



Select Global Solutions

Leadership Solutions. Globally.

Scaling Success

Optimising Talent & Culture

Helping founders and leaders navigate the transition from indispensable doers to effective architects of organisational resilience.



**Manufacturing
Africa**



**UK International
Development**

Partnership | Progress | Prosperity

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www.manufacturingafrica.org



About Select Global Solutions



Who We Are

Select Global Solutions provides end-to-end people solutions, from talent acquisition through to talent and leadership development.

We partner with leading experts in leadership assessment, organizational effectiveness, transformation and talent development.



Global Footprint

Africa: Angola, Benin, Cameroon, Congo (DRC), Egypt, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, South Africa, Uganda, Zambia

Asia: India, Sri Lanka, China, Indonesia, Hong Kong, Philippines, Oman, UAE, Papua New Guinea

Building Organisations With People & Beyond



Nikunj Shah

Founder, Select Global Solutions

Oxford University (MEng) |
INSEAD (MBA)

Nikunj combines the experience of having run Manufacturing and Services businesses for over 25 years across 4 continents. He founded Select Global Solutions, an Executive Search and Leadership Development firm placing top-tier talent across Africa.

Nikunj is also an active angel investor with 25+ investments over 15 years, helping early-stage ventures scale with capital, mentorship, and strategic guidance.



Claire Harbour

Transformational Executive &
Leadership Coach

Cambridge University (MA Modern
Languages) | INSEAD (MBA)

Claire is a Transformational Executive and Leadership Coach specializing in Talent Management and Leadership Development. Her career spans almost 40 years, 20+ countries, 8 languages, and a range of industries.

She spent early years in general management in Asia and later with LVMH and luxury brands in Europe. Her focus has been exclusively on leadership coaching in the past decade, working with elite leaders and boards.



Nche Wadike

CEO, Victory Farms Kenya

INSEAD (MBA) | IMT Nord Europe
(Engineering) | IIT Delhi
(Computational Finance)

Nche is CEO of Victory Farms Kenya, one of Africa's fastest-growing aquaculture companies. He leads a team of 1,000+ employees building a vertically integrated fish-production platform.

Previously COO for Bollore Transport & Logistics in Nigeria (500+ employees). Also Co-Founder and Partner at inseed.vc, a seed venture capital firm making early-stage investments across Europe and Africa.



Wandia Gichuru

Co-Founder & CEO,
Vivo Fashion Group

University of Cape Town (MBA) |
Stanford Seed Alumna

Wandia is Co-Founder and CEO of Vivo Fashion Group, East Africa's fastest-growing locally designed and manufactured fashion business. Vivo operates 30 stores across Kenya, Rwanda, and Uganda, employing close to 500 people.

She also co-founded Shop Zetu, an award-winning e-commerce marketplace hosting 300+ brands. Prior to Vivo, she spent 15+ years in international development with the UK government, the UN, and the World Bank.



Sachin Dhanani

Co-Founder & Director, Danco
Capital Limited

Stanford GSB Executive Education |
Stanford Seed Alumnus

Sachin is co-founder and Director of Danco Capital Limited, a leading manufacturer of water piping systems and metering technologies across East Africa. Over 10 years, he has grown Danco into a market leader with 300 employees. His other ventures include SMP (asset finance), elderly care homes in the UK, and a financial consulting firm. He is a Fellow Chartered Accountant, having trained at PwC London for 8 years.

01.

Delegation For Leaders

How Can I Reduce My Team's Reliance On Me?



Know Yourself: The 70/30 Rule



The Self-Awareness Exercise

Divide your daily activities into two columns:

