OVERVIEW

Introduction:

The Caribbean Management Development Association (CaMDA) hosted the 2000 Conference in St. Lucia, under the theme “Forging a Different Leadership Paradigm: Global Challenges, Issues and Responses”. This occasion was used to foster the strong relationship among chapters and also to examine the changing role of leaders in contemporary society and to discuss the challenges of “a new leadership paradigm.” This first conference of the 21st century focused on the need for dynamic and visionary leaders to champion the repositioning of Caribbean economies.

Participants represented both public and private sector institutions as well as the trade union movement. The conference had the following objectives:-

♦ To highlight Best Practices in Leadership and how they have impacted on the success of organisations.
♦ To enhance and strengthen management and entrepreneurial capacities of Caribbean leaders.
♦ To explore innovative ways for building executive talent.
♦ To expose participants to the latest thinking and leadership styles necessary for productivity, effectiveness and efficiency.

Evaluations indicated that participants unanimously agreed that the conference objectives were met. General feedback was positive, as participants found the conference to be educational and very informative.
Opening Address:

The conference was declared officially open by the Acting Prime Minister and Minister for Education, Human Resource Development, Youth and Sports the Hon. Mario Michel. The Acting Prime Minister’s address centred on the theme “Doing the Public’s Business Differently”. In his highly stimulating and thought provoking discourse, the Hon. Mario Michel emphasised the fact that “there is an inexorable logic to the process of change in the current era that will regulate us (Caribbean people) to a condition of absolute irrelevance if public business is not done differently”. Further he emphasised that “this logic is not simply a technological impulse, but it also has an attitudinal, political, cultural and geographical dimension.” He then elaborated on each of the four elements that should embrace the new dispensation.

1. attitudinal
2. political
3. cultural
4. geographical

These factors should be combined with the technical dimension to ensure that “distance is dead and a virtual presence can be established instantaneously everywhere. Technology he submitted is, “the current reality threatening us even if neither the immediacy of the threat nor the depth of the opportunity is recognized.”
The Acting Prime Minister submitted that the “basis of legitimacy of the state and the public service is its capacity to guarantee the delivery of certain basic services and protections to every citizen.” Moreover, in this current era, “these guarantees must be delivered, but also they must be delivered with immediacy, with a transparent fairness, and with acceptable quality”. Those factors he concluded “constitute the essence of doing the public business differently and doing it right.”

In concluding his address the Acting Prime Minister emphasised that public sector reform must as its first act of contrition, acknowledge the plaintive refrain of the reggae singer:

“One day, tings must get betta,
Be strong, hold on a firm meditation
One day tings must get betta
Don’t you go down
Hold your head above the water
One day tings must get betta.”

The challenge he asserted is that Caribbean people have no choice, “but to work towards that goal if we are to hold our heads above the water.”

Mr. Franklyn Wilson, Sunshine Group, Bahamas delivered the Keynote Address, Leadership in a Changing Global Environment. Mr. Wilson’s address set the tone that had a major effect on the deliberations and the sharing of experiences that made the conference a success.
**Importance of Leadership – What and of What?**

In his address Mr. Wilson highlighted the importance of leadership and stressed that it should be understood within the context in which it operates.

He addressed two points:

1. That we focus on the major institutions and organisations beyond the family, which impact most directly on the quality of life in our respective countries. These would include institutions in both the Public Sector, such as Government, Churches, Unions, Lodges and the like; plus the Private Sector, inclusive of business enterprises with essentially three classes of ownership – national, national (often publicly owned) and community – or local-based, (often family owned).

2. That we proceed on the basis that we all know the leadership when we see it; that we can agree that leaders are those who are able to create and/or maintain scenarios that persuade others to follow; that leading and managing are not synonymous; - thus everyone in authority is not necessarily a leader partly because authority rests on the notion of compelled obedience, while leadership rests on persuasion; that leaders are tactical – as well as strategic masters.

Mr. Wilson further suggested that some leaders are not selected by their followers and mentioned two categories of leaders who we, as followers, do not choose:
(i) Local Heads of Multi-national businesses
(ii) The Inventor/Entrepreneur

He continued by posing the question of when should there be selection. Three factors were outlined.

(i) **Inheritance** is a major factor if not the major factor in the selection of leaders, for family businesses. This reality is growing as Government after Government reduces the tax rates on estates respecting the view that low estate taxes promote economic growth and family stability. This is a significant shift in the long held view that high estate taxes were better for society because they promoted egalitarianism. In short, inheritance wins out.

