



Effective Trusteeship, Strategic Thinking, Emotional Intelligence at Board Level & The Art of Execution

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GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . TECHNOLOGY

Prof. FRED OGOLA



- ❑ Prof. Fred Ogola is an Expert in Corporate Strategy, Political Strategy, Decision Making and Corporate Governance.
- ❑ He sits on renowned boards in Africa and transcontinental boards as a Director and Chair of Strategy and Finance Committees.
- ❑ He is currently the DVC Resource Mobilization, Innovation and Enterprise Development at Uzima University. With five undergraduate degrees and two masters, he additionally obtained his PhD from ESADE Business School and is a part-time Professor at the IESE Business School and the University of St. Gallen in Switzerland.
- ❑ Prof. Ogola has formulated and advised over 1,978 strategic plans and he is a World Bank IFC Certified Trainer of Trainers on corporate governance as well as winner of the coveted Emerald Publishing Group emerging markets case writing competition.

Effective Trusteeship: Strategic Monitoring for Trustees

Pension Schemes/Fund



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The Task of the Pension Fund -(Trustees)

1

Invest Productively

2

Administer Effectively

3

Advise Wisely

Being an Effective Trustee

- While the authority of a governing board lies in the collective action of its members, each individual trustee contributes to—or limits—the effectiveness of the board as a whole.
- There are basically THREE Areas of Focus with three sub-sections that determines Effective Trustees
- **UNDERSTANDING OF GOVERNANCE**
- **LEADING BY EXAMPLE**
- **THINKING STRATEGICALLY**

(A) UNDERSTANDING GOVERNANCE

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This supports the fundamental function of understanding governance by embracing all of your responsibilities in a structure of shared leadership. In order to achieve this, you must:

- **Fulfill your fiduciary responsibilities.** As a fiduciary, you are charged with acting on behalf of the public to further the best interests of the organization on whose board you serve.
- **Recognize that governance is a collective endeavor.** As a trustee, you are part of a team in service to the whole enterprise. That team includes not just other board members but also the Management, staff, & other partners in governance and leadership.
- **Prepare in advance, show up fully present, and participate productively.** You are not expected to have all of the answers, but you are expected to do your homework in order to ask the right questions and make informed decisions about your organization and the community.

“There are two attributes that distinguish the better board members from the lesser board members. The first is the level of engagement: those who are intensely engaged—not only at the meetings but between meetings—and are well prepared and intense about what they do. The second is they understand their role as a board member. I think that understanding the role is incredibly important because, honestly, most don’t as they join the board.”

1. Why were you asked to serve on this board? What expertise and experience do you bring to the board?

2. What is your level of engagement as a board member during meetings? Between meetings? What prevents you from being more engaged?

3. What is expected of you as a board member? What do you expect of your fellow board members? The administration?

4. What is the work of this board? How does it advance the institution's focus and future?

5. How well does the board function? What does it do very well? What could it do better?

This supports the fundamental function of understanding governance by defining how boards, faculty, and administrators should work collaboratively toward a common vision. In order to embrace shared governance, you must:

- **Honor the norm of shared governance, which includes the board, CEO & Entire Management.** The board has primary fiduciary responsibilities, and it delegates primary management responsibility to the management.
- **Be humble and respect your partners in governance and leadership.** Use your position to better understand others' perspectives and take them into account.
- **Provide advice and counsel but leave operational decisions to the administration.** Serve as a thought partner, sounding board, and pro bono advisor by sharing your relevant expertise and experience.

“My experience is that when trustees don’t respect the distinction, it’s because they don’t understand the distinction.”

- 1. What knowledge, skills, and abilities do you have** that could be useful to the administration? How do you share your expertise and experience without crossing the line into management?
- 2. What is the nature of the relationship between your board and CEO?** How does the board show its support? How does it hold him or her accountable?
- 3. How do board members interact with the Management,** formally and informally?
- 4. How does shared governance function at this organization?** Among whom is it shared? When and where does it work well? When and where is it challenging? How could it be strengthened?
- 5. What responsibilities rest with the Management?** When and where does its work intersect with board work? How do the board and Management communicate?

3. Be an ambassador for your institution

This supports the fundamental function of understanding governance by outlining how board members should convey the value proposition of the organization they serve. In order to be an impactful ambassador, you must:

- **Advocate on behalf of your organization. Become** comfortable articulating the institution's strategy and priorities in your own voice and be prepared to promote its goals, as well as its values.
- **Represent the institution proudly and recognize who speaks for the board and for the institution.** While you can dissent within the boardroom, your communication with stakeholders must reflect the board's collective decision, not your personal position.
- **Engage actively and appropriately.** Support the institution you have chosen with enthusiasm and generosity. Fundraise on behalf of the institution and leverage your network to advance its strategic priorities.

