

CCELD Group #5 – Final Report

CCELD Group #5 embarked on a study tour on Wednesday September 23, 2015. The 11 members-strong group experienced a mixture of apprehension and excitement because we had no idea what to expect from an intense study tour schedule that would take us through 13 site visits in Ottawa and 16 site visits in Barbados, a total of 29 visits in seven days.

The first two Conference days of theoretical and structured learning provided us with the contextual framework within which to maximize the most of our experience and site visits.

Ottawa

The site visits in Ottawa represented a mixture of public, private, labour and NGOs. The group was stimulated, stretched and challenged from all our robust discourse. There was, of course, time for fun, food and historical site visits. Who can forget dinner and opera at 8:00 pm, to have a 2:30 am wake up call for Barbados the next morning?

Barbados

We arrived in Barbados on Sunday September 27, 2015 and were escorted by the Barbadian Defense Force to Port Ferdinand. The Barbados study tour was jam-packed but true leaders learn to adapt and rise to the challenge. The Barbados study tour also presented a mixture of private, public, labour and NGOs.

Here are only a few of the many site visits and our lessons learned from each visit.

Crown Corporation: Lean Leadership in Action

EDC Ottawa Headquarters

An overview of LEAN transformation and how it has changed leadership at EDC. Participants experienced various levels of 'huddles' to see the LEAN process in action. A panel discussion engaged participants on benefits and challenges of LEAN leadership and its impacts on organizational culture.

Discussion Imperative: Embracing Failure & Collaborative Leadership

In 2007 moved from a top down style of leadership to the "LEAN" style of leadership. Engagement surveys showed in 2000 that the staff was not engaged and morale was low. This was the catalyst: about the same time, the CEO was impressed by LEAN and decided to give it a try at EDC.

EDC determined the results they wanted and then they determined how to get there.

After they implemented “LEAN” their engagement survey scores went up to 80%. People were proud to work at EDC.

- “LEAN” became priority for everyone from the CEO down.
- Keep messaging simple and clear
- Behavioural
- Create leaders at every opportunity (leaders are created not born).
- Include everyone in conversations
- Keep each other accountable with regular meetings

LESSONS LEARNED:

- “Leading with humility and serving our employees, internal and external stakeholders”
- A leader does not have to be born, s/he can be created. Anyone can step forward.
- “Huddle” concept may work in many different workplaces.
- Very structured form of leadership.

Non-Profit Organization: Ottawa Mission

We started with a discussion to gain a better understanding of the role of the Ottawa Mission in the community and some of the leadership challenges associated with running the mission (including the management of over 250 volunteer shifts per week, serving an average of 1295 meals per day).

Discussion Imperative: Collaborative Leadership

Leadership challenges:

- Competitive charitable sector where funding is political
- Decisions are made by the volunteer Board of Directors
- Staff turnover is high
- Balance – self care
- Collaborative leadership is necessary and the 3 downtown missions meet so that they don’t fight over funding.
- ED trusts the Board of Directors
- ED demonstrates leadership by training staff even though they are often poached.

LESSONS LEARNED:

- Leaders serve.
- Take time for yourself.
- Lead with humility, others will follow
- Leaders will prop up others (through training, etc) even if that means that they will be moving on to positions that make more money.
- Lead from behind.

- Had vision that a homeless shelter can be more than a homeless shelter (they have a hospice, dental program)
- Within 5-10 years “Our mission is that our services will no longer be needed”

Non-Profit Organization: International Assignments and Innovative Access to Leadership, CARE Canada

Exploration of leadership challenges in an international NGO, and how the EDC placement program fills a niche for both parties involved, and the use of partnerships to build innovation in the field. We also heard from an Export Development Canada VP on how participating in a 4 month CARE assignment in Zambia impacted his leadership style.

- EDC gave one of their VP four months off to work on the Zambia project. Investing in your leaders
- Building leadership at a local level
- Localized organization, fighting inequality.

