaker,

Once you're confident in your solution, finalize the decision with your team and take action. In a fast-paced situation, you may have to change your solution again if you learn new information while taking action.

3.1.5.4 Creative Decision-making Model

Mr Speaker,

The creative decision model uses original ideas to create innovative solutions that achieve goals or overcome obstacles. This involves thinking through a situation and inventing a solution without referencing similar situations. Often, you can use this model for situations you haven't experienced before, like new projects or production issues. Using the creative decision model typically requires flexible thinking to create successful, unique solutions.

Mr Speaker,

The creative decision-making model comprises the following steps;

i)   Define your goal or obstacle

You may not have experience with your goal or obstacle, so it's useful to define it as clearly as possible to help you understand what you need to do. This may involve meetings with your team or other colleagues, like business partners or managers.

ii)   Consider relevant information

Do research on the challenge you need to solve to learn everything you can about it. This includes trying to find any similar projects, reports, or companies that may inspire your ideas.

iii) Consider the information over time

You can choose how long to consider the information, but it's helpful to take at least a day to think about your challenge passively. To do this, you may brainstorm ideas, talk with colleagues or make a word-association list

iv) Create a usable solution

With the creative decision model, your idea may come naturally after a period of thinking about your goal or obstacle and the information relevant to it. Think through your solution logically to make sure it's usable for your situation

v) Finalize your decision and take action

After considering the details of your solution, you may finalize your decision and take action to solve your challenge. It's helpful to have a draft or presentation of your creative solution to explain it to your team more easily.

3.1.6 Personal Biases in Decision Making

Mr Speaker,

Personal biases can significantly influence ethical decision-making, often leading to decisions that might not align with objective ethical principles.

3.1.6.1 Self-serving bias

A self-serving bias promotes your self-esteem and helps you feel better about the position you're in to make a decision. When you engage in a self-serving bias, you may unintentionally make decisions that benefit yourself over other employees, customers, clients, vendors, or the organization and its goals.

3.1.6.2 Authority bias

There is often a certain level of confidence that comes with hearing an authority figure present information or ideas. Authority bias happens if you favor your authority figures' input over others, despite there being

information and opinions that are more sound and relevant to the problem you're attempting to solve.

3.1.6.3 Framing bias

Anyone who's offering you the information you need to make an informed decision likely has their way of presenting it. They may discuss it with you formally in a scheduled meeting, email you a report or simply mention a relevant piece of information in passing. Framing bias is when you make a decision based on how the presenter has shared the information because you, for example, may unintentionally assume that a well-designed presentation is more trustworthy than a simple email.

3.1.7 Personal biases that can impact ethical decision-making:

Mr Speaker,

3.1.7.1 Confirmation bias

This is the tendency to seek out information that supports existing beliefs and ignore information that contradicts them. It can lead to a one-sided view of ethical dilemmas and a failure to consider alternative perspectives.

3.1.7.2 Overconfidence bias

This is overestimating one's own abilities or judgment, leading to overly optimistic decisions. It can result in underestimating ethical risks and making risky decisions.

3.1.7.3 Groupthink

Groupthink is the desire for harmony and conformity within a group, leading to decisions that avoid conflict. It can result in ethical concerns being ignored or suppressed to maintain group cohesion.

3.1.7.4 Anchoring Bias

It is the reliance on initial information as a reference point for subsequent decisions. It can lead to decisions that are skewed based on the initial information received.

3.1.7.5 Ethnocentrism

Ethnocentrism is the belief in the superiority of one's own cultural or ethnic group, leading to biased judgments. It can result in dismissing or undervaluing ethical perspectives from other cultures.

3.1.7.6 Sunk Cost Fallacy

It is the continued investment in a decision or project based on the resources already invested, even if it's no longer rational. It can lead to unethical persistence in a failing project or decision.

3.1.7.7 Optimism Bias

The belief is that positive outcomes are more likely than negative outcomes. It can result in underestimating ethical risks and potential negative consequences.