“A really strong trustee is someone who is engaged with the organization holistically: their willingness to learn, their Patience to listen before speaking, their focus to build relationships, and being engaged in events that the institution is holding and being engaged with the Management .”

1. How do board members support the CEO and administration in their advocacy efforts? How do you support the CEO?

2. Whom do you know who could be helpful to the institution? How can you help the CEO & administrators gain access to community leaders who might have common concerns and interests?

3. What do constituents think of the institution? The board? How does the institution look from different points of view?

4. How would you respond to a constituent who approaches you with a sensitive question? Whom should you inform about these interactions and when?

5. Have you made the institution or foundation one of your top philanthropic priorities?

(B)Lead by example

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This supports the fundamental function of leading by example through standards that ensure public trust in both the fiduciaries and the institution or foundation. To ensure transparency, you must:

- **Act in the institution’s best interests, putting it ahead of your personal preferences and political allegiances.** Regardless of how you were selected, as a board member you do not “represent” a particular group of constituents.

- **Pre-emptively disclose conflicts—actual and perceived—and dualities of interest.** As a member of the board, err on the side of disclosing more—rather than less—information and then step aside from voting and, sometimes, discussions.

- **Uphold the highest ethical standards.** Model the values, ethics, and morals that the board expects of the administration.

“Some board members uphold their gubernatorial or electorate responsibilities as first and foremost on their priority list. Too many stories can be told of fiduciary boards not exercising independence, which is not to say they are bad board members. It simply means the conflicts need to be managed or they need to be better oriented to their role. Their priority should be what’s best for the institution.”

- 1.To whom are you accountable** as a board member? To whom else do you feel accountable?
- 2.What personal and professional relationships do you have that could interfere** with your ability to make decisions in the best interests of the organization?
- 3.What organizational information is appropriate for you to share with others?** What must remain confidential? How do you make this distinction?
- 4.How do your behaviors, actions, and reputation reflect** on the institution on whose board you serve?
- 5.What ethical expectations do you have** of your fellow board members?

This supports the fundamental function of leading by example through making your own judgments and reflecting the highest level of accountability. To ensure independence, you must:

- **Constructively challenge and support the chief executive, administration, and committees.** Think for yourself, reach your own conclusions, and share your perspective productively.

- **Speak up on important issues, even if they are uncomfortable or unpopular.** The board and institution lose out—or may even be put at risk—when trustees remain silent.

- **Express your concerns diplomatically to the appropriate person(s) at an appropriate time.** Be intentional about what you communicate, how, when, where, and to whom.

5.1. Embrace the full scope of your responsibilities



“Most of our trustees could either be alumni or current employees . They come with their own fraternity affiliations. They have their friends inside the institutions. It’s very easy for a trustee to be coerced into taking up somebody’s mantle. But they are here to look out for this institution as a whole, not any subgroup or any other people who might have a different opinion. Believe me, opinions are fine. Everybody has them, and they are all welcome. But when we as trustees have to make a decision, it has to be about the well-being of the institution as a whole.”

- 1.To what extent does board culture encourage candor and robust discussion?** Do you feel that all voices are heard and respected? Do you feel comfortable expressing your opinion?
- 2.How will you determine which issues are worth speaking up in favor of or against,** regardless of their popularity? When, where, and how will you raise sensitive issues?
- 3.How open is the board to dissenting opinions?** How are tensions among board members handled?
- 4.To whom do you turn if you have concerns related to the CEO?** Concerns about the board chair?
- 5.What happens when the board and the administration disagree?**

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This supports the fundamental function of leading by example through removing systemic barriers to student success and creating a sense of belonging for all Stakeholders. To ensure justice, equity, and inclusion, you must:

- **Protect and promote justice and equity throughout the enterprise.** The board is ultimately accountable for ensuring that the institution creates a welcoming and safe environment in which all stakeholders feel respected and valued.

- **Seek diversity and model inclusion on the board.** Diverse boards are better positioned to address the complex problems the organization because they include different perspectives.

- **Be mindful of how your experience shapes your assumptions.** The hard work of advancing justice, equity, and inclusion is an ongoing, a personal, and an often difficult journey.

“Diversity adds to the wealth of the board and the productivity of the board, where you’re bringing different life experiences.”

- 1. How do our institutional mission, vision, and strategic plan support diversity and inclusion?** To what extent do our policies and practices, intentionally or unintentionally, foster inequity?
- 2. To what extent does the board consider the needs and experiences of stakeholders?** How does it consider the impact of policies and decisions on different groups? How does it measure institutional success in regard to different groups?
- 3. What has the board done to demonstrate a commitment to racial equity and social justice?** How has the board educated itself on diversity and inclusion? What have you done personally?
- 4. How well does board composition reflect our community?** How diverse is the board? What do board dynamics reveal about board inclusion?
- 5. What experiences do you bring to board service?** What experiences do other trustees bring? What perspectives are missing?