» Energizes Me

Tasks that excite you, where time flies

» Drains Me

Tasks that exhaust you, that feel like a chore



The 70/30 Rule

» 70% = Your Zone of Genius

The work only you can do, that drives the business

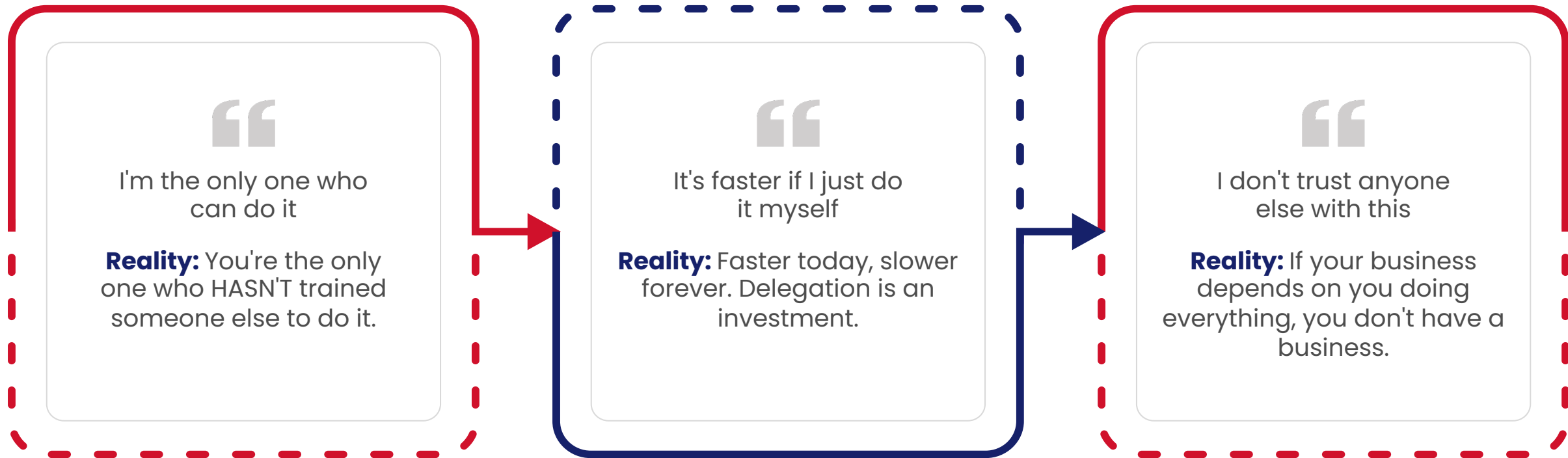
» 30% = Delegate

Tasks others can do, freeing you to lead

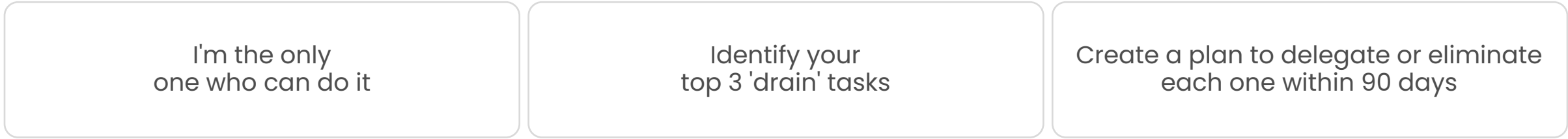
Reflect

If you're spending more than 30% of your time on draining tasks, you have a delegation problem — not a time problem. Your job is to work **ON** the business, not just **IN** the business.

