

PEOPLE FOCUS NEWSLETTER



TOP HUMAN RESOURCE PROFESSIONALS AWARDED

IN THIS ISSUE

SYMPOSIUM
HIGHLIGHTS

HR REVEAL
AWARDS WINNERS

PROFESSIONAL DEVELOPMENT
CALENDER 2024

BECOME A
MEMBER TODAY

EDITOR IN CHIEF



Dear Esteemed Readers,
As I reflect on my time as the Editor-in-Chief of our People Focus Newsletter, I am filled with a sense of pride and gratitude. It has been an incredible journey, and I am honored to have had this professional opportunity to serve you all.

We have strived to bring you the most relevant and insightful content, covering a wide range of topics that are crucial to the world of Human Resource.

Our aim is to provide you with the tools and knowledge to navigate the Human Resource ever-evolving landscape.

I am particularly grateful to you our readers, whose unwavering support and engagement has motivated us to continually raise the bar and deliver content that meets your needs. Your feedback and suggestions have been invaluable in shaping the direction of this publication. I am also thankful for the greater editorial team including the Governing council and secretariat staff for your support in production.

As I pass the baton to the next Editor-in-Chief, I am confident that this newsletter will continue to thrive and evolve, remaining at the forefront of HR thought leadership. With a renewed focus on innovation, collaboration, and inclusivity, I have no doubt that the future holds great things for this publication and its readers.

In this issue we bring you highlights from our recently concluded 5th East African Human Resource Symposium, HR Reveal awards among so many stories from our members. I congratulate all the winners at the HR Reveal Awards and thank our partners for your support to the association.

In closing, I want to thank you all once again for your support and trust. It has been an honor and a privilege to serve as Editor-in-Chief, I look forward with excitement for what the future holds for this newsletter and the HR community as a whole.

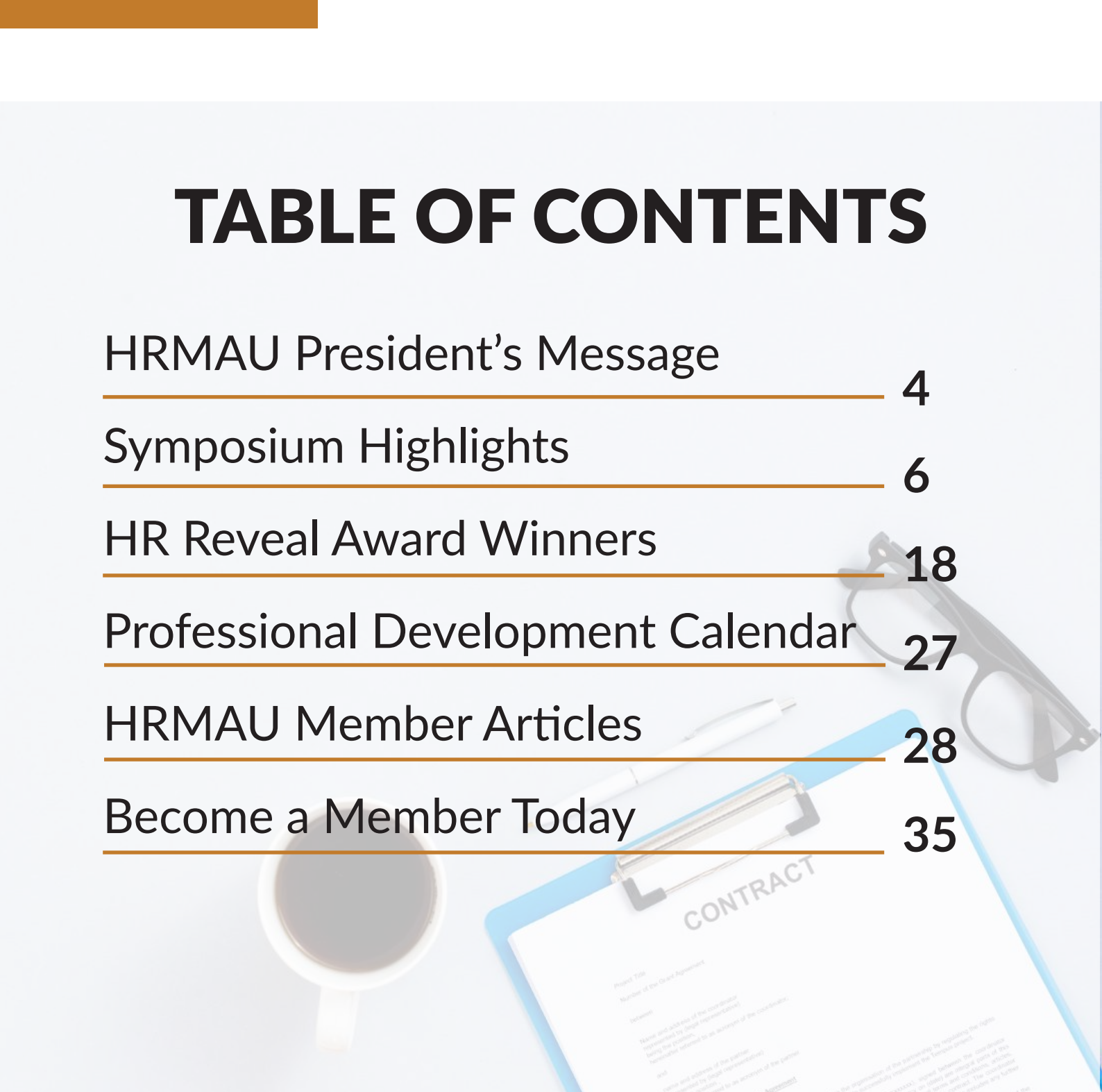
Wishing you all the best in your professional endeavors.