(C) Think Strategically

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This supports the fundamental function of thinking strategically by committing to continued learning, improvement, and accountability. To engage in higher learning, you must:

- **Shape your institution's vision and strategy based on its unique purpose and constituents.** Let the characteristics of your stakeholders and your community shape your thinking about the challenges and opportunities facing your college or university.
- **Understand the present state of the enterprise and focus on its future needs.** Stay informed about trends and developments at your institution and in higher education, such as changing clients/ members demographics, novel teaching pedagogies and advances in instructional technology, community employment needs, and increased funding for research or scholarships.
- **Become a student of higher education.** Develop an awareness, appreciation, and working knowledge of its unique characteristics, such as student success, academic freedom, and shared governance.

“We all know that higher education is going to change in the next five years. How we serve—and what our mission is—is going to be vitally important.”

- 1. How is serving on the board similar to your professional experience?** What do you need to do differently as a board member from what you do “at the office”?
- 2. How is your organization different from your industry?** What will help you adapt your expertise and experience to this context? What issues and areas are new to you?
- 3. How has the organization changed since you were a staff?** How has your institution changed in the past 10 years? How might it change in the next 10 years?
- 4. What is the value proposition of services from your institution?** What does success look like for your institution and members? What other metrics of institutional success does the board monitor?
- 5. Do you have adequate information needed to be a productive board member?** What would help you better understand the issues, our circumstances, and/or the alternatives? Who is your primary contact for additional information?

8. Focus on what matters most to long-term sustainability..



This supports the fundamental function of thinking strategically by questioning the status quo and pointing toward a desirable and sustainable future. To focus on long-term impact, you must:

- **Make decisions based on the strategy and vitality of the entire enterprise.** Especially during times of disruption, use your perspective as a fiduciary—removed from day-to-day operations—to ensure that decisions made now support long-term sustainability.
- **Help define what constitutes success for your institution.** As part of the leadership team, work with the administration to develop a shared vision of what success looks like for your institution, given its particular mission.
- **Focus your personal and professional talents on significant strategic issues.** If you have expertise and experience to share, be intentional about when and how you do so.

“We’re fiduciaries of our institutions, and we have to think strategically about the future. Especially in challenging times—whether it’s hiring the CEO, dealing with financial issues, or the pandemic—we have to rise above it all and think about what’s in the best interest of the institution.”

- 1. Which areas of the strategic plan align most with your knowledge, skills, and abilities?** How do you contribute to strategic conversations? When do you get caught up in tactics?
- 2. How well do you understand your institution's business model and financial circumstances?** What are the industry trends, revenue, and expenses for the past five years? How do these compare with other enterprises in your industry?
- 3. What will make your institution relevant for the next generation?** What is the board's comfort with and capacity for anticipating and bringing about change?
- 4. What are your institution's strategic priorities for the future?** How have they evolved? Where have you had the most success? The greatest challenges?
- 5. Who are your traditional peer institutions?** Who are your aspirational peers? What new competitors are surfacing? What is truly distinct about your institution?

This supports the fundamental function of thinking strategically by asking thoughtful questions and really listening to stakeholders. To achieve this, you must:

- **Pose the right questions, rather than prescribe answers.** Help the board pressure-test assumptions, strategies, and recommendations by asking probing questions that frame problems, move discussions forward, and illuminate alternative approaches.
- **Listen actively and seek to understand.** Come prepared to participate in a cooperative conversation, not a competitive debate.
- **Bring genuine curiosity and an open mind to board service.** Welcome alternative points of view and value them as a reflection of a community committed to the common goal of advancing the institution.

“Good board members are able to ask exactly the right strategic question at the right point without having that ‘step aside, let me fix this’ kind of attitude.”

- 1. How open are you to having your ideas and opinions challenged?** What assumptions do you bring? How comfortable are you with competing perspectives?
- 2. How do board members build on work that has been done in advance?** How do board members advance the conversation? When do they inhibit conversation?
- 3. What questions are appropriate to ask** of the administration? Of the committee? When should I ask these questions? In advance or during the board meeting?
- 4. How does this board explore important issues** that don't have easy answers? How does it frame questions and discern answers?
- 5. What decision are you being asked to make in this situation?** What is the appropriate level of board—and trustee—involvement?

What Is EI at Board Level?

