



Econet Wireless Zimbabwe, LTD

Harare, Zimbabwe

client Case Study

about Econet Wireless Zimbabwe, LTD



The Econet management team (from left to right) Dalumuzi Mhlanga, Navdeep Kapur, Natalie Jabangwe, Tracy Mpofu, and Santie Botha (Guest Facilitator)

Econet Wireless Zimbabwe (EWZ) is the leading Telecommunications, Media, and Technology (TMT) company in Zimbabwe and one of the largest companies on the Zimbabwe Stock Exchange. Econet is a subsidiary of Econet Wireless Global (EWG) which was founded by entrepreneur and philanthropist Strive Masiyiwa. Since its establishment in 1998, Econet has consistently demonstrated resilience through continued investment in infrastructure and introduction of innovative products to become one of the largest companies on the Zimbabwe Stock Exchange. In line with its mission of serving Zimbabwe by pioneering, developing, and sustaining reliable, efficient and high-quality telecommunications of uncompromising world-class standards and ethics, Econet is today synonymous with transforming peoples' lives with innovative product solutions. The company has positively disrupted and transformed Zimbabwe's financial landscape with over 50% of Zimbabweans today having access to basic financial services through EcoCash mobile money platform which commands a 97.2% market share.

CHALLENGES

The business environment in Zimbabwe in the last 20 years can be best described as 'volatile, uncertain, complex, and ambiguous.' Econet started operating commercially in July 1998, and throughout the years the operational setting has been characterized by instability and fluctuations in the economic, social, political, environmental, legal, and regulatory factors. Econet therefore has operated in an environment characterized by a deep and long economic and social crisis, hyperinflation, de-industrialization marked by a sharp drop in capacity utilization and closure of industries, large scale job losses, poor service delivery as a result of the 'brain drain,' and a sharp drop in Gross Domestic Product (GDP). The challenge for management has been to help navigate the business through this challenging environment to not only survive but to create and preserve value for all stakeholders. This led us to adopt tools to help us increase our business focus in executing our business goals and SMI® became one such tool.





SOLUTIONS

Our approach to the challenges has been to identify the leadership factors that help us to drive the business forward regardless of the operating environment challenges. Using these factors we have been able to come up with the archetypical Econet employee and the kind of behaviors and competencies they should exhibit. These factors include Personal Mastery, Decisiveness, Execution Excellence amongst others. Through the SMI® program we have helped to instill the discipline of goal setting, follow through, and personal mastery in our staff enabling them to help drive the organizational performance.

why SMI® is right for us

“Without a capable team, the achievement of a business’ objectives would be very difficult if not impossible. At Econet we strongly believe that equipping our employees through relevant training is a valuable investment in sharpening team capability. We have therefore developed a deliberate policy which recognizes the need for



human resources training and development as an investment in human ability that leads to human capability.

While we have in place a robust recruitment and selection policy that seeks to attract some of the best human resources society has to offer, we are also fully cognizant of the evolving

training needs in the work place, particularly as we see the ever increasing pace of technological developments. For this reason, we no longer view staff training as an event in itself, but as a lifelong process and a vital component of our growth strategies.

In that regard, SMI® has over the years become one of the strategic vehicles we have used toward the attainment of our corporate objectives. Since 2001 we have consistently

sponsored our staff to undergo SMI® trainings. To date, we have produced over 276 graduates under the SMI® program with 68 currently under training. While we targeted Management at inception, we have since broadened the scope to include staff in middle management and supervisory levels in a journey that will see us getting to the operational levels. What inspires us most is the quality of SMI® graduates which has seen some of the managers receiving individual accolades beyond Econet from specialty national associations like the Marketers Association of Zimbabwe in recognition of their innovative approach to business and contribution to the national economy. At a personal level, I have invested in my whole family (my wife and 3 children have gone through SMI®) for which I have seen astounding focus and attainment of set personal and business goals.”

**DOUGLAS MBOWENI | Chief Executive Officer
Econet Wireless Zimbabwe, LTD.**

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what they're saying about SMI®

“ SMI's DSM was the first teaching I ever did that relied entirely on me discovering my own personal will to succeed. It perfectly collected all these different teachings into simple tools and techniques that prescribed life's balance in a way that had never been clearer. I went through life thinking that to be a good manager and be successful in my career, I had to make sacrifices, mainly in my personal life with family & friends. Whether it be time or money, something had to give. The DSM introduced me to the concepts of the Total Person®/ Wheel of Life®, and that true success is achieving an optimum balance over your Family & Home, Financial & Career, Mental & Educational, Physical & Health, and Spiritual & Ethical spokes in the wheel. This concept was revolutionary in my life. ”



Farai Mutambirwa | Projects Manager

“ My employer, Econet Wireless Zimbabwe, gave me the opportunity to go through the Dynamics of Successful Management® (DSM) Program, by Success Motivation® International, Inc. This DSM opportunity came at a time when I felt the urge and need to grow and nurture myself into a strategic, enthusiastic, and competent leader. The DSM program proved to be just the right intervention I needed to take a great leap in my career development, and the whole balanced person that I needed to become. ”



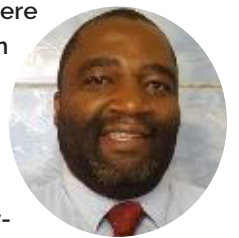
Maria Fadzai Chinomwe | Project Manager-Deployment

“ I can testify that this is a must for a every business leader or those who inspire to bring change to their organizations. DSM is a powerful tool which can transform any individual from an ordinary person, to a goal getter. The personal planner is now my best friend as I have to write everything in it every day and I am achieving those goals. ”



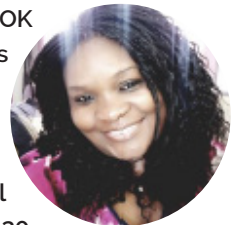
Moses Chikwawara | Manager, Service & Systems Planning

“ I was initially at odds as to why my line management and human resources management had nominated me to take the SMI® course, Dynamics of Successful Management®. I already hold two masters degrees and there cannot be anything really new to learn on management right? Besides, I am a member of Toastmasters International where leaders are made. What could I possibly gain from the course? How wrong I was! The very first lesson, My-Tyme®, was not just an eye opener, but a real revelation of how over the years we develop habits that condemn us to being prisoners of our own wasteful time management. In the end this does not just prejudice the organizations we work for, the families that require our time and care, but worst of all, us the workers that are not able to identify and prioritize our 'High-Payoff Activities.' I thought I knew, now I know. ”



Gordon Tawanda Mwerenga | Project Manager-Deployment

“ SMI® was a molding experience for both my professional and personal life. Setting of goals and ensuring all goals were met was the main learning from training. Often we ignore personal goals and feel it is OK to keep shifting them but as long as you master the art of getting things done you will see great improvement in your personal life as well. I realized that once you set goals for the small things such as daily prayers for 30 minutes and attain them, you get this hunger to set goals that are bigger because you know you can do it. I can become whoever and whatever I want to become, I just have to be willing to put in the work! Execution – the discipline of getting things done! ”



Loice S. Gakaka | Contact Centre Operations Manager

“ The SMI® DSM program has been a life changing opportunity. The program has brought significant achievements in my life, not just in the work environment but also at a personal level as an individual. Establishing priorities has helped me to focus on personal goals that bring results and meaning to my life. I have managed to plan the course of my life for the next 5 years and what I want to achieve and I look forward to expand this to 20 years and more. I am confident that I can do all things through Christ who strengthens me. ”



Wilfred Kamudyariwa | Head Internal Risk



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