(ii) **Merit**, as a factor for the selection of leaders, is often conceived in terms of competence but judged in terms of criteria such as courage or seniority. Almost without exception throughout our region, we admire the patriots who fought for our political independence because we recognize that it took courage. Today, in most of our countries, there is no physical enemy which causes us to focus on courage in a military sense, as a basis for the identification of our leaders. This complicates our ability to develop a consensus on who is a great, not just good political leader or for people to become passionate about their political leaders.
(iii) **Money** – money appears to be growing in influence as a factor in the selection of our leaders?

Mr. Wilson also emphasised that once selected, the role of the leader is to ensure the survival of the group he or she leads. Two key factors were stressed: personality and planning.

In this regard, he indicated that some persons lead by:

a) sheer force of personality and
b) Others lead through mastering the planning process; namely
   - Defining a Vision
   - Developing a Mission
   - Crafting a Strategic Plan with which to pursue the mission.
   - Identifying specific actions or steps to give meaning to the strategies.
   - Using annual financial budgets to ensure that resources are allocated
   - Regular adjustment to change

In stressing the importance of proper planning Mr. Wilson pointed out that there is compelling evidence which suggests that organizations which perform well are those that plan well.

Mr. Wilson also stressed the importance of:

The keynote speaker further outlined the planning process identifying a number of key elements:
(i) **Planning - The Vision:** For each of us, individually and collectively, globalization is impacting the planning process. Nowhere in this planning process is the impact greater than at the stage of defining the vision.

This is so essential because the reality of globalization is helping to shape what we want and perceive as attainable for ourselves, our countries and our region.

(ii) **The effective Leader Planning beyond vision/mission:** He stressed that “the organizations which plan the best are those which do so with a high degree of realism, accountability and transparency.”

(A) **Planning with Realism**

Planning with realism for example, is to be mindful of the probability, despite your best efforts at team building, there may be a Judas in any group you lead.

(B) **Planning with Accountability and Transparency**

Accountability is fundamental to planning because it is the means of measuring success; however, “Success” is perceived by the group and defined in the plan.
The reward or non-reward, accountability and transparency help, overtime, to allow the leader to project a sense of fairness to all. This is important to keeping the group together, and is the leader’s basic task.

**Challenges to Current Leaders**

Each generation of leaders face their own challenges.

“These challenges change – often, to a large degree because of the success of former leaders and their followers, and now as a result of “Globalization.”

**The Leader- The Person**

From all over the world we see surveys or media reports that people want leaders who:

(a) are honest and fair
(b) speak the truth and do not mislead others by silence
(c) resist the temptations of envy, greed and jealousy; rejoice in other peoples’ gifts and talents.

In closing Mr. Wilson cautioned delegates that Globalization or not, most effective leaders operate with an awareness of the following:

- The 6 most important words are “I admit I made a mistake”
- The 5 most important words are “You did a good job”
- The 4 most important words are “What is your opinion”
- The 3 most important words are “If you please”
Closing Address:

The closing address was delivered by Dr. Anthony Peter Gonzales, Director (ag) Institute of International Relations, University of the West Indies, St. Augustine, Trinidad. In a stimulating address, Dr. Gonzales focused on the changing styles and patterns of leadership needed to cope, “with an increasing globalized and liberalized world.” He highlighted the urgent task now being faced to convert Caribbean societies into internationally competitive ones in all spheres of activities. Moreover, he stated that “in today’s ultra competitive environment, survival seems therefore to be a major pre-occupation for small Caribbean societies.”

Dr. Gonzales stressed the immediacy and importance of re-positioning Caribbean economies in the world economy, under the following areas requiring attention:

a) Sustaining Effective Culture: Valuing Competition.

b) World Culture i.e. having knowledge and familiarity of world culture for example:-
   - policy of openness
   - the need for youth to learn foreign languages
   - exposure to world markets and world education

c) A change in attitude to Rank and Title
d) Developing Human Capital: the need to increase spending in the education sector hence educating the workforce.

- the role of the state in parenting, childcare and dealing with dysfunctional youth.

He posed a challenge to regional leaders to place these issues on their regional and national agendas. In concluding he stated that, the basic challenge facing strategic leaders in the region is how the normative values that guide individual, corporate and social action – behaviours – values of competition, world culture, consultation, consensus building, education and knowledge building will allow Caribbean people, not just to survive but grow in the 21st century.
Mr. Didicus Jules stated that knowledge moved to center stage not only as an indispensable element in the production process but also as a factor of production in its own right. He characterised the emergence of the knowledge economy by the following features:

- A decisive and formative input with a determinant impact on the character, mode and efficiency of production;
- A factor of production representing an accumulation and crystallization of human experience and the performance of the past;
- An input itself subject to refining as new ideas and best practices are incorporated in its corpus.