3.1.7.8 Stereotyping and Prejudice

It is the forming of judgments about individuals based on stereotypes or prejudices. It can lead to biased decision-making that undermines ethical considerations.

3.1.7.9 Fundamental Attribution Error

This is the tendency to attribute others' behavior to internal characteristics and one's behavior to external factors. It can lead to misjudging others' ethical intentions and actions.

Recognizing these biases and actively working to counteract them is essential for ethical decision-making. Ethical leaders must continuously strive for self-awareness and employ strategies to ensure that their judgments are guided by objective ethical principles rather than personal biases.

3.1.8 Eliminating personal biases in decision-making

Mr. Speaker,

Eliminating personal biases in decision-making is challenging, as biases are often ingrained and unconscious. However, you can take proactive steps to mitigate their impact and make more objective and ethical decisions.

The training highlighted the following ways to eliminate personal biases in decision-making;

i) **Awareness and Recognition**

Acknowledge that everyone has biases, and commit to recognizing and addressing them. Also, understand the various types of biases and how they might affect your decisions.

ii) **Self-Reflection**

Regularly engage in introspection to identify your own biases as well as reflect on past decisions to see if any biases influenced them.

iii) **Seek Diverse Perspectives**

Encourage input from individuals with different backgrounds, experiences, and viewpoints. This diversity can help counteract your biases and provide well-rounded insights.

iii) **Challenge Assumptions**

Question your initial assumptions and judgments before making decisions and consider alternative viewpoints and evidence that might contradict your biases.

v) **Slow Down and Deliberate**

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Take your time when making important decisions to avoid making snap judgments and slow down to analyze the situation from various angles.

vi) Utilize Decision-Making Tools

Employ decision-making frameworks that prompt you to consider ethical and unbiased factors. These tools can provide structure to your decision-making process

vii) Gather Information

Seek a broad range of information and data before making a decision. Comprehensive information can help counteract biases based on limited information.

viii) Consider Impact on Others

Assess how your decisions might affect various stakeholders, and prioritize their interests. This approach helps you make decisions that align with ethical principles.

ix) Challenge Your Biases

Actively challenge your own biases by deliberately seeking out experiences that counter them. This might involve reading diverse perspectives or engaging in discussions.

x) Accountability Partners

Identify colleagues or mentors who can hold you accountable for recognizing and addressing biases and discuss your decision-making process with them to gain new insights.

xi) Practice Empathy

Put yourself in others' shoes to understand their perspectives and challenges. Empathy can help you recognize and mitigate biases related to stereotypes and prejudices.

xii) Review and Reflect

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After making decisions, review the process to see if biases played a role. Reflect on how you can improve your decision-making in the future.

xiii) Continuous Learning

Stay informed about the latest research on biases and decision-making and commit to ongoing self-improvement in this area.

xiv) Hold Yourself Accountable

Take responsibility for your decisions, including any biases that may have influenced them and be open to feedback and learning from your mistakes.

Mr. Speaker,

While complete elimination of biases might be challenging, the goal is to reduce their impact on your decision-making process. By adopting these strategies and fostering a mindset of continuous improvement, you can become a more ethical and objective decision-maker.

CHAPTER FOUR

4.0 COMMITTEE FINDINGS AND LESSONS LEARNT

4.1 Committee Findings

Mr. Speaker,

Following a successful training workshop in Turkey, the delegation was exposed to various components that aim to achieve leadership excellence for sustainable success in organizations. They gained knowledge in leadership powers and various bases of power, what qualities are vital for an effective leader, decision-making models, personal biases, and how to eliminate them for ethical and objective decision-making.