Warm regards,

Moureen Nakimuli - Director Public Relations - HRMAU

Editorial Team: Ronald Bbosa | Shamim Walusimbi | Andrew Kawesa Ssebwalunnyo
| Juliet Mpiima | Innocent Dawa | Leticia Iguma

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If you would like your article to be featured in the next edition, please send it through email to connect@hrmau.org.ug with the subject

Disclaimer: This publication is a quarterly newsletter intended for our members and stakeholders.

THE PRESIDENT



I take this opportunity to welcome you to the 4th quarter edition of the People Focus newsletter for the year 2023. Together as HR professionals, it is crucial to stay updated with the latest news, trends, technologies, and best practices. By embracing innovation and fostering a culture of learning, we can build resilient organizations that are prepared to navigate any future challenges.

I encourage members to read and use the newsletter as an avenue to advance their knowledge and skills in Human Resource Management.

During the last quarter we had seven structured meetings with stake holders on the Human Resource Management Professionals Bill 2023. I appreciate all the different stakeholders whose support has enabled us make good progress. We look forward to concluding this process during the first Quarter 2024.

The 5th East African Human Resource Symposium was held at Mestil hotel in Kampala from 15-17th November 2023 and was attended by over 136 participants. The symposium attracted international speakers and challenged us on the approaches and perspective we need in a BANI Work space. At the peak of the symposium, we had the HR Reveal awards 2023 under the theme: *“Honoring the People Behind People”* to recognize individuals who have excelled in pushing the frontiers of best HR practice.

In her speech, the Minister of Labor who was the Guest of honor at the HR Reveal Awards 2023 applauded remarkable individuals who have gone above and beyond the call of duty in their pursuit of excellence in the field of Human Resources in the different categories. The minister further reiterated her support for The Human Resource Management Professionals Bill 2023 once it's tabled for consideration.

Join me to appreciate all participants and winners, these individuals demonstrated exceptional skills and knowledge but have also shown a genuine commitment to the betterment of their organizations through better people management practices.

Allow me to express my appreciation to all the stakeholders, sponsors, and the organizing committees for the successful events held in 2023. I am also happy to inform you that we closed 2023 with a membership of 1,232 (33 % increase) from 857 at the end of 2021. This wouldn't have been possible without the direct involvement of each one of us.

We congratulate members who have advanced in their careers and stand with our members who have gone through different challenges during the quarter.

I wish you a happy new year 2024.

Ronald K Bbosa - President



COUNCIL UPDATES

EAST AFRICA HR SYMPOSIUM 2023: NAVIGATING THE FUTURE OF WORK IN A BANI WORKSPACE

The East Africa HR Symposium 2023, held over three enriching days, brought together HR professionals, industry experts, and thought leaders from across the region. With the theme “**Navigating the Future of Work in a BANI Work Space**,” the symposium aimed to foster collaboration, share insights, and explore innovative HR practices to meet the evolving challenges of the dynamic business environment and changing workplace in East Africa and beyond.

Day 1: Setting the Stage

The symposium kicked off with inspiring speakers, **John Ulanga**, Ambassador and Director of International Trade and Economic Diplomacy at the Ministry of Foreign Affairs and East African Cooperation – Tanzania, who set the pace and gave perspective on “The future of work in Africa: Challenges and Opportunities”. Followed by another speaker **Deon de Swardt**- Managing Partner and founder, of Africa People Advisory Group who shared great insights on **Deploying A Framework for Introducing an Employee Experience Journey in Africa**.



The afternoon started with members watching a keynote of Live2lead from **John C. Maxwell** a Leadership Expert and Best-Selling Author. The day unfolded with an interactive session and practical takeaways, on **Managing Diversity, Inclusion, and Equity at Workplace: Challenges and Issues** from **Sylvia Mulinge** the CEO of MTN Uganda.



The highlight of the day was a dynamic networking session that allowed participants to exchange ideas, build connections, and share best practices. Delegates were also encouraged to visit exhibitor booths showcasing the latest HR technologies and solutions.



Andrew Kawesa Ssebwalunnyo the day's Master of Ceremony shares a light moment with the Ms. Sylvia Mulinge CEO of MTN after her presentation at the symposium, looking on is Emily Kamunde the Director Rise and Learn.



Mr. Geoffrey Kalungi appreciates Ms. Cecylia F. Meshy Country Operations and HR Manager SNV Netherlands Development Organisation Tanzania at the symposium



Lawrence Mathias Kulanga wins the first draw at the HR symposium where he will attend fully paid Coach Accreditation program.

Day 2: Navigating the BANI workplace

Day two delved deeper into the symposium theme, starting with a presentation from the Keynote Speaker- Jean Francois Cousin, MCC, a Global Executive and Team Coach, Speaker, and Author. He focused on The critical mindset and skills to thrive in BANI workspaces, for HR professionals and business leaders to role-model and spread. A series of engaging keynote speakers by industry pioneers and HR professionals set the tone for the day, emphasizing the role of HR in driving innovation and managing organizational change effectively in this BANI workspace.