Common Founder Traps



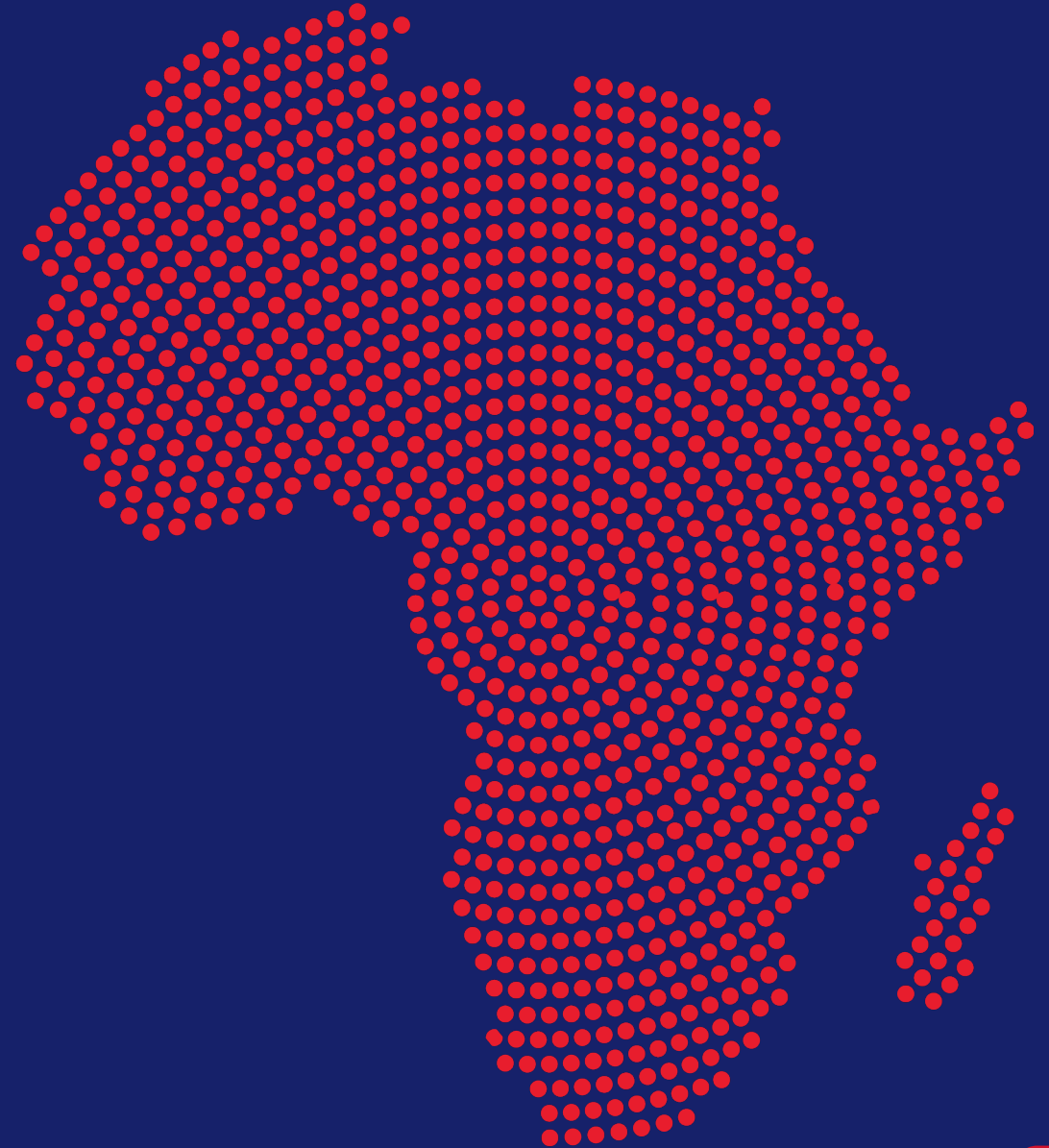
Your Action Steps



02.

Scaling

Are You The Right Leader For Scale?



The 2-Week Test

What needs to change for you to go on holiday for 2 weeks and comfortably leave your business behind?



Why This Matters

- » Tests your systems and processes