Beyond Compliance: The Strategic Power of Emotional Intelligence

- Understanding your own emotions and biases in decision-making
- Reading the emotional climate across the organization
- Managing conflict and power dynamics without escalation
- Influencing stakeholders through trust, not coercion
- Governing wisely, not just legally

Self-Awareness - Know Thyself

The Foundation of Effective Governance

- Recognizing when ego, politics, or fear drive your decisions
- Identifying personal triggers like criticism or media pressure
- Inviting challenge instead of silencing dissent
- Understanding that authority does not equal infallibility

Self-Regulation - Stay Steady

Emotional Control Equals Institutional Stability

- Remaining calm during crises and public scrutiny
- Avoiding reactive decisions driven by panic
- Separating oversight responsibility from micromanagement
- Creating space between impulse and action

Empathy - The Missing Piece

Understanding Impact Beyond the Boardroom

- Appreciating pressures faced by management, staff, and the public
- Considering social, cultural, and political realities
- Asking "How will this decision land on the ground?"
- Governing for people, not just spreadsheets

Social Awareness - Read the Room

Preventing Groupthink and Elite Capture

- Noticing who speaks, who stays silent, who dominates
- Managing board diversity productively across all dimensions
- Handling executive presence without intimidation
- Creating space for all voices at the table

Relationship Management - Unity Through Disagreement

The Best Boards Argue Well and Unite Fast

- Building trust with management while maintaining independence
- Managing disagreement respectfully and productively
- Ensuring succession conversations are humane, not humiliating
- Fostering loyalty through respect, not fear

Why EI Matters Now

Navigating Complexity in High-Stakes Environments

- High public scrutiny and intense political pressure
- Complex, competing stakeholder demands
- Crisis-prone economies and institutions
- Leading change without destabilization or backlash

Red Flags - Low EI in Action

Warning Signs of Board Dysfunction

- Defensive reactions to criticism or external feedback
- Dominant personalities overpowering deliberation
- Silencing dissent as "disloyalty" to the board
- Crisis decisions driven by image management
- High CEO turnover or chronically disengaged management

Building Board EI - Practical Steps

From Awareness to Action

- Conduct regular board self-evaluations beyond compliance
- Invest in chair training on facilitation and conflict management
- Ensure diverse composition with genuine inclusion
- Create space for reflection, not just reporting
- Provide coaching for chairs and committee leads



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Building a Better Tomorrow, Today

THE ART OF EFFECTIVE STRATEGIC PLAN ~~EXECUTION~~



Finnnet Trust Services Limited



18th March, 2026



, Kisumu

"Building a Better Tomorrow, Today"

“

"Between strategy and results lies the valley of execution"

The Reality Check

While strategy formulation is intellectual and conceptual, execution is operational and behavioral - creating a massive gap in realization.

The Sobering Statistics

70%



of strategic plans fail at the execution stage

10%



of organizations successfully execute strategy

95%



of employees don't understand the strategy

85%



of leadership teams spend < 1 hour/mo on strategy

60%

of organizations don't link budgets to strategy

Source: HBR, Fortune, BSI

☰ Top 10 Execution Killers

Ranked by % Impact

RANK	FAILURE FACTOR	IMPACT & SEVERITY
01	Poor communication	63%
02	Lack of accountability	58%
03	Inadequate resources	55%
04	Resistance to change	52%
05	Unclear priorities	48%
06	Weak monitoring systems	45%
07	Leadership misalignment	42%
08	Competing initiatives	40%
09	Insufficient skills	38%
10	External shocks	35%

The Pension Fund Context

Multiple Stakeholders: Board, Management, Members, and Regulator often have conflicting interests.

Time Horizon Conflict: Balancing long-term investment horizons with short-term operational pressures.

Regulatory Complexity: Increasing compliance requirements divert focus from strategy execution.

Market Volatility: Investment performance fluctuations can derail strategic resource allocation.

"Addressing the top 3 killers is critical to successful execution pro





? Why The Gap Exists

⚡ Nature of Work
Strategy is exciting & intellectual; execution is hard, gritty work.

🧠 Abstraction Level
Strategy is conceptual & abstract; execution is operational & concrete.

👥 People Involvement
Formulation involves few (top); execution requires everyone.

👤 Skill Set
Formulation is analytical; execution is largely behavioral & cultural.