Keynote speaker conducting an orchestra in the middle of his presentation



Joyce Nakalema - Committee member HRMAU, appreciates the Keynote speaker Jean Francois Cousin.

Later, this was followed by another great speaker Patrick Faniel- Managing Director EMEA, MCE (Brussels-Belgium), who shared practical insights on Employee Experience Management: Create Employee Experience that attracts and retains the right talents.



Lawrence Mathias Kulunga appreciates Patrick-Faniel after his presentation

Just before the lunch break, the delegates were fired up with a powerful presentation from Rachel Brenda Dumba- CEO/Partner, Steadman Global Consulting, on a very exciting topic, “From HR Professional to Corporate CEO/ or the Boardroom: Essential Skills & Mindset”.



Ms. Rachel Dumba delivering her remarks



Rachel Dumba in the middle of her presentation



Christine Abwaka Head Human Resources Uganda Law Society receives a gift for participating during the symposium

The afternoon was yet another transformational experience for the delegates that was kicked off during the afternoon with a presentation from a great speaker **Elizabeth Okonji- Chief People Officer at Seamless HR** on the topic **“You might be more biased than you think.”** This was very intriguing for the delegates to rethink the different biases that have been with us for ages.



Ms Elizabeth Okonji delivering her presentation.



Alain S. Tuyishime Appreciated Elizabeth Okonji after her presentation

The day concluded with a lively panel discussion on the future of Business in the BANI workspace: CEOs' perspectives. The panel discussion provided participants with the opportunity to explore specific topics of interest, including the integration of artificial intelligence in HR processes, agile performance management, and building a resilient workforce.



Panelists of the day moderated by Ms. Rachel Dumba.

Day 3: Sustainable Talent and Employee Wellbeing

The third day which was also the final day was yet another exciting day that was full of learning. The day kicked off with a presentation from a special speaker, David Ssegawa, the Group Director of Human Resources, Equity Group Holdings (Also the first President of HRMAU) who shared practical takeaways on the topic “Sustainable Talent Pipelining Enabled by Strategic Total Rewards”. It was an interactive session designed to help participants translate the insights gained into actionable strategies.



Mr David Ssegawa delivering his presentation.



A delegate from Rwanda appreciated Mr. David Ssegawa after his presentation.



From Right: Mr. Ronald Bbosa President – HRMAU, Ms. Kevin Wagubi, Mr. David Ssegawa, Ms. Eva Lubowa and Mr. Brian Musisi

Mr. Ssegawa’s presentation was followed by another awesome session by **Christina Angela Ntulo** a Mental Health and Advocacy Consultant, at The Malachite Centre (Ugandan) on the topic “Navigating the Mental Health Crisis in BANI workspace: Effective Approaches to Supporting Employee Well-being” Insights from this presentation expounded on the knowledge on how to support employee’s well-being in this changing workspace.



Ms. Ntulo delivering her presentation.



Delegates from Tanzania appreciate Christina after her presentation

The day was concluded with a very powerful presentation from a renowned speaker **Dr. Lanre Olusola, The Catalyst, OLCA Coaching Limited (Nigerian)** who fired up delegates on the topic **“The Need for Innovation for Organization Survival and Success”**. The presentation provoked delegates to think critically about new strategies on how they can survive as HR leaders, and also translate this to their organization’s survival.



Dr. Lanre Olusola delivers his presentation



The MC's of the day with Dr. Lanre during his session.



A delegate appreciates Dr. Lanre after his presentation

A closing ceremony highlighted key takeaways and outlined a roadmap for future collaboration and ongoing learning. Delegates were encouraged to join a post-symposium online community to continue the dialogue, share resources, and support each other in implementing innovative HR practices.



Delegates enjoy a light moment at the symposium



Delegates getting ready to dance during the symposium



The SG Doreen Muhangazi makes closing remarks at the end of the symposium. Inset, is the organizing committee of the symposium.

Key Outcomes

- **Networking and Collaboration:** The symposium provided a platform for HR professionals to build a robust network, fostering collaboration and the exchange of ideas.
- **Knowledge Transfer:** Delegates gained valuable insights from thought leaders, industry experts, and peers, enhancing their understanding of current HR trends and best practices.
- **Practical Strategies:** Panel discussions and interactive sessions equipped participants with practical strategies to implement in their respective organizations, ensuring a tangible impact on workplace dynamics.
- **Technology Integration:** The symposium showcased cutting-edge HR technologies, empowering delegates to leverage innovative tools for talent management, employee engagement, and data analytics.
- **Community Building:** The establishment of an online community ensured that the dialogue and collaboration initiated during the symposium continued beyond the event, creating a sustainable platform for ongoing learning and support. **All the delegates were granted free access to MCE self-paced learning for a period of one year.**

Special Mention

We would like to thank our partner Rise & Learn for the special support in making sure the symposium was a success. We also thank our sponsors MTN Uganda, Uganda Electricity Generation Company Limited (UEGCL), RIKA Learning, Management Center Europe, and Kenya Airlines. who supported our preparations. Without your support, we could not have had a successful symposium. Special appreciation goes to the organizing committee for the symposium (Rise & Learn and HRMAU teams) and to all delegates from Uganda and the different Countries across the globe.