- » Reveals dependency on you personally
- » Indicates scalability readiness
- » Shows team capability and autonomy



Signs Your Business Can Pass

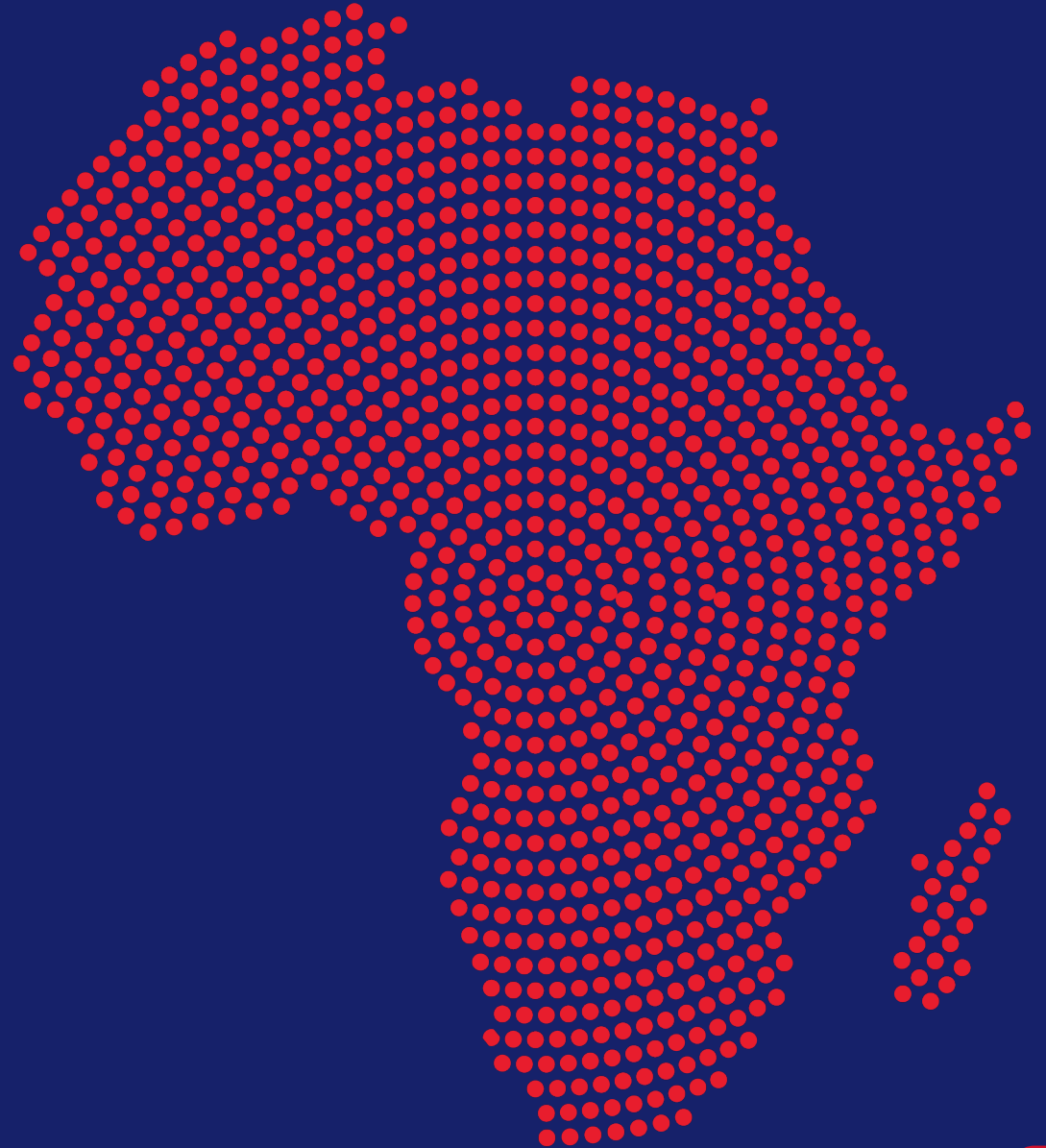
- » Clear documented processes
- » Empowered decision-makers
- » Strong second-tier leadership
- » Automated key operations
- » Regular communication systems