🔍 The Pension Fund Reality

📄 Great plans sitting on shelves

🕒 Retreats with no follow-through

💡 Brilliant ideas, poor implementation

🔗 Disconnect: Board Vision ↔ Ops Reality

Adapted Framework for Pension Fund Strategic Management



PERSPECTIVE 1

Financial

PENSION FUND: SUSTAINABILITY

- Funding ratio targets & sustainability
- Investment returns optimization
- Cost efficiency & budget control
- Asset growth & diversification



PERSPECTIVE 2

Customer

PENSION FUND: MEMBER OUTCOMES

- Member satisfaction & experience
- Benefit adequacy & retirement readiness
- Service quality & turnaround times
- Communication effectiveness



Building a Better Tomorrow, Today



PERSPECTIVE 3

Internal Processes

PENSION FUND: OPERATIONS

- Governance effectiveness & oversight
- Investment management processes
- Benefits administration efficiency



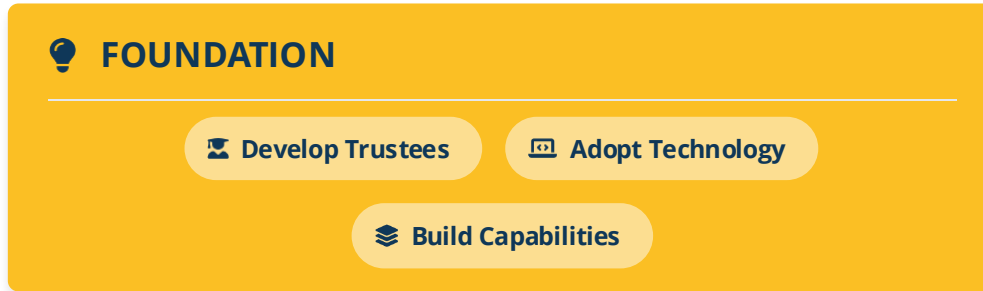
PERSPECTIVE 4

Learning & Growth

PENSION FUND: INNOVATION

- Trustee & staff development
- Technology adoption & digitization
- Process improvement culture

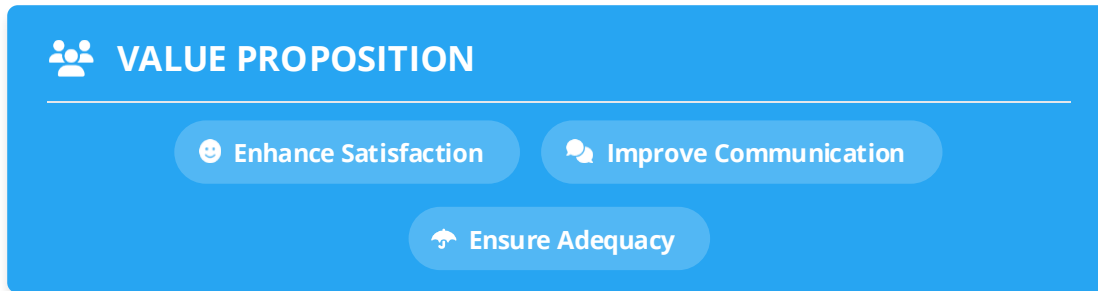
ORGANIZATIONAL CAPACITY
(LEARNING & GROWTH)



OPERATIONAL EXCELLENCE
(INTERNAL PROCESS)



MEMBER OUTCOMES
(CUSTOMER)



SUSTAINABILITY
(FINANCIAL)



Implementation Requirements

Each strategic objective in the map must be supported by four critical components to ensure execution:

KPI

Key Performance Indicators

How we measure success



Targets

Specific desired level of performance



Strategic Initiatives

Action programs to achieve targets



Accountability








Who owns the result

The 9 Rules of Execution

From "Making Strategy Work" by Lawrence Hrebiniak

- 01 **Keep strategy simple and clear to ensure understanding**
- 02 **Understand the critical link between strategy and execution**
- 03 **Manage change effectively to overcome resistance**
- 04 **Build execution feasibility into strategy formulation**
- 05 **Coordinate and share information across silos**
- 06 **Develop execution capabilities and skills**
- 07 **Create an execution-supportive organizational culture**
- 08 **Apply appropriate leadership style for execution**
- 09 **Create strong accountability mechanisms**

Pension Fund Application

-  Simple Pillars: Limit to 5-7 strategic pillars for focus.
-  Line of Sight: Clear connection from high-level strategy to daily tasks.
-  Change Management: Proactive plans for new initiatives.
-  Feasibility: Test execution reality during planning phase.
-  Coordination: Cross-functional teamwork (Admin, Inv, Finance).
-  Capacity Building: Ongoing trustee and staff training.
-  Ownership: Clear accountability and consequences.



