



## CLP's 4th Leadership Symposium

The Caribbean Leadership Project (CLP) held its 4th symposium under the theme: ***Governance at the Core***, from May 18 to 19, 2016 at the Accra Beach Hotel in Barbados. A total of sixty-five (65) participants were in attendance, with representation from ten of the twelve participating countries in the CLP. The CARICOM Secretariat was also represented by Deputy Secretary-General, Ambassador Amb Manorma Soeknandan, and the Director, Human Development, Ms. Myrna Bernard.



*Hon. Dr. Carlton Davis OJ, CD, Former Cabinet Secretary of Jamaica, during the delivery of his keynote presentation on Governance at the Core.*

The conference commenced with a keynote presentation from the Hon. Dr. Carlton Davis, OJ, CD, former Cabinet Secretary of Jamaica, who offered his insights on the definition of the core of governance within Caribbean public services, the need for role clarification within the core, and the broader challenges impacting the operations and competency requirements of the core.

Following Dr. Davis' presentation, participants learnt about the findings of our ground-breaking action research on the key relationships, systems and issues impacting the core of governance in CARICOM public services. Subsequently, participants provided their collective input and wisdom on the research findings presented. This feedback will now be used to finalize the guide before it is published in a few months.

One significant highlight from the Symposium, was the capturing of 'war' and 'success' stories from participants' personal experiences in facing governance challenges in the core. Several rich stories were shared which resulted in the following key takeaways:

- Members in the core must maintain their integrity at all times, as this ultimately leads to be the best outcomes
- Members in the core should be prepared to deal with resistance stemming from professional jealousy and professional hurt

*Continued on page 2*

### In this Issue

P1	CLP's 4th Leadership Symposium
P3	Project Update
P4	Testimonial: CLP's Leadership Development Programme
P6	Localizing the Sustainable Development Goals - An Adaptive Challenge
P7	Zooming in on Governance at the Core
P8	CLP Word Search Puzzle



**Ms. Colleen Rossiter, CLP's Project Director, during her remarks at the Leadership Symposium.**



**Alumni members of CLP's Leadership Development Programme, Mr. Myccle Burke, Director of Training in the Service Commissions Department, St. Vincent and the Grenadines, and Mrs. Elaine Henry McQueen, Senior Programme Officer in the Ministry of Social Development and Housing, Grenada, during CLP's Leadership Symposium.**



**Dr. Lois Parkes, CLP's Regional Project Manager, welcomes participants to CLP's 4th Leadership Symposium.**



**Dr. Michael Marquardt, Founder of the World Institute for Action Learning shares his wealth of knowledge with participants at CLP's Leadership Symposium.**

*Continued from page 1*

- Leadership development is critical to ensure that all members of the core have the necessary competencies to deal with the challenges that arise
- Within Caribbean public services, there are persons who possess the skills and competencies required to successfully navigate the challenges at the core. There is, therefore, so much that we can achieve if we share stories and work together

Another significant highlight from the Symposium was the development of breakthrough strategies to address complex and urgent problems being faced at the core. In this regard, the tool of *Action Learning* was used to address eight real, live and current issues being faced by symposium participants. This process was led by CLP's special guest presenter, Dr. Michael Marquardt, Founder of the World Institute for Action Learning (WIAL). He was supported by CLP's Action Learning Advisors, Mr. Verieux Mourillon, Ms. Lisa James, Ms. Kelly Culver, Mrs. Elaine Henry-McQueen, Dr. Ruby Brown, Mrs. Claire Davidson-Williams, Mr. Unri Babb, and Mr. Ayodele Pompey. At the end of the process, each problem champion presented clear strategies that they committed to implementing within the next three months.