The Goal: Build A Business That Runs Smoothly Whether You're There Or Not.

03.

Retention

Are Your Best People Leaving? If So, Why?



Retention: Keep Your Best People



Why Good People Leave

- » No career growth
- » Poor manager relationship
- » Lack of recognition
- » Inadequate compensation

Notice: Money is #4, not #1.

It costs 3–5x more to replace someone than to keep them.



What Actually Works

- » Clear career paths
- » Regular 1-on-1s with managers
- » Public recognition for wins
- » Competitive (not highest) pay
- » Meaningful work

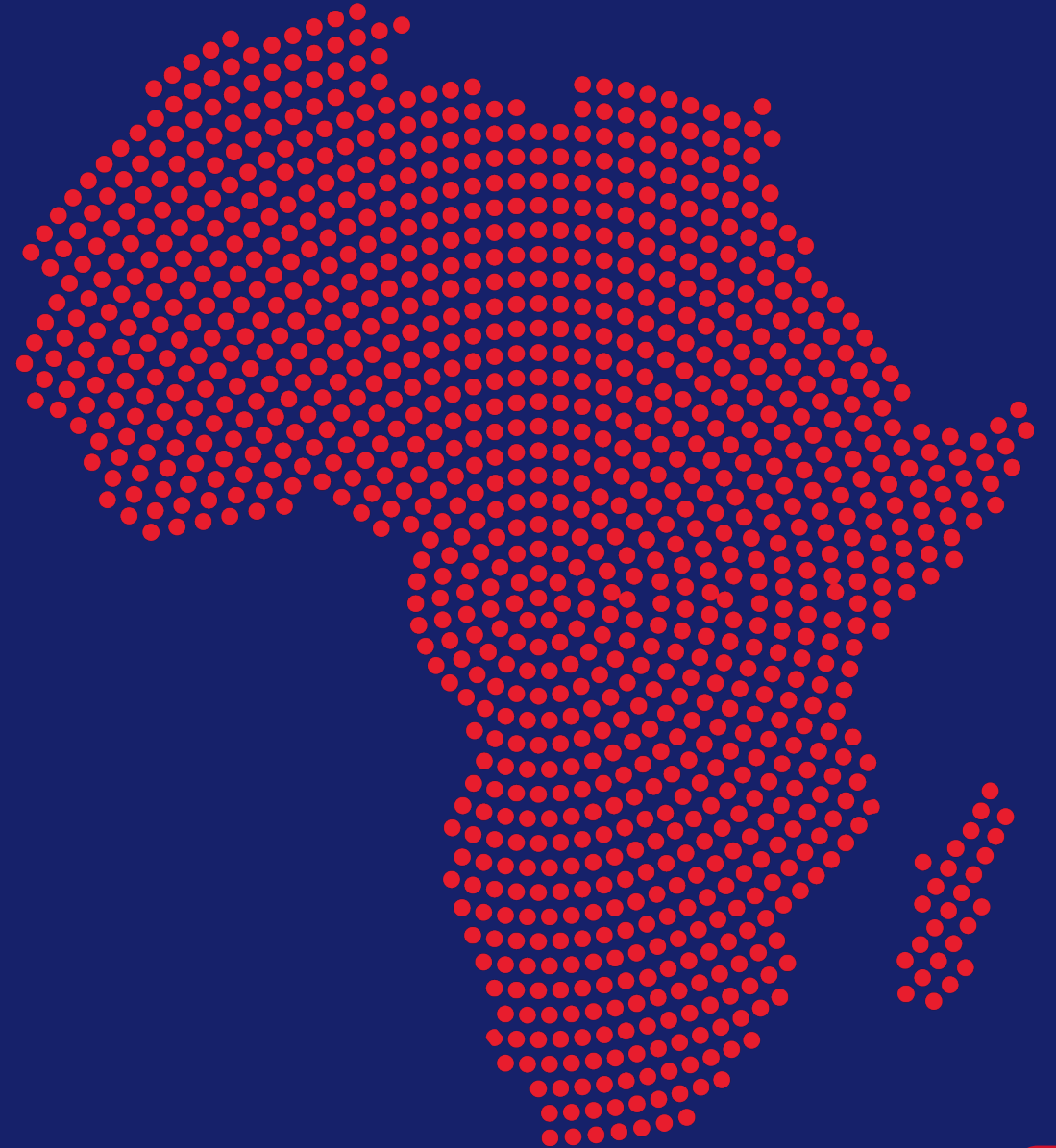
Reflect

Have "stay conversations" with your top 3 people. Ask: "What would make you leave? What makes you stay?"

04.

Talent Development

Is Your Team Ready For The Future?



Investing In Your Team's Growth



Increased Retention & Loyalty

Employees stay when they see a path for growth



Higher Productivity & Innovation

Skilled teams work smarter and generate fresh ideas



Builds Internal Leadership Pipeline

Nurture future leaders from within



Competitive Market Advantage

A highly skilled team sets you apart



Improved Engagement & Morale

Skilled teams work smarter and generate fresh ideas



Reduces Recruitment Costs

Filling roles internally is more cost-effective

Reflect: Over the next 6 months, what training programme could you develop for your team?

05.

Promote Or Recruit?

Should You Grow From Within Or Hire From Outside?



Promote From Within Vs. Hire From Outside



Promote From Within

Pros:

- » Already knows your business, culture, and team
- » Faster onboarding and immediate productivity
- » Shows team there's a clear path to advancement
- » Lower risk — you've seen them perform

Cons:

- » May lack fresh perspective
- » Could create tension with former peers
- » Limited external network



Signs Your Business Can Pass

Pros:

- » Brings fresh ideas and best practices
- » Has experience you don't have internally
- » Wider network and industry connections
- » Can challenge the status quo

Cons:

- » Longer learning curve
- » Cultural fit is uncertain
- » More expensive

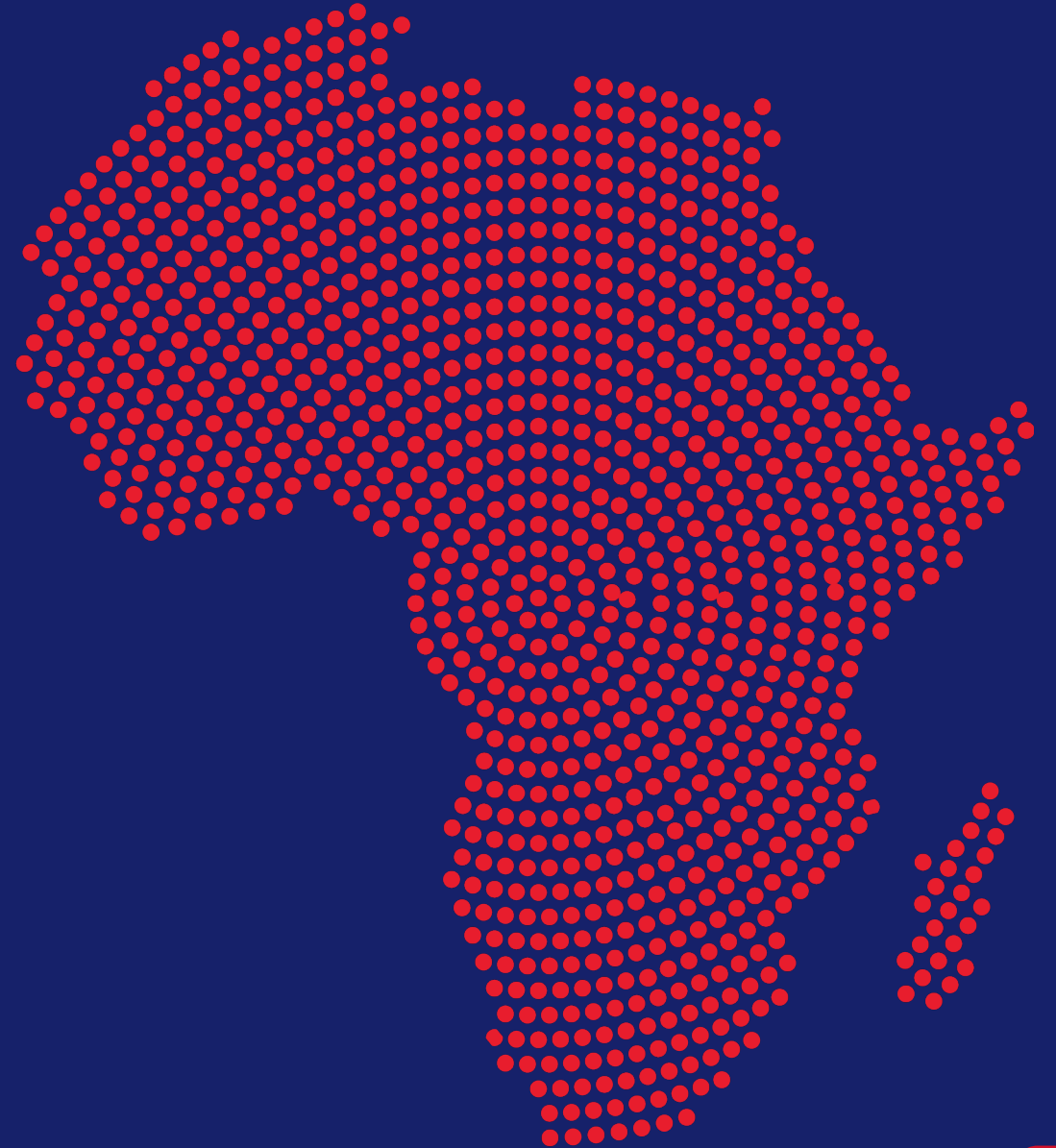
Rule Of Thumb:

Promote when you need continuity and the person shows leadership potential. Hire externally when you need expertise you don't have. Default to promoting!

06.

Priority Hiring

Who Should You Recruit First?



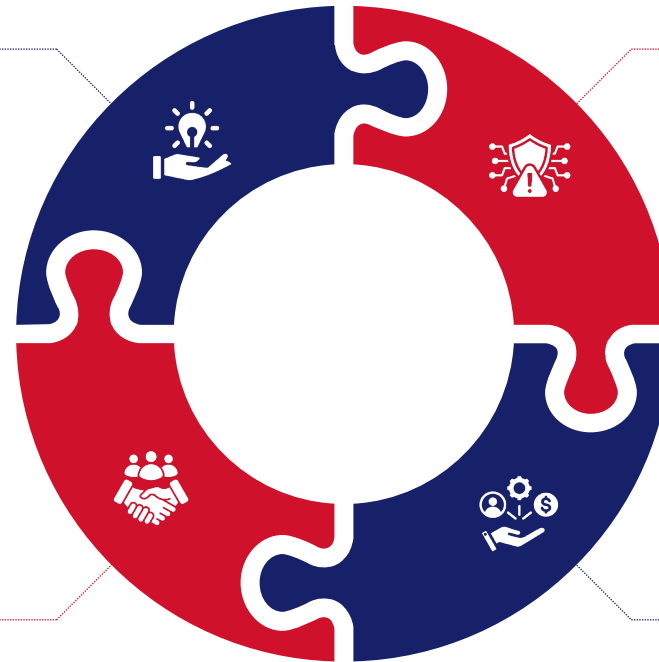
Who Should You Recruit First?

Revenue Generators First

Hire people who directly contribute to sales and customer acquisition before support roles.

Skills You Lack

Hire for complementary strengths, not another version of yourself.



Bottleneck Positions

Identify where you're personally stuck — that's your next hire.

High-Impact Roles

Focus on positions that multiply your capacity and free your time.

Always Hire People Better Than You:

A-Players hire A-Players. B-Players hire C-Players. If you feel slightly intimidated by a candidate's capabilities, that's a good sign. Great leaders aren't threatened by talent — they're energized by it.

07.

Your Employee Value Proposition

Why Would Top Talent Choose You Over Anyone Else?