In essence, he pointed out that the emergence of the knowledge economy has transformed learning to the central logic of the production process. He
further pointed that the World Development Report of 1999 identified the knowledge factor as key not only to economic competitiveness in a global economy but also as central to the capacity of countries to develop and improve the quality of human existence. The report identified the knowledge gap as a new basis of inequality among and within nations. He listed three tools for addressing that knowledge gap:

1. Acquisition and generation
2. Transmission
3. And absorption.

Dr. D. Jules informed delegates that the new Caribbean Education Strategy 2020, of the World Bank prepared by Task Force of which he chaired, identified the narrowing of the knowledge gap as the first of five strategies to be adopted by the region. Among the measures proposed to help establish the global competitiveness of the region in the educational sector are actions related to knowledge acquisition, generation, transmission and absorption. They include attention to deficits in the current labour force as well as strategic measures for the formal education system. The strategy posits the necessity for a “clearly articulated life-long learning policy.”

Dr. Jules, further suggested that a new and different Leadership paradigm of leadership is required to deal with the knowledge challenges that we face in the region. The fundamental characteristics of the era that we now live in require the cultivation of a new notion of leadership. Not a top-down model but leadership necessary at all levels – every worker being a “manager-leader” in his own right.
In citing the work of Peter Senge (1990) he described three key elements involved in developing new leadership capabilities in organizations they included the:

- The predisposition of those who lead to getting this work done
- The element of pragmatic idealism – a commitment to great things almost for their own sake
- The need for continuous practical experimentation and testing.

He expanded on these in the context of developing strong leadership at two levels:

(A) **Leadership at School Level**
Leadership is an imperative at every level of the school system and most critically at the level of the school. In our experience, the most critical variable affecting the quality of performance of the school is the quality of leadership – of the Principal and of the staff.

(B) **Leadership at Ministry level**
1. Learning from best practices
2. Change as a learning process
3. Responsibility as a shared collective thing.

Mr. Jules concluded his presentation by suggesting two points to ponder on Capacity Building for Knowledge Management:

(i) Is Leadership the product of natural ability and proper training?  
Or

(ii) Are good leaders born or made?
He pointed that whatever the argument made the fact is we do not have sufficient number of leaders and that being the case, we must seek the most effective strategies for incubating leaders.

In Ms. Charmaine Gardner, submitted that someone has to take responsibility for leadership. In the ever changing management environment, there is need for acquisition of knowledge and the need to examine the idea of forming business school clusters and to ensure that our people are proficient in at least two languages. These she emphasised are basic to the rewriting of the education plan for our nation states and ensuring consensus in education and training. These two are of great importance to the viability of industry in the region, hence there should be an urgency to face these challenges develop a holistic approach to development.

Moreover the problem of low productivity is a serious one which has its roots in low morale in the workforce and the inherent flaws in management systems. Added to these are the problems associated with a “new” learning society. Therefore, she emphasised that the design of a new educational system should given everyone the opportunity to acquiring knowledge. If this can take place then the region can move forward in the new era of leadership.

Mr. Springer examined the role of the education system in contemporary society. The educational system he submitted cannot be isolated from other sectors in any society. Since education provides the stimulus for other essential skills. He stated that there is a need for the private sector to be more involved in the education system and that policy makers should
consider developing strategies to enable the private sector to be involved in curriculum design.

Mr. Springer further suggested that within the curriculum the following issues should be addressed:

i) education and morality  
ii) the knowledge gap  
iii) relationship between the development of policies and implementation (Action)  
iv) the understanding of the role each state holder will play in this process.

Such cooperation he felt should foster confidence in all partners regarding the quality of employees entering the work force. Moreover he emphasised the need for the school to be seen as a “business centre” that is efficient and one that moulds the fabric of society.

He concluded by suggesting that all leaders should be educators.
Chair: Mr. Roosevelt Finlayson, Managing Director, MDR Management

Presenter: Mr. Peter Downes, Profiles Caribbean Incorporated Barbados.

Mr. P. Downes started by defining a Leader. He posited that “a leader is an individual who influences people driven actions in a planned fashion towards achieving a specific goal or objective.”

He then gave three criteria to identifying and grooming new leaders in the selection process.

They are:-

i) styles of leaders

ii) attributes of goal leadership and

iii) the identification of effective leaders.

Mr. Downes pointed out that the Selection process should involve three dimensions:

1. Past
2. Present
3. Future.
He felt it was important to get the whole picture which could not be had at the interview session only. He then suggested that all the necessary resources should be utilised during the selection process e.g.

i) Interviews  
ii) Reference Check  
iii) Personality Assessment  
iv) Abilities Assessment  
v) Interest Assessment  
vi) Job Matching

He further suggested that the following key skills were required of successful leaders:

i) Communication  
ii) Leadership  
iii) Adaptation  
iv) Relationships  
v) Task Management  
vi) Production  
vii) Development of others  
viii) Personnel Development.