Author/Writer

Andrew Kawesa Ssebwalunyo
 Director Professional Development
 HRMAU



**EAST
AFRICA HR
SYMPOSIUM**

To our sponsors we say

Thank You

MCE Management
Centre Europe®





HR Reveal Awards 2023

Andrew Kawesa Ssebwalunnyo
Director Professional Development
HRMAU

The Human Resource Manager's Association of Uganda, held the Fifth Edition of the HR Reveal Awards on the 17th of November 2023, under the theme: **"Honoring the People Behind People"**. On behalf of the Governing Council and organizing committee, I want to extend our deepest gratitude for your exceptional participation in the HR Reveal Awards 2023, right from the nomination stages to the Dee day. Your presence and contributions were instrumental in making this event a resounding success.

The awards aimed to spotlight the often unsung heroes in the world of human resources. It was truly heartening to witness your commitment to recognizing and celebrating the individuals who dedicate their efforts to elevate the human experience within organizations.

In honoring the people behind people, we not only celebrated the achievements of HR professionals but also underscored the crucial role they play in fostering positive workplaces

and driving organizational success. As we reflect on the success of the HR Reveal Awards 2023, we are inspired by the collective power of the HR community to effect positive change. Your dedication to recognizing the human aspect of human resources is a testament to the profound impact HR professionals have on individuals and organizations alike.

We would like to give special appreciation to our judges who exhibited professional skills in identifying the best stories, we are humbled by your service.

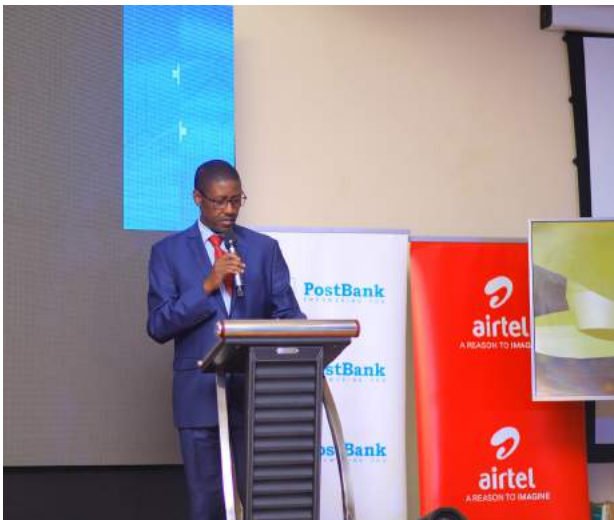
We also send great appreciation to all the HRMAU members who participated in the process of nomination and those who took off time to allow us in their spaces and share their stories.

To the winners, it's your moment, take it with honor and even aim higher to make the lives under your care better each day in your HR intervention.

THE HUMAN RESOURCE REVEAL AWARDS 2023, 17TH NOVEMBER 2023, MESTIL HOTEL KAMPALA

SPEECH FROM THE MINISTER OF LABOUR, GENDER AND SOCIAL DEVELOPMENT

Delivered by. Mr Martin Wandera – Director of Labour, employment and Occupational Safety and Health



Our Keynote speaker, international delegates, Ladies and gentlemen,

Good evening and thank you for joining us tonight to celebrate the outstanding achievements in the field of Human Resources. It is truly an honor to stand before you as the Guest of Honor to address this esteemed gathering.

First and foremost, I would like to express my deepest gratitude to the HRMAU and the East African HR symposium partnership for organizing this event and for recognizing the importance of Human Resources in shaping the success of any organization. HR professionals play a crucial role in fostering a positive work environment, nurturing talent, and ensuring the overall well-being of employees and this is why I continue to pledge my support towards the HR Bill.

Tonight, we gather to applaud the remarkable individuals who have gone above and beyond the call of duty in their pursuit of excellence in the field of Human Resources. These individuals have not only demonstrated exceptional skills and knowledge but have also shown a genuine commitment to the betterment of their organizations through better people management practices.

In today's ever-evolving business landscape, HR professionals face numerous challenges. From attracting and retaining top talent to fostering diversity and inclusion, but they remain at the forefront of driving positive change. It is their dedication, resilience, and innovative thinking that enables organizations to thrive amidst these challenges that we celebrate today.

I would like to take a moment to recognize the HR teams across various industries who have worked

tirelessly to adapt and respond to the unprecedented circumstances brought about by the global pandemic. Their unwavering commitment to supporting employees, ensuring their safety, and maintaining business continuity has been truly inspiring.

Tonight, as we celebrate the achievements of these exceptional individuals, let us also remember the importance of professionalism, collaboration, and continuous learning. In an ever-changing world, it is crucial for HR professionals to stay updated with the latest trends, technologies, and best practices. By embracing innovation and fostering a culture of learning, we can build resilient organizations that are prepared to navigate any future challenges in a BANI workplace.

Celebrating professionalism is at the core of the Ministry I lead; accordingly, I reiterate support and commitment from the Ministry of Labor to on-going efforts through the Parliament of Uganda to regulate the HR profession through the Human Resource Professionals Bill 2023.

To all the awardees, congratulations on this well-deserved recognition. Your dedication, passion, and unwavering commitment to excellence serve as an inspiration to us all. Your work has not only positively impacted your organizations but has also contributed to the growth and development of the HR profession.