Crafting Your EVP

What Top Talent Actually Wants

Impact

- » They want to matter

Growth

- » Fast learning, not slow bureaucracy

Access

- » To you, not 5 layers of management

Purpose

- » Building something real



Your Unfair Advantages

- » Impact & Visibility — they matter here
- » Faster Growth — broader exposure
- » Direct Access to Leadership
- » Ownership Mentality — work affects success
- » Family Culture — relationships, not transactions

Your EVP Has 4 Parts

Money

Competitive enough

Growth

Path to advance

Impact

Work matters

Culture

How it feels

Most CEOs can only articulate #1. Top talent cares most about #2, #3, and #4.

08.

Recruitment Process

How Do You Practically Ensure You're Hiring The Best?



The Complete Recruitment Process

01.

Identify Requirement

Define role, responsibilities, and team fit

02.

Prepare Job Description

Document what the role does and who would excel

03.

Source Candidates

Networks, job boards, referrals, talent pipeline

04.

Screen Via Interviews

Structured interviews for fit, skills, culture

05.

Assessments

Work samples, psychometric tests, evaluations

06.

Reference Checks

Verify credentials, performance, character

07.

Negotiate Offer

Clear terms, compensation, expectations

08.

Close The Deal

Secure commitment, formalize agreement

09.

Onboarding

Structured first 90 days for success

Aim for 30–45 days from first contact to offer. Top candidates get multiple offers — speed matters.

Hiring Mistakes & Job Descriptions That Work



Mistake #1

Hiring Out of Desperation

An empty seat is better than the wrong person. Bad hires cost 3x their salary.



Mistake #2

Ignoring Cultural Fit

Skills can be taught. Toxic attitudes destroy teams. A brilliant jerk will cost you your best people.



Mistake #3

Taking Too Long

Top candidates get multiple offers. If you take 3 months to decide, they're gone.

Job Descriptions: 3 Key Components

01.

About the Company

Describe your mission and vision. Make it compelling.

02.

About the Role

Focus on responsibilities and outcomes, not just tasks.

03.

About You

Describe the ideal candidate's traits. Be specific.

Most job descriptions are boring legal documents. The best ones are marketing tools. Use AI to help you draft these.

Build Your Talent Pipeline

The Best Candidates Aren't Looking For Jobs. You Need To Reach Them Before They Start Looking.



Employee Referrals

Your best people know other good people. Pay them for successful referrals.



Industry Events

Manufacturing forums, trade shows, technical colleges. Go where your future employees are.



LinkedIn & Social Media

Share your company story. Celebrate your team. Make people want to work with you.

When To Use An External Recruiter

01.

Senior or specialized roles that are hard to fill

02.

High-volume hiring when scaling rapidly

03.

Limited internal capacity for the full process

03.

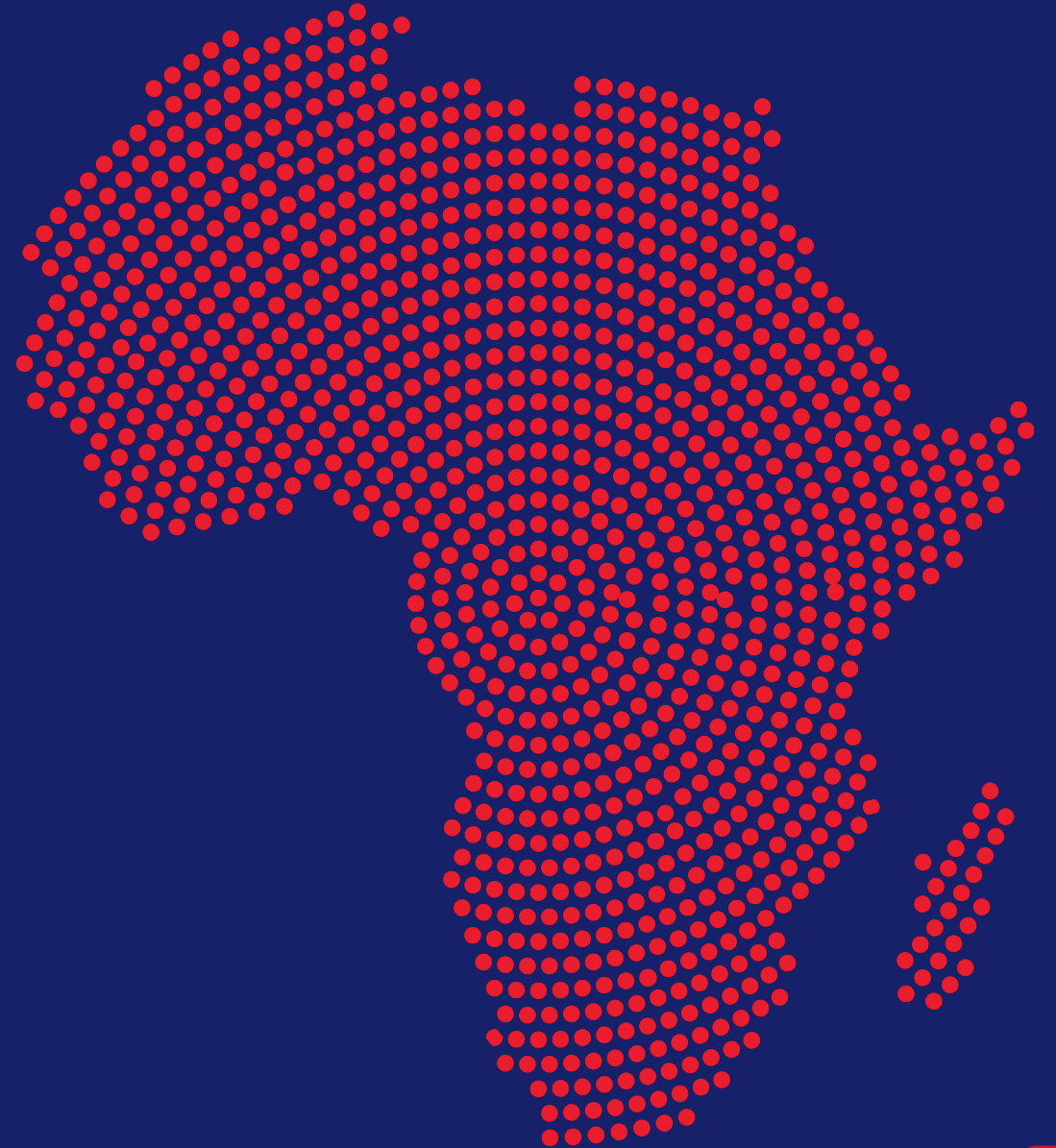
Confidential searches (replacing someone, competitive hires)