Mr. Downes indicated that the 360 Review Forces can be utilised to empower leadership within the organisation as against the traditional review forces. He insisted that adequate information, good communication, problem solving, the ability to implement/execute and inspire are useful towards having positive results.
Delegates were then asked to form three groups to discuss the following statements:

1. What is the difference between a Leader and a Manager
2. Which competencies is important as a Leader

**Group I**, contributed to the discussion by suggesting that leadership is an “Art”

“the leader carries a vision and does the right thing, while the manager follows, structure procedures in doing the right thing. A leader carries the Art of creating values in unstructured situation, put orders where there is chaos, has the capacity to inspire others.”

**Group II**, in presenting its view of the questions poised Group II members suggested that a serious look must be taken at the emerging negative groups among youths on the streets to see what factors are responsible for their cohesiveness and should be incorporated by the more positive groups such as the clubs, schools, organisations whose actions are aimed at the development of the community.

**Group III**, suggested that Leadership should deal primarily with a vision of how we see the future.

Mr. Downes concluded his session by suggesting some attributes one should consider in identifying and grooming new leaders:

1. Integrity
2. Enthusiasm
3. Innovation
4. Analytical
5. Sees opportunity
6. Adaptability
7. Open minded
8. Understanding.
Concurrent Interactive Session 2 - Best Practices in Leadership

Managing Employees

“Knowledge as a Key Asset”

Chair: Mr. Wendell Kellman, Director WHK and Associates Barbados

Presenters: Mr. Michael White, Michael White and Associates, Saint Lucia
Ms. Techla Deterville, Director, Human Resources, Courts, Saint Lucia

This presentation was delivered by Mr. M. White and Ms. T. Deterville who shared some concepts of Knowledge Management.

According to White, we are in the knowledge area. No longer does the traditional economic theory of Land, Labour and Capital utilized by entrepreneurs. In today’s world, there is need for intellectual capital which is known as Knowledge.

The Knowledge Worker he posited is someone who works with his head rather than his hands, whose responsibilities can be categorized as planning, researching, analyzing. Mr. White informed delegates that in the Caribbean, the productive Sector (government, tourism, Import/Export Service) has overpowered the manufacturing sector by utilizing knowledge. This sector according to him accounted for a high percentage of employment in the Caribbean as they understand the need for knowledge in the Caribbean, the need for information, ideas, communication and technology which are considered the cornerstone of the New Economy.
The Applicable Concepts of Business:-

- Communication
- Empowerment of people to energize
- Facilitation
- Team Work
- Nurturing
- Coaching

The Wisdom Factor

Book Value + Wisdom = Corporate Value

The human side of corporate management has suddenly become the overriding concern and interest. In the competitive knowledge market attracting and keeping a valuable knowledge worker is the prime management challenge. It is known that Businesses pay in advance for these type of workers. There considered two types of knowledge workers. The Giving type who create and sustain a healthy working environment, and the Receptive ones who want to give of their best talents, ideas and creativity which are well received.

According to Mr. White the value comes with respect, encouragement, and the new era leader should try to be a guide and not a manager. He concluded by saying that the Knowledge economy has given rise to new things such as the Learning Organization – learning, teaching, continuous feeding and developing the minds of people, moving from the controlling mode to Motivation.
Question and answers entertained by Mr. White

Why the top/down approach does not work with older folks?

◆ Change takes time: However workers will become aware with the advocate of changes.

Did you have experience with companies which utilizes knowledge management? Was it a success and how can we close in the gap between intellectual and practical knowledge

◆ The OECS through its Documentation Center emphases knowledge management. The managers at different levels must take responsibilities for advocating. Too often they are powerless and give up their rights.

What is the role of the leader among the manager?

◆ More importantly the manager should be a leader, but each leader does not have to be a manager. However the leader should be used to bring about change. Some young people because of their style and approach take no lead.

In making her contribution, Ms. Deterville urged participants to make changes when they returned to their respective places of employment.
She posited that knowledge was based on a life cycle and an ability to distribute information. According to Ms. Deterville there was need to change the idea that management should keep information to themselves, as it adds value to both people and the organization, it also changes the corporate culture and improve performance.

She cited the life cycle as creating, identifying, organizing, storing and disseminating. In creating knowledge, there should be exposure. This could only be done through educating, coaching, mentoring and training. The employer should become aware of the competition in addition to analyzing the job. She stressed that managers read new materials and become updated.

Knowledge should be used to make people aware of the new approach, to achieve goals in an organization, set standards by staff. To create better products and better people. She urged that organizations should not depend on consultants to come and give different ideas and just use them but organizations should be able to shape, manage and change the culture for themselves. There should be constant reviews.