People Process

WHO does it

- ✓ Right people in right roles
- ✓ Performance management linkage
- ✓ Robust succession planning
- ✓ Capability development & training



Strategy Process

WHAT to do

- ✓ Realistic assessment of environment
- ✓ Clear, focused priorities
- ✓ Resource alignment to goals
- ✓ Contingency planning for risks



Operations Process

HOW to do it

- ✓ Detailed action plans & milestones
- ✓ Rigorous monitoring systems
- ✓ Collaborative problem-solving
- ✓ Agile course correction



The Execution Culture

Critical enablers for success



Leaders Personally Involved



Honest Dialogue



Follow-through Discipline



Reward Excellence

1

Strategic Clarity

FOUNDATION

- Clear vision & mission statements
- Well-defined strategic objectives
- Measurable targets & KPIs
- Stakeholder alignment secured

2

Translation

BRIDGE TO ACTION

- Identify strategic initiatives
- Allocate resources & budget
- Create implementation roadmap
- Assign clear accountability

3

Execution

ACTION

- Active project management
- Regular performance monitoring
- Periodic progress reviews
- Agile course correction

4

Learning

IMPROVEMENT

- Performance gap analysis
- Document lessons learned
- Share best practices
- Continuous improvement cycle



CRITICAL SUCCESS FACTORS



Leadership Commitment



Clear Communication



Adequate Resources



Monitoring Systems



Accountability Culture

STRATEGIC OBJECTIVE

THE "WHAT"

🎯 Enhance Member Communication

Improve member engagement, financial literacy, and satisfaction scores by 20%.

STRATEGIC INITIATIVES

THE "HOW"

🔑 Key Programs

- 1. Digital Platform
- 2. Quarterly Newsletters
- 3. Annual Forums
- 4. Financial Literacy

PROJECTS & ACTIVITIES

SPECIFIC ACTIONS

📋 Action Items (Illustrative)

- 📄 Website Redesign (6 mo, KES 2M)
- 📄 Newsletter Template (2 mo)
- 👥 Forum Logistics (3 mo)
- 📄 Education Content (4 mo)

RESPONSIBILITIES

THE "WHO"

👤 Ownership & Roles

- 👤 Board Sponsors
- 👤 Project Managers
- 👤 Staff Teams
- 👤 Consultants

DAILY WORK

EXECUTION

📅 Implementation

Daily tasks, meetings, content creation, vendor management, and progress reporting aligned to objectives.

EXAMPLE

Strategic Objective: Improve Funding Ratio to 100%

ACTIVITY / TASK	BOARD	CEO	CFO	INV. COMM	FUND MGR
Set Target & Metrics	A	R	C	C	I
Develop Investment Strategy	A	C	C	R	C
Portfolio Rebalancing	I	A	C	C	R
Performance Monitoring	A	R	R	R	C
Quarterly Reporting	I	A	R	C	C

**Note: This is an illustrative example for a typical pension fund structure*

RACI DEFINITIONS

- R Responsible**
Those who do the work to complete the task.
- A Accountable**
Final decision maker. Only one per task.
- C Consulted**
Those whose opinions are sought (2-way).
- I Informed**
Those kept up-to-date on progress (1-way).

Best Practices

- > Single Point of Accountability: Only one "A" per activity to avoid confusion.
- > Clear Escalation: Defined paths for resolving blockers.
- > Regular Reviews: Quarterly check-ins on role effectiveness.
- > Consequences: Clear outcomes for performance/non-performance.

The 8-Step Process

Based on John Kotter's Leading Change

PHASE 1: CREATING A CLIMATE FOR CHANGE

- 01 Create Urgency**
Why change is necessary NOW; burning platform communication
- 02 Build Guiding Coalition**
Assemble influential champions & cross-functional team
- 03 Form Strategic Vision**
Develop clear picture of future & compelling narrative

PHASE 2: ENGAGING & ENABLING THE ORGANIZATION

- 04 Communicate Vision**
Use multiple channels with consistent messaging
- 05 Empower Action**
Remove obstacles & provide necessary resources
- 06 Create Short-Term Wins**
Generate 90-day visible successes to build momentum

PHASE 3: IMPLEMENTING & SUSTAINING CHANGE

- 07 Consolidate Gains**
Build on momentum to tackle bigger challenges
- 08 Anchor in Culture**
Embed in values & link to performance management

Pension Fund Application

MANAGING STRATEGIC INITIATIVES

-  Initiative-Specific: Apply change management principles to each major strategic initiative.
-  Stakeholder Engagement: Board, Management, and Staff must understand the "Why" before the "What".
-  Visible Progress: Communicate early successes to maintain enthusiasm for long-term goals.
-  Culture Shift: Move from "compliance focus" to "strategic execution excellence".


Levels of Monitoring

CRITICAL TRACKING POINTS

LEVEL	FOCUS	FREQUENCY	RESPONSIBLE
Input	Resources allocated Budget, Staff, Time	Weekly	Management
Activity	Projects initiated Milestones, Tasks	Monthly	Committees
Output	Deliverables completed Policies, Reports, Systems	Quarterly	Board
Outcome	Strategic objectives Impact, KPI Achievement	Annual	Board + Consultants


M&E Tools




Strategy Dashboards

Visual real-time tracking of KPIs and strategic initiatives.