## Project Update



***LDP Participants in Cohort 6 with members of CLP's Extended Delivery Team during the first face to face module that was held in St. Kitts & Nevis in June 2016. The next face to face module will be held in Grenada from July 18 - 22, 2016.***

The April - June 2016 quarter was definitely one of the busiest and most productive for the CLP. The Sixth Cohort of our Leadership Development Programme (LDP) was launched and the first module was completed in St. Kitts and Nevis on June 3, 2016. This cohort comprises twenty-three Deputy Permanent Secretaries and officers of comparable rank from ten of the twelve participating countries in the CLP. In addition, during this quarter, *Cohort 5 Game Changers* continued to be engaged in the virtual component of our LDP through the delivery of two stimulating webinars on Obesity and Public Sector Transformation, respectively.

In preparation for the design of Level 3 of the LDP which will cater to Middle Managers in the public service, we conducted a Regional Learning Needs Assessment. We must acknowledge the members of our Community of Practice (CoP) from across the region who designed the data collection instruments and assisted with the data collection. The COP also commenced its webinar series - *Community of Practice Fusion - Sharing the Wisdom*, as part of CLP's strategy to facilitate the on-going networking and learning for leadership development programming to be sustained beyond the life of the project.

The Continuous Learning and Development Network (CLDN) continued its series on '*Transitions at the Top*' with a webinar on '*Above and Below the Line*'. This webinar featured Executive Coach and tool developer, Ginette Morel, and focused on the use of this leadership tool in addressing transitional challenges. The series culminated in the CLDN's inaugural conference in May, where we were fortunate to share in a panel discussion on the topic with: former Premier of Prince Edward Island, Robert Ghiz, former Cabinet Secretary of Barbados, Avril Gollop, and two of our CLDN members, Edson Joseph, Permanent Secretary from Antigua and Barbuda, and Gail Atkins, Chief Personnel Officer of Barbados. The conference also focused on the use of Action Learning to develop the strategic direction for the CLDN.

Finally, we are pleased to share that our website has been re-designed and now boasts a number of additional features to serve you better. Do visit us at [www.caribbeanleadership.org](http://www.caribbeanleadership.org), and check out our Discussion Boards, Blog features, Document Library, Useful Links, and sign up to gain access to networking and consulting opportunities.

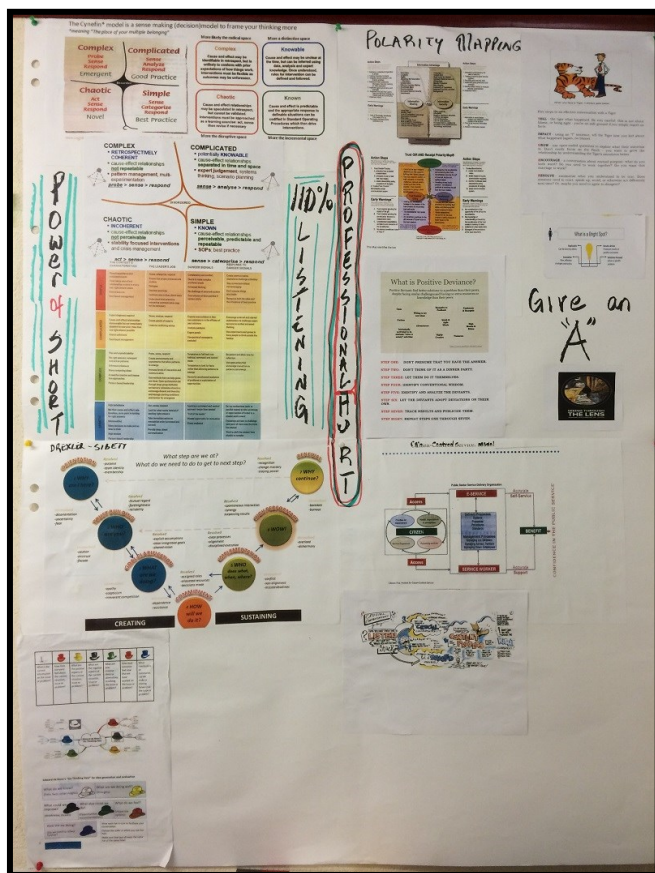
Let's continue to Learn - Network - Succeed!