In outlining the factors that affect Knowledge Management, Ms. Deterville gave recommendations

   a) Leadership – Leaders should be conscious of the new generation

   b) Culture – Organizations should stop looking back, but integrate culture with new ideas. This can be done with one’s own research
c) Personnel – recognize your personnel, be sensitive to a person’s ideas and try to understand them

d) Processes – Understand the processes, analyze and see if they are of my relevance

e) Structure – Do away with the Top/Down structure

f) Technology – there was need to use technology, not for style only but for the improvement of the organization

g) Measurement – Must be able to measure the input and the performance.

One of the obstacles to Knowledge management was considered as the “hoarding of information – the inability to share”.

In a Learning Organization is the following – creating, acquiring, transferring knowledge, modifying behaviour to reflect, delegating, detecting errors and corrections, free informal choices, internal commitment, power sharing and empowerment.

The passion plan was described as feeling, thinking and acting. This was highlighted in the Spirit of the Squirrels, the Way of the Beaver and the Way of the Goose.

In order to be pro-active one must

a) Begin with end in mind

b) Put first things first

c) Think Win Win

d) Seek first to understand
e) Synergy – do away with the crab in the barrel mentality
f) Sharpen the Sword

How do you survive in an environment where there is not much change? Is there a best style in management?

- You can get a response from Distorial style. We need to be more positive, more circumspect in our recruitment process.

How can one reconcile the age group situation, for it was noted that mass of the workers are over 35, who are not the knowledge group?

- The old should yield to the new. Those who were mindset persons cannot change, but hope to move off/on. However management style do go with age. CaMDA was a good example and one must not sell themselves short.
**Concurrent Interactive Session 3 – Best Practices in Leadership**

“The Importance of Risk Management in a Global Environment”

Presenter: Ms. Brenda Pope, Principal IT Consulting, KPMG, Barbados

Chairman: Mr. Wendell Samuel, Eastern Caribbean Development Bank, St. Kitts.

Ms. Pope commenced her presentation by defining the following terms:

a) risk:- hazard, chance of bad consequences, loss

b) management:- administration of business, concerns or public undertakings.

c) global:- world wide, pertaining to or embracing the whole of a group of items.

a) information:- informing, telling, things told, knowledge.

She then emphasised the paramount importance of information and knowledge, the role they play in today’s key economic resources, and that information technology is a key business enabler in the global market place.

An analysis of the contemporary world followed, which served to underscore the fact that “the new electronic economy is a global economy.” This suggests that there will therefore have to be a radical rethinking of the nature and functioning of the organization.
Ms. Pope emphasised that surviving in the new era requires a “continuous rapid innovation process”. Hence immediacy becomes a key driver and variable in economic activity and business success.

An examination of the Risk and Threats was then discussed under the following headings:-

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<th>Risk and Threats – Strategic</th>
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<td>2. Strategic</td>
<td>2. Breach of Authenticity</td>
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<td>3. Legislative</td>
<td>3. Breach of Integrity</td>
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<td>4. Organisational/Cultural</td>
<td>4. Denial of Service</td>
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**Risk and threats – Strategic**

1. Financial
2. Environmental
3. Supply Distribution Chain

In concluding her presentation she examined some of the responses and counter measures that can be taken to combat risks and threats in the Global Environment. These included:-

1. **Financial**
   - Take a long term view of things
   - Know your customers and business partners
• Build and maintain comprehensive information systems.

2. **Cultural/Organisational**
   • Being familiar with individual supply and export conditions
   • Avoiding half and partial solutions and maintaining fallback procedures
   • Provide adequate resources

3. **Human Capital/Legislative/Environmental**
   • Hire or partner with experienced individuals and organisations when moving into new areas of business.
   • Maintain on-going training and education programmes for staff both in technology and knowledge management.
   • Keep up to date with business, technology, legislative, environmental, health and safety directions globally.

Discussion centered on the following points after the presentation:-

1. How is value placed on the price of assets in an Insurance Corporation?
2. The future for small business in the era of globalization.
4. The possibility of government intervention to regulate the internet use.
5. Measures to deal with taxation.
Presentation and Plenary Discussion

“Effective Succession Planning for Organisational Sustainability”

Presented: Mr. Carl Taylor, Carl Taylor and Associated Otlowa, Canada

Chaired by: Ms. Lorene Williams, Business and Professional Women’s Club, Saint Lucia

Mr. Taylor examined the role of the public and private sectors and the distinction between the two, namely that private sector is making a profit and ensuring sustainability, while on the other hand the private sector “safe guards the public good” (interests). He then used the Canadian Public Service as a case study. This was done under the following headings:

a) Factors that prompted changes in the Canadian Public Service
b) Attitudes in the Public Service
c) The programme of succession, planning (changing the guard).
d) Strategic planning.