Finally, I would like to extend my heartfelt gratitude to all the HR professionals present here. Your tireless efforts in creating inclusive workplaces, promoting employee well-being, and driving organizational success are truly commendable. Your work may often go unnoticed, but its impact is felt by every individual whose lives you touch.

Thank you once again for allowing me to be a part of this wonderful celebration. Let us continue to support and uplift one another as we strive to create workplaces that empower and inspire generations to come.

Congratulations to all the award recipients, as we usher in revitalized workspaces filled with endless possibilities for the field of Human Resources.

I Thank you all and May God bless you,
For God and my Country.

HR REVEAL AWARDS 2023 IN PICTURES



Key Note Speaker: Mr. Peter Kimbowa makes his remarks



Lifetime Achievement Award in HR goes to Professor Munene



Lifetime achievement award in HR goes to- Mr. David Ssegawa



People's CEO of the year Award goes to Mr. Julius Kakeeto



HR Digital Award goes to –Ms. Irene Nayera



Director PR HRMAU Moureen Nakimuli receives Trend Setter Award on behalf of Daphine Kakonge



HR Rising Star Award goes to Joel Kafiire



Joel Kafiire after receiving his award for HR Rising star



Emmanuel Otim winner of the HR Hybrid working award shares a light moment with the Master of Ceremonies Maurice Mugisha



Judges at the HR Reveal Awards 2023 President Emeritus Moses Mbubi, Ruth Kamuntu-HR Manager at Malaria Consortium (with the Microphone) and Emily Kamunde Director at Rise and Learn



Moureen Nakimuli-HRMAU PR shares a light moment with David Ssegawa



Andrew Kawesa Ssebwalunnyo, shares a photo moment with Grace Nzula from IHRM Nairobi



HRMAU lads share a photo moment with the MC of the day Maurice Mugisha



HRMAU ladies that graced the occasion



HR reveal awards contestants 2023 receiving their certificates from the President



All winners of the HR Reveal Awards share a photo moment.



The HRMAU Governing Council at HR Reveal Awards

APPRECIATION FOR SUPPORT PROVIDED TOWARDS PROFESSIONAL DEVELOPMENT PROGRAMS 2023

Capacity Development program

Name

QUARTER ONE 2023

Designing a winning HR Strategy

Andrew Kawesa Ssebwalunnyo

Proscovia Nabanja

Daphne Kakonge

Emily Kamunde Osoro

Irene Nayera

Gabriel Chege Nyamu

Gloria Tibakunirwa

Moses Mbubi Witta

Winnifred Akello

Joan Mugenzi

Talent Management-Your role as a Human Resource Professional

Financial Literacy- Transform your relationship with money

QUARTER TWO 2023

L&D a pillar that drives company strategy

Emily A. Byaruhanga

Solomy N. Luyombo

James Owona

Blenda Nakkazi

Abdul Kibuuka

Jennifer Kaggwa

Grace Nzula

David Ssegawa

Lydia Abenaitwe

Angelina Mhlanga

Nakuya Rose Mary

Job Evaluation Training

Career Dynamics and Transition

How HR can Embrace Diversity, Inclusion and Equity to Transform Organisations

QUARTER THREE 2023

Enhancing Productivity & Engagement through Employee wellbeing

Ben Kisuule

Ethel Ahura Nagaddya

Ivan Philip Baguma

Betty Ogiel

Janet Kantalama

QUARTER FOUR 2023

5TH East African HR Symposium

Rise and Learn/HRMAU

FEEDBACK FROM STAKEHOLDERS ON HRM PROFESSIONALS BILL

Consultations on the bill continued during Quarter 4



Photo session after consultation with HR Consultants.



Photo session after consulting professional bodies including Uganda Law Society

PROFESSIONAL DEVELOPMENT

Human Resource
Managers' Association of
Uganda



CALENDAR 2024

TRAINING PROGRAM	DATES OF TRAINING	COST	FORMAT
Designing high impact HR Interventions for Organisational Success	31st January	Free	Online
HR Board Reporting (Preparing a cutting -edge report & Secure a seat at the table)	15th February	Free	Online
Finance for HR Leaders (Positioning as a Business partner with a finance edge)	14th March	Free	Online
Annual General Meeting	28th March	Free	Blended
Corporate Governance for HR leaders (What you need to learn for your career growth)	20th April	Free	Online
Labour Day Theme: Social Justice, Decent Work for All	1st May		
International HR Day Theme: Shaping the New Future-(Uganda, EA context)	20th May		
Labour Law Conference (Mastering the different Employee separation processes in a changing workspace)	23rd-24th May	Paid	Physical
Emotional intelligence (A core competence for successful leadership)	7th June	Free	Online
HR Analytics	17th-21st June	Paid	Physical
Performance management-(Building a purposeful performance Mgt culture for organization Transformation)	4th July	Free	Online
HRBP Certification	5th-9th August	Paid	Physical
2nd Edition of HR Sports Gala	31st August	Free	Physical
HR for non-HR Managers-(Enabling line managers to approach their people management responsibilities with confidence)	19th September	Paid	Physical
Total Rewards (Creating a comprehensive EVP that attracts & and retains top talent)	3rd October	Free	Online
HR Digitalization/Technology (How to embrace technology for successful people strategies)	24th October	Free	Online
Annual HR Conference & HR Reveal	27th, 28th & 29th Nov	Paid	Physical



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MEMBERS' ARTICLES



Re-imagining the world of work

Muwereza Rose
HR Business Partner
CV People Global Consults

Driven by disruption and enabled by technology, employers today have the chance to fundamentally reimagine ways of working to engage their people in new, mutually rewarding ways.