Balanced Scorecards

Performance measurement across four key perspectives.


Traffic Light Reporting

 Simple status indicators:    for quick assessment.

Exception Reporting

Focusing attention only on significant deviations from plan.

“

"What gets measured gets managed. What gets monitored gets done."





5 Leadership Imperatives

FOR ALL LEADERS

Strategic Clarity

Articulate vision clearly, communicate priorities relentlessly, and maintain organizational focus.

Resource Allocation

Align budget strictly to strategy, invest in critical initiatives, and make tough trade-off choices.

Talent Management

Place right people in right roles, develop execution capabilities, and manage performance actively.

Culture Building

Model desired behaviors, reward execution excellence publicly, and address non-performance privately.

Monitoring & Learning

Track progress rigorously, ask tough questions, and adapt strategy based on real-world learning.



Board of Trustees

SPECIFIC OVERSIGHT ROLES

Strategic Oversight

Provide high-level direction and oversight without micromanaging daily operations.

Accountability Enforcement

Hold management accountable for delivering on strategic objectives and targets.

Resource Adequacy

Ensure the fund has sufficient budget, tools, and human capacity to execute the plan.

Risk Monitoring

Monitor key strategic risks that could derail execution and ensure mitigation plans exist.

Champion Change


Visible support for strategic initiatives and transformation efforts.



"The Board's role is to ensure the strategy is executed, not to execute the strategy themselves."

FRAMEWORK

Stakeholder Communication Plan

WHO (AUDIENCE)	WHAT (KEY CONTENT)	WHEN (FREQUENCY)	HOW (CHANNEL)
Board of Trustees	Strategic priorities, major decisions, risk oversight	Quarterly	 Board Meetings
Management	Progress updates, KPI tracking, resource needs	Monthly	 Dashboards & Reports
Staff	Expectations, role clarity, operational directives	Weekly	 Team Meetings
Members	Fund performance, success stories, benefits info	Annual	 AGM / Newsletters
Regulator	Compliance reports, statutory returns, governance	As Required	 Official Submissions

WHY THIS MATTERS

Effective execution requires alignment. This matrix ensures the right information reaches the right people at the right time, preventing the #1 execution killer: Poor Communication (63% impact).

 **Best Practices**



Consistent Messaging

Ensure alignment across all levels; speak with one voice.



Two-Way Dialogue

Create channels for feedback, not just broadcasting.



Visual Dashboards

Use simple visuals (traffic lights) to communicate status quickly.



Storytelling

Connect data to real member impact and outcomes.



Celebrate Wins

Publicly acknowledge milestones to build momentum.

 **WHY QUICK WINS MATTER**

- ✓ Build Momentum
- ✓ Demonstrate Action
- ✓ Overcome Skepticism
- ✓ Boost Confidence

 **CHARACTERISTICS OF GOOD WINS**

-  < 90 Days
-  Highly Visible
-  Low Cost
-  Strategy Aligned

Potential Quick Wins for KRSRBS

 30 Days  60 Days  90 Days



30 DAYS

Launch Member WhatsApp Channel

Establish direct, low-cost communication channel for instant updates and engagement.

 Owner: Comms Officer



45 DAYS

Member Satisfaction Survey

Digital survey to gather baseline feedback and identify immediate pain points.

 Owner: Fund Manager



60 DAYS

Update Website Key Info

Refresh core content, upload missing reports, and ensure all contact details are current.

 Owner: IT Manager



60 DAYS

Complete 1 Priority Policy

Finalize and approve one critical missing policy (e.g., Communication Policy).

 Owner: Trust Secretary



60 DAYS

Trustee Training Session

Conduct one targeted training session on a critical gap area (e.g., Investment).

 Owner: Trust Secretary



90 DAYS

Publish Quarterly Newsletter

Design and distribute the first revamped quarterly newsletter to all members.

 Owner: Comms Committee



Strategy & Structure

PLANNING & RESOURCE GAPS



Strategic Plan as Compliance

Developing the plan merely to satisfy regulatory requirements with no genuine commitment to implementation.



Too Many Priorities

Treating everything as important leads to diluted focus and resources spread too thin to be effective.



Lack of Ownership

Viewing it as "the Board's plan" rather than "our plan," resulting in no individual accountability.



Inadequate Resources

Creating ambitious strategic objectives without allocating the necessary budget, tools, or human capacity.



Weak Monitoring

Lack of robust tracking systems or dashboards, leading to infrequent reviews and delayed course correction.