Recruiters cost 15–25% of annual salary. But for critical hires, the cost of a bad hire is far higher.

09.

Effective Interviewing

What Are The Best Ways To Conduct Interviews?



Interviewing Best Practices

1. Design a Structured Process

- » Use consistent, pre-agreed questions. Score each competency independently before discussing as a panel.

2. Look For Patterns, Not One-offs

- » Follow up with: 'Can you give another example?' Patterns reveal character; one-offs reveal preparation.

3. Assess Change Readiness

- » 'Tell me about a time you led a significant technology or process change. What resistance did you face?'

1. Use the STAR Method

- » Situation, Task, Action, Result. Ask what they HAVE done, not what they WOULD do. Past behavior predicts future performance.

2. Test Strategic Vision

- » 'Where do you see the biggest opportunity for this function over 3 years?' Look for transformation thinking, not maintenance.

3. Sell The Role Too

- » Top talent is assessing you just as rigorously. Prepare a 2-minute pitch: Why now? Why this company? What does winning look like?



The One Question That Matters:

Tell me about a time you failed at something important. What happened, and what did you learn?" If they can't answer, they either lack self-awareness or honesty.

Assessments & Reference Checks

01.

Work Sample

Give them a real task from the job. Takes 2 hours. Reveals how they think.

02.

Case Study

Present a business problem. Shows problem-solving and communication skills.

03.

Psychometric Tests

Tests personality, interaction style, and team fit. Best for leadership positions.

03.

Technical Tests

Assess technical skills and problem-solving abilities with practical exercises.

Reference Checks: Your Safety Net

Direct References: The ones candidates provide. Useful, but expect positive bias. Listen for what they DON'T say.

Indirect/Confidential: Back-channel checks through your network. This is the real gold.

The 4 Reference Questions That Matter:

01.

Would you rehire this person?

02.

What are their real strengths and weaknesses?

03.

How do they handle pressure and conflict?

04.

What kind of leader brings out their best?

Compensation & Onboarding



Fixed Compensation

- » Base Salary
- » Medical Insurance
- » Retirement Contributions
- » Annual Leave
- » Professional Development



Variable Compensation

- » Performance Bonuses
- » Retention Bonuses
- » ESOPs (Equity)
- » Commission Structure
- » Profit Sharing

The 90-day Onboarding Framework

40% of senior hires fail within 18 months, often due to poor onboarding.

Week 1-2

Immersion & Listening

Deep dive into business, meet stakeholders, assign mentor

Day 30

Alignment Check

Review observations, clarify authority, address friction

Day 60

Early Wins

Celebrate quick wins, adjust strategy, build credibility

Day 90

Full Integration

Formal review, transition to full ownership

Thank You

Scaling Success: Optimising Talent & Culture In Business Expansion

SELECT GLOBAL SOLUTIONS

Leadership Solutions. Globally.