“Everyone is talking about the future of work. But few are asking the most fundamental question: What should that work be?”- John Hagel, management consultant and author

WORK LIFE BALANCE

Healthy work-life balance refers to maintaining

a harmonious relationship between your work and personal life. When put simply, work-life balance is achieved when the amount of time and energy you spend on your personal life and professional life is equal. While the scales may tip at times in either direction, it's important to strive for that balance so that you can stay healthy and productive in all areas of your life. For example, we all know that when you get little sleep at night, you will definitely dose at work and leave work assignments pending, you will definitely be at home but stressed about what you did not accomplish.

Many of us are guilty of letting work emails and notifications infiltrate our evenings, not making time to pursue our passions, or on the flip side, watching Netflix instead of actively gaining the skills and knowledge to advance our careers. *“The key is not to prioritize what’s on your schedule, but to schedule your priorities”-Stephen Covey.*

We are currently having a challenge in today’s work world in regards to work-life balance, while some careers allow a relaxed relationship between work and private life, many others demand significant reductions in the area of leisure and family. However, a healthy attitude towards the work-life balance begins with the employer, the employer must view themselves not as the highest authority in the life of employees, but rather as a reliable companion that encourages a healthy lifestyle. Though at the end of the day, the employee is also responsible for achieving a satisfactory work-life balance.

After all, we are talking about striking a balance, as opposed to a disregard for work in favor of a more casual lifestyle.

The general dissatisfaction of employees worldwide signifies how far from achieving a work-life balance we really are. However, the working world is slowly changing as more and more companies are beginning to welcome the idea and are also specifically promoting it through introduction of programs like Employee wellness programs which is designed to teach employees how to consciously manage their time and energy to meet both professional and personal commitments while prioritizing self-care and well-being. Our ideal world is that after work, we are able to spend time on things that nourish us as people. This could involve spending time with friends and family or engaging in a hobby which freshens up the mind and at the same time increases productivity at work.



Can Organisations Flourish without Building Trust?

How HR contributes in harnessing this Invisible yet Indispensable virtue

Joseph Balondemu

@josephBalondem1

HR Manager with Wagagai Limited,
Entebbe

“Trust is like the air we breathe. When it is present nobody really notices. But when it’s absent everybody notices”. Warren Buffet.

Cambridge Dictionary defines Trust as; to believe that someone is good and honest and will not harm you, or that something is safe and reliable. If anything, organizational trust means having confidence in both your short- and long-term future. After all, if an employee isn’t content with their manager or team, they may not last the year. But if they’re not confident in the organization itself, they likely won’t stay and serve longer.

When trust is instilled in an organization, tasks get accomplished with less difficulty because people are more likely to collaborate and communicate with each other in productive ways. As a result, outcomes yield more paybacks.

Organizational Trust

This is when employees have belief in company’s conduct. This can involve faith in management or colleagues, but it also includes management aspects such as:

- The company’s goal.

- The vision of senior management.
- The beliefs and culture of the company.
- Workplace equality, diversity, and inclusion.
- Are organisation processes ethical and fair?

Can organisation flourish without building Trust?

It’s practically impossible for organizations to flourish and grow if they don’t build and exhibit trust.

Management shoulders the bigger responsibility of championing and building a culture of trust from the board to the top executives.

As all HR professionals know, a large part of Human Resources management is building trust throughout the work environment. Building trust in the workplace is key for HR leaders to create high-performing teams and improve employee experience.

Good leadership starts with trust, so it’s important for HR practitioners to build trust in the workplace right from recruitment and maintain this trust throughout the employee lifecycle. The benefits of having trust in the workplace are plentiful as shared below.

Whether you're building trust in teams or between individuals, the end goal is the same. You want to create an environment where people feel comfortable sharing their thoughts and helping each other out.

To have a sense of well-being and good mental health, we need to know that other people understand us and have our best interests at heart. This comes with having high levels of trust. It gives us peace of mind to know that everyone is working together as a team.

Organisations will flourish by building trust. Cultivating trust will bear fruits that will bloom the organisation.

Fruits from cultivating Trust that flourish and bloom organisations.

A high-trust organization is one in which employees feel safe to take risks, express themselves freely, and innovate. When trust is instilled in an organization, goals are attained with ease because people are more likely to collaborate and communicate with each other in productive ways. As a result, outcomes tend to be more rewarding.

In fact, according to a study in Harvard Business Review, people at high-trust companies **report 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, and 40% less burnout** than people at low-trust companies

In contrast, employees at low-trust organizations are often bogged down by office politics and infighting. They are more likely to withhold information and hoard resources because they don't feel safe sharing them. As a result, decision making is slower and less effective.

At a time when distrust seems to be the default, fostering a high-trust organization has never been so important—and it often starts with

leadership.

Better Teamwork and Collaboration

When there is distrust there is less knowledge sharing and one hand is on the deck withholding the other. Trust cultivates collaboration.

Higher Morale, Less Stress.