Emphasis was then placed on examining the core leadership competencies:-

1) intellectual
2) future building
3) management
4) relationships
He examined the selection tools used to select Permanent Secretaries in Canada. The approach used management learning to ensure that a rounded individual was selected to lead an organisation. Some of the leadership success factors highlighted were values, excellence in management practice, flexibility, inclusiveness and teamwork.

Finally an analysis was done of emerging practices that have evolved out of the process:-

(1) simplicity
(2) focus
(3) openness and transparency
(4) executive involvement
(5) competency profiles
(6) talent pools
(7) alignment
(8) measuring success.

In conclusion he submitted that session planning in the Caribbean is a more complex issue that needs more consultation. There is need for us to “reposition ourselves in terms of globalization”. Further, the role of the state needs to be understood within the context of the external influences which will impact up on it.
Panel Discussion
“Good Governance: An imperative for the 21st Century”

Presenter: Mr. Hamish Masson, Corporate Governance, Advisor, CACG, U.K.
Panelist: Mr. Jerry Goolsaran, Senior Specialist on Industrial Relations and Labour Administration, ILO, Trinidad

Mr. Mason delivered his presentation in two key areas:

1) What is good governance? Its importance in the world today
2) Problems associated with Governance.

He explained that good governance can be defined in terms of the following headings:

1) accountability
2) probity and transparency.

The process he stated should be viewed from the parameters of broad leadership, broad structure and embedded values (these values must cascade down). He added that good governance is an imperative due to the following areas:

1) background noise that cannot be avoided
2) grievance in a post privatization era
3) ownership to institutions – (how companies vote)
4) collapse of the Tiger economies – no proper governance procedures.
He then highlighted the following problems which can work against good governance:

1. too many models and versions
2. messages and procedures become obscure
3. inappropriate models imposed without reference to local conditions
4. change management techniques used to introduce corporate governance.

Panelist: Mr. Goolsaran

Mr. Goolsaran indicated that his presentation was informed by the work of ILO whose current programme sets out four strategic objectives, which will impact on good governance internationally. These strategic objectives are:

(i) To promote and realize fundamental principles and rights at work;
(ii) To create greater opportunities for women and men to secure decent employment and income;
(iii) To enhance the coverage and effectiveness of social protection for all;
(iv) To strengthen tripartism and social dialogue

He stated that his presentation will focus on the first and the fourth objectives: fundamental principles and rights at work, and social dialogue, elements of good governance. Good governance he posited embodies the
concept of social justice, participation, credibility, transparency, and accountability in the management of national economic and social resources for development.

Mr. Goolsaran posited that “Universal and lasting peace can be established only if it is based upon social justice”; and by the principles enunciated in the Declaration of Philadelphia, 1944 that

- Labour is not a commodity;
- Freedom of expression and association are essential to sustained progress;
- Poverty anywhere constitutes a danger to prosperity everywhere;
- All human beings, irrespective of race, creed, or sex, have the right to pursue both their material well being and their spiritual development in conditions of freedom and dignity of economic security and equal opportunity.

The ILO recognizes that universal human rights constitute yardsticks to measure respect for human rights; and that the state, with the support of the social partners and civil society, should at all times act as guarantor, protector, and promoter of human rights of its citizens and persons residing within its territories, including migrant and foreign workers. These ideals and principles are of enduring relevance and will continue to influence governance in this heightened age of globalization.

Mr. Goolsaran then dealt with the imperative of Social Dialogue and Tripartism and stated the following positions as identified by the ILO
• The ILO encourages, as a matter of high priority, social dialogue and tripartism within member states on social and economic matters impacting on good governance.

• The ILO firmly believes that the promotion of social justice in society could be achieved only if the social partners themselves were involved in the search for appropriate solutions through dialogue and negotiations.

• Social dialogue, collective bargaining, compromise, must all be encouraged, everywhere and at every opportunity.

• The pillars of tripartism – constituted by the state, employers’ organisations and workers’ organisations must be strong and effective to engage in social dialogue.

He conclusion he indicated that social partnership agreements provide the framework for national strategies to achieve international competitiveness, higher standards of living, improved social protection, a stable currency and a more development-conducive socio-economic climate, essential elements in good governance.

He summarise his presentation by identifying two contemporary challenges:

(a) to respect, to promote and realise in good faith the fundamental principles and rights at work in national, corporate and enterprise policies and practices;

(b) to seriously consider the social partnership option in the management of change in socio-economic affairs through sustained dialogue which must be promoted in a paradigm shift.
– from the traditional confrontational posture to one which cultivates a culture of consensus and social partnership in the interest of good governance.