*Dr. Lois Parkes, Regional Project Manager*

# Testimonial: CLP's Leadership Development Programme

As a former military officer, I was very enthusiastic about my selection to participate in the CLP. I was looking forward to expanding my knowledge, sharing the information with my colleagues, and of course putting it all into practice. CLP did not disappoint. I received very practical tools I wish I had as a young officer; tools which I have eagerly shared, and have implemented in my daily work environment.

I have developed a picture wall within my office, where I have placed some of my favourite CLP tools. The wall acts as a conversation piece for visitors to the office. I get the opportunity to discuss with them the purpose and benefits of the programme. Moreover, it also acts as reinforcement for me in my daily life.



**Jeffrey's Wall of Leadership Development Tools**

At every opportunity in the workplace, I practice my powers of influence at the strategic level. For

example, I shared with one of my senior colleagues who is a constant visitor to my office, *“The Six Thinking Hats”*, *“The Power of Short”*, *“110% Listening”*, and *“Appreciative Inquiry”*. I encouraged him to use the tools at a meeting he was responsible for chairing - in an area that was unfamiliar to him. At the end of the meeting, we were able to generate a ten-page document that found its way to the CARICOM level. While he is now a proponent of *“The Six Thinking Hats”*, I am afraid he is failing miserably on his *“Power of Short”*! This director has now developed his own wall with his various leadership tools. He has now shared with me, *“Cynifen Framework”*.

I am now sharing *“The Drexler Sibbet Team Performance Model”* with some young military leaders. I am able to show them where they are in the model, practice my fledgling coaching skills to assist them in identifying where they want to be, and their likely courses of actions in getting there.

Another example I wish to share is that of a conversation I had with a school principal. He shared with me the challenges that he was facing with a particular staff member, and the impact it was having on the remainder of the staff. I was able to share with him the two tools of *“Facing the Tiger”*, and *“Having a Crucial Conversation”*. A month later, that principal was happy to report that the working relationship with the teacher had improved significantly. The principal is now enquiring about the CLP. He thinks that I am a smart man, imagine that!?

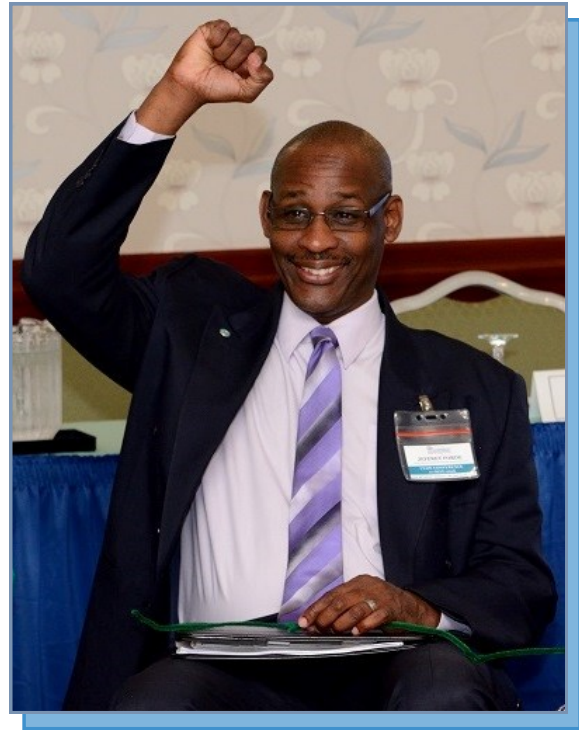
Knowing when to share a tool and with whom, can be powerful! This has been one of my key learnings. For example, immediately, after a webinar on *“Professional Hurt”* that featured Dr. Ruby Brown (from the Management Institute for National Development, Jamaica), I shared her dissertation with a former colleague. He was very appreciative and said it was very timely. At that time, he was about to make a decision to resign from work due to all that was happening to him in his work



*Continued from page 4*

environment. Not only was he able to identify with some of the stories shared, but he was also able to use some of the strategies employed to overcome his adversity. I also shared with the said colleague, the tool on how to get “*Above the Line*”. I am happy to report that he is still in the job, and no longer disgruntled.