Mr. Speaker,

Some of the best practices that Kenya can learn from Turkey's leadership are as follows;

i) **Understanding cultural dynamics:** Effective leaders in Turkey understand the cultural landscape and are flexible in their approach.

ii) **Communicating clearly:** Successful managers provide clear instructions and guidance.

iii) **Building relationships:** Recognizing the importance of relationships is crucial for building successful teams.

iv) **Promoting work-life balance:** Managers can help navigate challenges by promoting work-life balance.

v) **Embracing diversity:** Managers can embrace diversity to create a successful organization.

vi) **Practicing ethical leadership:** Ethical leadership can be a powerful factor in determining the ethical culture of an organization.

vii) **Walking the talk:** Leaders should demonstrate ethical leadership practices so that their stakeholders will appreciate them.

4.2 Lessons Learnt

Mr. Speaker,

The following are the specific lessons learnt;

i) The various bases of power that leaders can use to achieve influence and attain superior leadership outcomes.

ii) Knowledge of charisma, its building blocks, and how to combine these components for effective leadership.

iii) Knowledge of emotional intelligence, its components, and understanding your personality and those of others for effective collaboration in different situations.

iv) Ways to amass power beyond position power by utilizing other ways of influencing others.

v) Learnt about components of effective and sustainable leadership.

vi) Members were equipped with knowledge of the various decision-making models that can be applicable in the execution of their mandate in the Assembly Committees and beyond.

vii) Knowledge of the various personal biases that may interfere with ethical and objective decision-making and how to avoid them.

viii) Importance of personal biases and their impact in determining the extent of ethical and objective decision-making.

CHAPTER FIVE

5.0 RECOMMENDATIONS.

In light of the Committee's findings and lessons learnt, the following recommendations were made and will go a long way in enhancing leadership and excellence in Kitui County.

Mr. Speaker,

The committee recommends THAT: -

1. The County Assembly promotes training on leadership and excellence to Members of the County Assembly to boost their leadership capabilities to execute their mandate effectively.

2. The County Assembly puts in place an effective communication framework with a feedback mechanism to ensure that information flow is well coordinated across all levels in the organization.

3. The County Assembly promotes adherence to Chapter Six of the Constitution of Kenya and the Leadership and Integrity Act to ensure ethical and objective decision-making in the organization.

4. The County Assembly to borrow from the various decision-making models that can be applied in its context to ensure sustainable leadership and the success of the organization.

5. The County Assembly to foster relationships with other legislatures and cultivate political democracy in its decision-making.

CHAPTER SIX

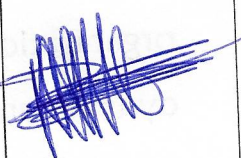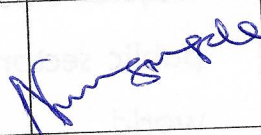## 6.0. CONCLUSION

Mr. Speaker,

The twenty-first century is characterized by an enlightened citizenry in various republics and strategic leadership is vital for sustainable success in organizations. The global trends in leadership and excellence are also highly dynamic and demand that leaders in modern organizations keep learning new ways of ensuring successful organizations for effective service delivery in the public sector. It thus calls for learning from the best practices around the world.

Mr. Speaker,

The overall success of an organization can often be directly linked to the effectiveness of the leadership in place. In this regard, equipping leaders with knowledge on how to carry themselves around others and handle matters that come before them for decision-making is vital. Following a successful training workshop in Turkey, Members gained crucial knowledge on what characteristics make an effective leader, the sources of power that a leader can employ to garner influence from his/her followers, the various decision-making models and the personal biases therein, and how to eliminate them to achieve ethical and objective decision making.

ANNEXURES

ANNEXURE 1: CONSIDERATION AND ADOPTION OF THE REPORT BY THE DELEGATION

S/NO	NAME	DESIGNATION	SIGNATURE
1.	Hon. Christopher Nzilu Nzioka	Deputy Speaker and Leader of the delegation	
2	Hon. Joseph Nzungi Ngwele	Member of County Assembly	
3.	Hon. Mary Mbithe Musili	Member of County Assembly	