Culture & Operations

BEHAVIORAL & SYSTEMIC ISSUES



Poor Communication

Failing to communicate the strategy effectively, leaving members and staff unaware of the vision.



Resistance to Change

Sticking to "we've always done it this way" mentality and refusing to adapt to new strategic initiatives.



External Dependency

Over-reliance on service providers or consultants, resulting in delays and lack of internal control.



Board-Management Disconnect

Lack of collaboration between governance and operations, creating silos that hinder execution.



No Learning Culture

Repeating the same mistakes due to a lack of reflection, feedback loops, and continuous improvement.



Avoid these pitfalls by fostering a culture of accountability and transparency.


Critical Success Drivers

Correlation to Successful Execution

RANK	SUCCESS FACTOR	CORRELATION SCORE
01	Leadership commitment	95%
02	Clear accountability	92%
03	Adequate resources	88%
04	Effective communication	85%
05	Robust monitoring	82%
06	Change management	78%
07	Capability building	75%


Pension Fund Best Practices

Annual Strategy Retreats: Dedicated time for deep strategic review and realignment away from operational noise.

Quarterly Strategy Reviews: Regular check-ins focused purely on strategic progress, distinct from board meetings.

Monthly Performance Dashboards: Visual tracking tools providing real-time visibility on key execution metrics.

Bi-annual Stakeholder Surveys: Formal feedback loops to measure satisfaction and engagement levels.

Continuous Trustee Development: Ongoing education programs to build strategic governance.

1

Immediate

NEXT 30 DAYS

- Assign strategic objective owners
- Develop implementation matrices
- Establish monitoring dashboards
- Communicate plan to stakeholders
- **Identify quick wins**

2

Short-Term

90 DAYS

- Launch quick-win projects
- Conduct first quarterly review
- Address early obstacles
- Validate initial KPI data
- **Celebrate initial successes**

3

Medium-Term

6-12 MONTHS

- Complete Phase 1 initiatives
- Scale successful pilot projects
- Build deeper execution capabilities
- Full policy implementation
- **Mid-year strategic review**

4

Long-Term

12-36 MONTHS

- Achieve key strategic milestones
- Institutionalize execution culture
- Full realization of benefits
- Prepare next strategic cycle
- **Sustainable high performance**



KEY PROGRESSION

From Planning to Sustainable Performance

✓ **Alignment**

✓ **Momentum**

✓ **Scaling**

✓ **Institutionalization**

★ The Art of Execution

Ten principles for effective strategic plan execution

01 Keep strategy **SIMPLE** and **CLEAR**

02 Translate strategy into **SPECIFIC ACTIONS**

03 Assign **CLEAR ACCOUNTABILITY**

04 Allocate **ADEQUATE RESOURCES**

05 Communicate **CONSISTENTLY**

06 Monitor **RIGOROUSLY**

07 Act on **FEEDBACK** quickly

08 Celebrate **WINS** publicly

09 Learn from **FAILURES** privately

10 **PERSIST** with discipline

“*Strategy without execution is hallucination.*”

– **THOMAS EDISON**

“*Execution is the great unaddressed issue in business today.*”

– **LARRY BOSSIDY**

“*Strategy is nothing but good intentions unless effectively implemented.*”

– **PETER DRUCKER**



Critical Reflection for KRSRBS

Consider these questions honestly to identify barriers and opportunities for execution excellence.

1

BARRIERS

What has specifically prevented us from fully executing our current strategic plan to date?

2

RISK FACTORS

Which of the "10 Execution Killers" discussed are most relevant to our current situation?

3

ACCOUNTABILITY

Do we have clear, single-point accountability assigned for each strategic objective?

4

MONITORING

How effective and timely is our current monitoring system in flagging execution issues?

5

ACTION

What specific "Quick Wins" can we realistically achieve and celebrate in the next 90 days?

6

COLLABORATION

How can we improve Board-Management collaboration to support faster decision-making?

7

RESOURCES

What critical resources (budget, skills, tools) do we lack for successful execution?

8

COMMUNICATION

How will we communicate our refreshed strategic plan to all stakeholders effectively?



Our Collective Commitment

As we embark on this mid-term review and policy development journey, we commit to:



CLARITY

Simple, focused strategic priorities aligned with our mission.



ACCOUNTABILITY

Clear ownership and consequences for performance.



RESOURCES

Adequate budget, tools, and capacity for success.



MONITORING

Rigorous tracking and regular performance reviews.



COMMUNICATION

Transparent and consistent stakeholder engagement.



LEARNING

Continuous improvement mindset and adaptation.



PERSISTENCE

Disciplined follow-through until results are achieved, regardless of obstacles.

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"The difference between successful and unsuccessful pension funds is not better strategy – it's better EXECUTION."

Thank You



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