Of course, I am implementing the teachings into my personal life as well. There is better work-life integration as achieving that balance is difficult. Whenever the opportunity arises, I don’t hesitate to use “*Bright Spots*” that my children can identify with, to teach and inspire them. In engagement with my family, there is more “*110% Listening*”, implementation of the learnings from the “*Emotional Quotient Intelligence Model*”, as well as, information from my coach. Participation in the CLP continues to positively impact my life, and by extension, all those with whom I interact. I recommend this Leadership Development Programme unhesitatingly.



**Jeffrey Forde, Regional Intelligence Officer  
Regional Security System (RSS) &  
Proud Member of the C5 Game Changers (LDP Cohort 5)**

## Localizing the Sustainable Development Goals - An Adaptive Challenge



**Peggy Panka, Head of International Relations  
Ministry of Regional Development, Suriname &  
Proud Member of the C5 Game Changers (LDP Cohort 5)**

***“Most critical objectives and challenges of the Post-2015 Development Agenda will certainly depend on local action, community buy-in and local leadership, well-coordinated at and with all levels of governance...”***

***-Helen Clark, UNDP Administrator***

In September 2015, world leaders - including Caribbean leaders - committed to achieving a set of global goals to end poverty, fight inequity and injustice and tackle climate change by 2030. Seventeen (17) Sustainable Development Goals (SDGs), 169 targets and 230 indicators were approved. The pledge from world leaders to “*leave no one behind*” emphasized the importance to reach everyone. The United Nations changed the game when they reaffirmed that local governments have a pivotal role towards achieving the Global Goals, for they are the eyes and ears of the communities and are also directly engage with citizens. As said by many, the SDGs agenda is very ambitious and challenging.



# SUSTAINABLE DEVELOPMENT GOALS



*Continued from page 5*

It's an adaptive challenge for the world, for the Caribbean and for us as Public Sector leaders and it needs adaptive leadership. Yes indeed, we need to mobilize forces in our organizations in order to move towards local action, community buy-in, local leadership and ownership in the Caribbean. Public Sector leaders, amongst others, have to get on the balcony to develop new strategies and approaches for truly involving local government, tribal leaders and the people. We need to localize the SDGs.

The solutions to adaptive challenges reside not at the national level but in the collective intelligence of the people in different groups of society (youth, elderly, people with disabilities, etc.). Localizing the SDGs involves shifting the focus from national governments to the people at the local level in order to enhance their lives and prospects. The local people know best about their needs and how they would like their communities developed. Moreover, their first point of contact with the government is usually the local government. As leaders, we have to capitalize on opportunities and facilitate processes by providing the local governments with tools to maximize local development

actions.

In Suriname, the Ministry of Regional Development with support from the UNDP started a campaign on localizing the SDGs. This project took shape after a conference was hosted by the Government of The Bahamas and Caribbean and Commonwealth local government organizations in 2014, which focused on localizing the SDGs post the 2015 agenda. After the conference, the UNDP Resident Representative was approached for technical and financial support.

Currently, the project is being implemented and it is a true pleasure to observe that the strength of this project does not lie with me or the systems; it does not lie only in the political will, but in the staff who are working towards achieving the project objectives and in the people whose voices will be heard. Any one of us can try to make a change. We are citizens in our communities and can either be the voice or demonstrate adaptive leadership so no one is left behind. To know more about this initiative in Suriname, please join us for our next webinar which will be held on July 19th, 2016 at 9:45 am.

[Click here to register now.](#)



# Zooming in on Governance at the Core with Dr. Carlton Davis

Presented below are excerpts from the plenary discussion with Dr. Carlton Davis OJ, CD, Former Cabinet Secretary of Jamaica, during CLP's Leadership Symposium which was held last month. Dr. Davis was also the keynote speaker for the event. [Please click here to read his speech.](#)

## Is it feasible to legislate a policy on transition from one government to another?

Many Commonwealth countries have many rules in place. We have a system where people burn records and the only record is in the Cabinet Office. Management of transitions is very important. There are several challenges associated with these transitions. You have to protect your people. In small societies, everybody knows everybody. People have presumptions. As a professional leader, you have to take a firm position. This is an important management function. One of the strengths in our systems is continuity. People have to come and go but the public system remains. We have to manage it and make sure that is not lost.