A trusting environment creates morale none is sneaky less stress etc. Low trust environment causes presentism staff are present but not productive high absenteeism, sick days etc.

Increased Productivity.

Low trust causes gossip time, reduces cooperation leading to disengagement, these accumulated time leakages affect the bottom line.

Change Isn't Feared or Resisted

After COVID Change adaptability is the norm due to global business dynamics. Change is fostered easily in trust organisations attracting less cost on change management. Low trust environment breeds fear and resistance because of uncertainty about management intentions.

Improved Employee Performance

Trust environment cultivates high performance. Feedback is well received as coaching and not criticism.

Ethical Decisions Are Made

In a trust organisation it's more likely that leaders and staff will make ethical decisions. Staff realise that an unethical action will go against the culture of the organisation that everyone enjoys. Talent retention and stability is cultivated under trust environment. Staff will leave low trust environment due to lack of opportunities, feelings of disrespect, low pay which quickly translate into exits. (As a member of *Team Talent management* we firmly believe in this)

Trust Builds Communication. You can only harness effective communication in trust environment when it lacks there is, misalignment with a company's strategy, values and poor

collaboration.

Trust Boosts Productivity

When employees feel that their leader trusts them they will rise to the challenge so they don't disappoint their Leader or themselves. Most employees don't want to be micromanaged it feels like a loss of freedom and low trust which demoralises.

Trust Improves Employee Satisfaction

Employees in a high-trust environment are more satisfied compared to those in a low-trust environment.

How HR contributes in harnessing this Invisible yet indispensable virtue.

Despite the succulent gains of trust as explored above. Cultivating trust is a hard nut crack because of its sneaky nature its intangible, isn't an action. It's an outcome based on a series of other actions.

While going through the actions the process is met with some challenges that the HR should be cognisant of;

- Drop in productivity, there may be a decline in productivity (from time leakages) for managers who constantly accommodate staff under open door policy. Leaders leaving their office doors open for employees to feel comfortable stopping by informally to ask questions and speak candidly.
- Organization's hierarchy gets disrupted. This is experienced when a superior staff starts to appear interacting more with junior staff than direct reports.

Once a manager has the trust of his employees, the goal is not to break it. However, this can be difficult when managers are faced with handling unpleasant and inevitable aspects of leading and execution. Such as laying off staff, cutting bonuses, budget/cost controls etc. In order to maintain trust in such situations, it's important for HR Practitioners to be as transparent as

possible.

Why HR presses on for the bigger gain.

The HR Practitioner should relentlessly pursue building trust regardless the payback because of the reasons below;

- **Creating a safe environment**, building trust, starts where people feel comfortable expressing themselves and taking risks. It means being transparent and authentic. And it requires establishing clear expectations and following through on commitments.
- **Establish communication channels**
For all staff to express their opinions and feedback. By taking this up you offer channel of communication between employees and the affected parties. Some effective channels of communication include;
- **Online suggestion boxes** the box is getting outdated, 360° Evaluations 1-on-1 meetings conversations.
- **Spending Time with Your Employees -KYC**
Knowing your employees helps improve relations between employees and the HR team. The bankers call it Know your customer-KYC.
- **Connect by utilizing the MBWA Strategy.**
"Management by Walking Around" or MBWA Tagging it to the Dog as in one of our local dialects in Uganda that helps you to memorise. It means getting out and talking to your people, finding out what is working or not and asking questions. Too often, leaders stay out of sight and are not seen as caring or curious about what the staff is facing day in and day out. Show you care, ask how they are doing and what they think of the new policy.
- **Communicate and be Transparent.**
This means providing employees with honest and timely information about company policies, procedures and changes that may

affect their jobs or working conditions, including providing.

- **Promote Psychological Safety, Collaboration and Organizational Values**

Modelling and promoting psychological safety, build trust by identifying and addressing cultural risks that hinder a healthy work culture, such as behaviours associated with a toxic culture and dealing with them decisively.

- **Be respectful and Listen**

Actively listen to employees, responding with action, providing feedback and delivering change, then trust and relationships will be built with employees. Follow any communication with actions and be honest.

- **Be Accessible and respond to Requests**

Be available to communicate with staff about important information in a timely and accurate manner to show workers that you take their questions seriously.

- **Reward and pay well and Transparently.**

Reward and compensate well as per market rate or even better. When this is done employees will feel more engaged and willing to build stronger relationships and trust.

- **Be Truthful, transparent and authentic.**

Speak the truth, be transparent and be authentic. The bad news is uncomfortable but sugar-coating, withholding information builds mistrust and damages relationships. Employees appreciate being trusted which in turn helps them trust the company. This two-way path of trust is very rewarding.

- **Respond to requests in a timely manner**

Respond to an employee's message if you don't you cause mistrust. We are all flooded with calls, emails etc, but trust is built into the basics. So, consider reserving space each day to respond to requests—even if it's just to say, "I received/missed your call /email

and will get back to you.

- **Be reliable**

- **Follow through on commitments.**

- **Establish expertise. No one expects their leaders to know everything,** but they do need to hold a certain level of confidence in their leaders' capabilities. To build team confidence, root ideas in sound evidence, suggest good practices, trends, insights, and material relevant to the team's functionality.

- **Demonstrate integrity and fairness** All team members should be provided with learning opportunities so they develop their skillsets.