**A number of questions were posed to the panelists**

- **Question to Mr. Masson**
  Could you elaborate on the Performance Assessment of boards?
  - Mr. Masson noted that, there are set standards in the United Kingdom on boards for Performance Assessment. There can be divided into two aspects.
    a) Director Chairman does this – 360° Appraisal of the Director’s performance.
    b) The Chairman is also assessed. This is after a consultative process (performance as board member).
      The effectiveness of a board is assessed by its members.

- **How independent are board members? To whom do they owe their loyalty?**
  - Mr. Masson told participants that this is a complex problem. Some are seen as spies in the camp. However, some work less independently than others. The chairman of the board has to sort out the problems – especially those of a political nature. This is a problem area.

**Question to Mr. Goolsaran**

- **What is the ILO going to do to educate Trade Unions?**
Mr. Goolsoran pointed out that the situation in Guyana is complicated. It is a personality issue and some actors have different agendas. There exists an atmosphere of mistrust. Hence it is difficult to get the Government of Guyana on board. There is need for social partnerships, strong commitment and political will. However we must continue to work to achieve a balance of power. There is need to share information. As the saying goes, “we either swim together or drown together.”
Feature presentation and Plenary Discussion

“Leadership for Leaders”

Presenter: Mr. Lester Cox, Chairman, Cox Consulting, Bahamas

Chair: Ms. Claire Spence, Vice President, CaMDA, Jamaica

Mr. Cox reviewed the history of Leadership and some of the accomplishments of theorist, like Sloane and Mintzbeg who established the foundation for the concept Leadership. He explained that “Focus” is essential for leader (most important aspect) is they are to achieve their goals/objectives. He then stated that leaders must:

- be actively involved in foreseeing the future
- leaders must know what age they are in
- they must see “the age as the possibility age” (one of markets)
- Teams are not the one right way. There is no right way to organize
- There is no difference between management and leadership
- Leaders paint a picture of the future
- Leaders have a Program – to show the path to synergy

He further emphasised that leadership is a process and there is great need for the leader to have a vision. Diagrammatically shown:

Focus ➔ Clarity ➔ Results ➔ Transferring the feeling

Process ➔ Vision ➔ Communication ➔ Motivation ➔ Message
In closing Mr. Cox indicated that Leadership about results and gave some guides for understanding the process. There are as follow:

- Followers in the programme must graduate and the leader must die
- Stress and paradoxes are a part of the leadership programs
- Leaders are determined to finish by staying the course
Professional Skills Development Workshops

Session 1: Strategies and tools for Managing Constant change

Presenters: Mr. Claudius “Petro” Francis, Managing Director
Empowerment Consultant – St. Lucia.

Mr. Roosevelt Finlayson, Managing Director
MDR Quality Systems, Bahamas.

Mr. Francis and Mr. Finlayson commenced the presentation by outlining the objectives as follows:

(1) to discuss response strategies and tools
(2) to build confidence in response and
(3) to present change as developmental.

The presentation focused on, change as it affects the sustainability of organisations which are constantly in transition. Mr. Finlayson examined the concept of change characterized by the following:-

a) out of chaos cometh order
b) the phases people go through during change
c) the need to go forward together.

Institutional Strategy/Tools he explained can be considered under the following:-

a) change bombarding the organisation
b) redefining the mission of the organisation to see that it is relevant
c) making a conscious effort to determine if the mission is in tandem with the demands being made on the organisation
d) the need for leaders to adapt to change – (change can affect the mind set of leaders).

<table>
<thead>
<tr>
<th><strong>External Change</strong></th>
<th><strong>Internal Change</strong></th>
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<tbody>
<tr>
<td>Situational</td>
<td>Psychological</td>
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<tr>
<td>Event bound</td>
<td>Experience based</td>
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<tr>
<td>Defined by Outcome</td>
<td>Defined by a process</td>
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<tr>
<td>Can occur quickly</td>
<td>Usually takes a lot of time.</td>
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An analysis of the Transaction Model and Hurricane Model was then discussed.

**Transaction Model**
1. Ending the old reality
2. Wandering through the zone of uncertainty
3. Beginning of new reality

**Hurricane Model**
1. Preparation
2. Surviving the first onslaught
3. Experiencing the eye of the storm
4. Surviving the second onslaught
5. Waiting for the winds to end
6. Rebuilding/repairing the damage.
The second part of the presentation was devoted to examining the organisational structure in order to make it more responsive to change. Intervention to bring about change should focus on:-

1) alignment analysis
2) staff inspection
3) process flow charting – description of the job process.