## Who is responsible for informing Ministers and public servants of the boundaries, roles and authority or prevailing interpretations and conventions with respect to governance arrangements?

There has got to be an identifiable person who is the lead of the interface between the Cabinet Secretary and the Permanent Secretaries. The role between the Cabinet Secretary, Permanent Secretaries and Prime Minister is important in facilitating this.

## How do you get public officials (elected and appointed) to make information management a sustainable part of our culture?

If you are in technological fields, you must be able to articulate the impacts of cost. Even if you don't have a precise plan of action, you still need to let the people know. This is a new type of society.

## How do you facilitate a culture to foster ethics and integrity in the workplace of politicians, public servants and board employees?

Integrity is a great morality issue. It affects economics. This is vital. In Jamaica, there is an



Hon. Dr. Carlton Davis OJ, CD  
Former Cabinet Secretary of Jamaica

Integrity Act where all politicians have to file their assets and liabilities. You have to get people to understand value. It is a challenge. The big challenge in the Caribbean is that society has a negative reaction to the financing of election campaigns. There is a resistance to public financing. As long as private individuals finance public campaigns, there will be corruption. In Jamaica, this is the biggest part of the problem. You have to lay out the rules of engagement.

## How do you fashion strong leadership in the context of our Caribbean 21st century reality of balancing our current and future needs?

There is a call to leadership in a way that we have never had before. Things were never easy. There were guaranteed markets for sugar etc. Life was agreeable. There are issues now that we didn't face before. You can't lead in a vacuum. You have to specialize. You can't do everything. You have to develop a core of people around you. You have to establish priorities and have recognition of human and material capacity. E.g. Vision 2030 Jamaica. Enough has happened to require changes. It must be dynamic.

## How do you have the core recognize that personal resilience needs to translate to organizational resilience?

Continued on page 8

Recognize that you are just around for a time. What is being done by the organization must survive you. In Jamaica's Executive Agencies, people were given more freedom to shape their organizations. The organizations are more robust. You have to avoid "The Great Man Theory of History".

**What strategies do you suggest when you have to carry out a policy that you do not think is practical?**

At the end of the day, as a professional, the only thing we have to sell is our knowledge, experience and professionalism. We have to determine whether we are going to compromise our professionalism and play it safe. What if it involves risk to your jobs? There are ways to get your point across. It depends on the personality of the person. More confident people can take criticism. You must know your persons. A lot of

government employees do not see themselves as professionals.

**What are three main factors that enable a government to achieve its most important and ambitious goals and agendas?**

You have some agendas that are not overly ambitious. Some people set agendas, where there are not enough people and materials in place. Make sure you work very well with your public sector directorate. They have the experience.

Communication is the order of the day. You have to communicate your reality. People like to feel they are a part of the process and communication is a good way to do this. Share progress reports. Be willing to admit where you have not delivered as promised and the reasons why.

## CLP Connect Word Search Puzzle



Let us improve our mental health by doing this fun word search puzzle! Words can be found vertically, horizontally, diagonally and even backward.

- \* ABOVE THE LINE
- \* ACTION LEARNING
- \* ADAPTIVE
- \* APPRECIATIVE
- \* INQUIRY
- \* BALANCE
- \* BRIGHT SPOTS
- \* CLIMATE CHANGE
- \* COMMUNICATION
- \* COMMUNITY
- \* CONFIDENCE
- \* CORE
- \* COURAGE
- \* FACING THE TIGER
- \* GOVERNANCE
- \* LEADERSHIP
- \* LEARN
- \* NETWORK
- \* POLICY
- \* PROFESSIONALISM
- \* RELATIONSHIPS
- \* SIX THINKING HATS
- \* SUCCESS STORIES
- \* SUSTAINABLE
- \* SYMPOSIUM
- \* TRANSITIONS