- **Train Leaders to Build Trust**

As HR we may sometimes assume people know. We should train the next leaders on how to build trust within their teams—and why it's so important such as leadership, communication, training etc

- **Evaluate impact of decisions in long term to protect relationships**

Think about how decisions taken may affect how others perceive you in the future than in the short run, trust requires long-term thinking.

- **Admit when you're wrong**

If something goes wrong admit it. Being vulnerable enough to admit fault can humanize you and make you appear more trustworthy. Admitting mistakes is also part of being honest.

- **Stand up for what's right**

While some leaders may like wishy washy subordinates who agree with everything they say, the best leaders value insights and opinions. Don't sacrifice your values and what you believe just to appease others or try to get ahead. This will decrease trust with others. Take note that you should also not just stand up for illogical causes for the sake of standing up it depicts irrational thinking.

- **Effective on boarding and recruitment builds trust**
- Set up on boarding training programs to help your new staff feel confident and valued in their new This plays a key role in developing a sense of trust right from the start.

CAUTION!!

However, as you get on your trust building journey take note of these hurdles so you are not distracted from the set goals.

There are three key leadership hurdles that hinder trust.

- **The Fundamental Attribution Error.**
- **The Leadership Shadow.**
- **The False Consensus Effect.**

- **The Fundamental Attribution Error**

This refers to the human tendency to attribute or judge someone else's behaviour or actions based on a perceived 'character defect' while attributing our own actions to an external situation. It's a convenient way to hold you to a lower standard while for the others it's a different yardstick.

Trust is strongly anchored on this as principle. It doesn't recognise what you feel about yourself or trusting yourself. The matter is: Do others trust you? To avoid this error, start by running a self-awareness test so you appreciate your flaws that you need to improve to become a trustworthy HR partner.

- **The Leadership Shadow**

It's very important to be attentive to what you don't do and don't say. Sometimes leaders speak and act recklessly without thinking about the impact of their words, actions etc. and later react to the remarks made by their subordinates with bitterness which kills trust with those people as they feel they are unjustifiably treated.

Don't take all this talking about you too personally. It's not just you. This happens to all leaders. Yet, while you shouldn't take

the scrutiny personally, you should take the consequences of it very personally.

When you become a leader, you live in the spotlight. People think about you, observe every step you take, wondering what you think about them etc. The irony about this, is you many not even be thinking about them.

- **Being perpetually alert** to what you do and say is one of the most important habits for leaders to cultivate. Self-awareness takes work. Moreover, it's not enough just to be mindful of all that you do and say non-behavior also sends a message.

- **The False Consensus Effect**

False Consensus Effect often causes leaders to assume everyone's already on the same page, leaders bulldoze through decisions, without checking to see what others really think. It doesn't take many times of being on the receiving end of a bulldozer before trust disappears. It's a tendency to overestimate how much others agree with us.

To deal with false Consensus Effect Take the extra step to find out what people's opinions are before running to conclusions that breed mistrust.

- **Avoid micromanaging to build trust**

Micromanaging employees is a sure-fire way to break down trust in the workplace, both for managers and employees. When employees are micromanaged they begin to feel as if they are not trusted .HR practitioners should guide line managers to give their employees responsibilities without micromanaging them but advise them to trust their employees by providing guidelines on which tasks can be passed down and which need to be handled by management.

- **Track employee performance**

This should be done by output and results without making staff feel like they are being micromanaged. This will allow a clear structure to see exactly how each employee

is reacting to being trusted with more responsibility, placing less strain and pressure on work relationships.

- **Appreciating employees' efforts builds trust**

Appreciation and recognition play a pivotal role in fostering trust and connection within the workplace. There are many ways so colleagues don't limit yourself innovate. The biggest are not even monetary but recognition and affirmation of how valuable the contributions are to the bigger cause.

- **Bon Voyage on your Trust building journey.** It's undoubtedly rewarding. Feel free to share your milestones and experiences.

The advertisement features a background image of a group of diverse women in professional attire, smiling and engaged in conversation. The text is overlaid on this image in a clean, modern font. The HRMAU logo is in the top right corner. The main headline 'JOIN OR RENEW YOUR HRMAU MEMBERSHIP' is in large, bold, yellow and white letters. Below this, two yellow boxes list membership fees for 'Join' and 'Renew' in both Professional and Associate categories. A 'SIGN UP ON' section provides the website URL. A 'Payment Methods' section is enclosed in a dashed white border and includes logos and details for MTN MoMo, Airtel, and Absa. At the bottom, there are social media icons and a footer with the website and social media handles.

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Collaboration	Creativity
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Free Flowing	Wellness

Our Core Values

- 01 Synergy**
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- 02 Creative**
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Step by step – Phase by Phase



We understand your goals

We understand that you would love to enhance your culture, ensure employee wellness BUT again manage costs.

Influence Culture

Open office space provides the opportunity to move around freely and therefore interact more with the people around. This enables creativity, increases internal communication - Improving 'employee morale, increase productivity, and result in innovation.

Cost Reduction

As employees use hot desking & frees style working, the office space could be used in a more flexible way - for example by the introduction of quiet spaces, common spaces and relaxing spaces.

Enhance Employee Wellness

Ergonomic design focuses on creating workspaces and equipment that fit individuals' needs, positively impacting health and productivity.



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Millennial at workplace

2023 **25%**
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