Finally discussion centered on the capacity to respond to change and sustainable development. This regard it was felt that the policy makers in the organisation should:

b) be aware of government policies
c) create alliances and partnership
d) turn challenges in to opportunities and
e) take an integrated approach to development (social, environmental, political and cultural).
Mr. Nelson A. Waithe began by conducting an examination of:

- Where we are
- How we feel being there
- How we feel about what we are doing
- What is needed to move into where we want to be
- Skills to enhance our work performance and life satisfaction

He also conducted an exercise in which delegates participated, to determine

- How they were perceived by others
- What their – as our strengths and weaknesses
- What did they think others gave to them
- What did others receive from them.

Mr. Waithe contended that our past experiences affect how we handle critical feedback. Much of our past is laden with messages we received as youngsters. He added that some people internalise their parents expectations and beliefs, doing everything in their power to gain approval from their parents and later from others. Often these people come to criticise themselves far more harshly than their parents ever did.
Mr. Waithe presentation was an interactive one, taking experiences from delegates with diverse backgrounds. However, he emphasised the need for emotional intelligence in improving individual performances, and suggested that the following Emotional Intelligence criteria were important for the development of the individual.

- Emotional Intelligence Greater than IQ
- Growth will come when we get in touch with our emotional self
- Interpersonal Intelligence is needed – The ability to understand other people.

He outlined the Eight Principles of Emotionally Competence Leadership. Emotionally Competence and Effective action leverage your emotional assets:

- Give to get
- Applaud yourself
- Use your creative aggression
- Calculate and take risks
- Strategize
- Dream big
- Trust yourself

In concluding he mention the need for more studies to be done on Caribbean situation in regards to Gender Issues in the work place and at home, so that one can get more in touch with who he really is.
Panel Discussion:
“Improving Employee Performance Through Effective Leadership Techniques”

Chairman: Mr. Collis Blackman, Management Consultant, Barbados

Presenter: Dr. Harvey Miller, Professor, St. Mary’s National University, Canada

Panelists: Mr. John Pilgrim, Executive Director, National Productivity Council Barbados

Mr. Andrew Downes, Director, SALISES, UWI Cave Hill Barbados.

Dr. Miller’s presentation was entitled “Employee Performance: What do Value and Relationships Have to do with it..?”

He started his presentation by highlighting some major conclusions

- Employee performance among other things, is a function of the degree of congruence between the value profile of the employee, and the value provisioning capability of the organisation

- Employee value in an organisational context must be facilitated through a collection of “value laden” experiences. These experiences must satisfy the desires of employees

- Organizational experiences are driven by human relationships. Hence relationships facilitate value for employees.
He examined the role of leaders and suggested that leaders

- Work at setting direction (value scoping)
- Work at aligning people (influence)
- Work at motivating people (relationship building)

Dr. Miller continued his presentation by listing six (6) propositions:

**Proposition 1**

- Drivers of Employee Performance (EP)
- Performance Success Factors
- The right focus
- The right environment
- The right systems (Organisation Infrastructure)
- The right tools

**Proposition 2**

- Exploring EP and The Concept of Value
- What is this thing called value?
- What is Value Value?

**Proposition 3**

- Levels in a Value
- Desire
- Goal or objective
- A complementary object
- Judgement or a series of judgements
- The assuagement
Anticipatory and memorial Dimension of Value

- Intensity
- Duration
- Volume

Organisation of Value

- Comfort
- Love, friendship, and attention
- Health and safety
- Ambition, self-actualization
- Desire to leave a legacy

Proposition 4

- A relationship implies some sort of intermittent action between two individuals involving interchanges (exchanges) over a period of time
- Sequence of interactions builds expectations
- Interchange implies mutuality such that the behaviour of one takes into account the behaviour of the other
- Relationships have a duration
- There is continuity between interactions
- The nature of the interactions involve both persons
- Behaviour has meaning
- Interactions have content
- The behavioural aspects of the relationship must involve reference to content, quality, and the patterning of interactions
Proposition 5

- Power in Relationships
- Reward power
- Coercive power
- Expert power
- Legitimate power
- Referent power

He concluded with seven implication for leaders

- Leaders must understand their organisation at the relationship level
- Leaders must understand that an organization produces value through the crafting of effective human relationships
- Leaders must be aware that all employees have a value make-up, different from each other. As such, they must understand the value topography of their organization
- Leaders must know that employees expect the organization to provide experiences that yield value
- Leaders must understand that performance is a behavioural phenomenon, and that behaviour is driven by value topography of the organization and the value of the organization.
- In addition to crafting organizational relationships, leaders must concurrently seek to influence the changing value norms of their employees. They must become a preacher, a philosopher, an artist, and even more.