Discussion Imperative: Cultural Intelligence: Moving beyond diversity, understanding and inclusion

LESSONS LEARNED:

- Resilience and creativity, fight for what you believe in, even if the work is changing.
- “You cannot take your culture or management everywhere. Have humility and be respectful of culture.”
- “it’s about relationships, respect and courtesy, once you have these then you can start business”
- Localize & Globalize
- Collaboration means to focus on what we are doing right and improve what’s wrong.
- Transformational leadership
- The interconnectedness of the world. Managing the challenges of a global NGO.

Academic: Carleton Leader and Community Mentor Program

Carleton University

An overview of alumni mentor program (connecting recent alumni with new graduates), followed by roundtable discussion.

- There is succession planning deficit in Canada. A mentoring program fit as a solution
- Championed by the University President.
- High satisfaction of both mentors & mentees.
- Carleton also embarked on a culture change.
- Their challenges were that the College structure and culture were not conducive for collaboration.

Discussion Imperative: Cultural Intelligence: Moving beyond diversity, understanding and inclusion

LESSONS LEARNED:

- Ask yourself “what am I doing that is going to make this place better?”
- Leaders need to create an environment for meaningful conversations (EDC they put together a course on how to give and take meaningful feedback).
- Take risks as a leader and see failure as positive.
- What kind of leadership is required to address the unfolding issues of our time?
- How can leaders create an environment for meaningful conversations that just might go somewhere? Why should anyone be led by you?

BARBADOS

Ministry of Labour, Human Resource Department & Social Security

- Have updated their IT systems.
- Working with private sector on ensuring that training & education meets the needs.
- Building capacity on innovation.
- Collaborative leadership with the “Social partnership” agreement.
- Not law but rather commitments to work together for the benefit of the country.
- Challenging because it is a partnership and the foreign companies look at complying with the law and not a “partnership”.

Discussion Imperative: Collaborative Leadership & Integrating Technology: Thriving in a Connected World

LESSONS LEARNED:

- Be true to yourself.
- Be a woman of integrity.
- Follow your passion.
- “Dare to be different and do different”.
- Giving back by mentoring young women.

River of Life Organic Farms

- Saw a need in the community to provide meaningful work for disabled adults suffering from mental health issues.
- Successful in growing crops and selling them in local supermarkets and 4 hospitals.
- Social economic impact is that the participants have been successfully integrated back into the community.
- Helping to remove stigma for mental illness.

- Inclusion of an under-represented demographic.

Discussion Imperative: Social Inclusion

LESSONS LEARNED:

- Innovation: experimenting with different crops.
- Paying it forward.
- Embracing failure – took the challenge of lack of resources and used the materials around them by recycling them to suit their needs.

Cave Hill Campus, University of West Indies, meeting with the Principal

- Insights on gender, leadership and the role of public policy.
- Facing challenges due to government cutting funding to university and dramatically increasing student tuition.
- Made a strategic move to a system where “IT department supported” to a new system where “IT department are collaborative with other departments”.

Discussion Imperative: Cultural Intelligence: Moving beyond diversity, understanding and inclusion

LESSONS LEARNED:

The financial need forced them to be innovative and they included the IT department in design and implementations of project.

CONCLUSION

Through the site visits, the group became more aware of the discussion imperatives. Questions to the site teams improved as the study tour progressed. Our team became very cohesive and displayed the discipline, and commitment that was necessary for group effectiveness, sharing the tasks of researching sites before the visit, introducing the group, asking penetrating questions, and engaging in dialogue with everyone we met, thanking them for involving us in the program, presenting them with a certificate of appreciation, and being kind enough to take pictures with the group.

Our local liaisons, Shannon Bradey in Ottawa, and Sean Sealy and Cynthia Blackman in Barbados, went above and beyond the call of duty to assist us in every way they could. We especially appreciated the warmth of the Ottawa and Barbados planning committees, and the motorcycle escorts whenever we needed them. We'd also like to thank Her Royal Highness, Princess Anne, for her choice of the Port Ferdinand Luxury Resort, but also for her leadership of the CCELD and the opportunity for all of us to participate in this wonderful program.

Submitted by Team 5