

Report on the Development and Implementation of the Leadership Course for Chief Fisheries Officers in the Caribbean

Held in Belize City, Belize, 26 - 30 April 2010 with support from the Island Growth Initiative Fund from the Government of Iceland



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Contents

Introduction	3
Final Preparations and Opening.....	5
Course delivery	5
Workshop evaluation	10
Evaluation outputs: Responses to open ended questions	19
Conclusions	21
Appendix 1: Course evaluation form	22
Appendix 2: Reflections of the participants on the previous day	25
Appendix 3: List of Participants, Organizers and Lecturers	28
<i>Anguilla</i>	28
<i>ANTIGUA AND BARBUDA</i>	28
<i>THE BAHAMAS</i>	28
<i>Barbados</i>	28
<i>DOMINICA</i>	28
<i>GRENADA</i>	28
<i>GUYANA</i>	28
<i>JAMAICA</i>	28
<i>MONTSERRAT</i>	28
<i>St. Lucia</i>	29
<i>ST. KITTS AND NEVIS</i>	29
<i>ST. VINCENT AND THE GRENADINES</i>	29
<i>TRINIDAD AND TOBAGO</i>	29
<i>TURKS AND CAICOS</i>	29
<i>CRFM Secretariat</i>	29
Appendix 4: Workshop at the FD in Belize - Agenda	31

Introduction

In 2008 an agreement was signed between the UNU-FTP and CRFM secretariat on cooperation in strengthening fisheries institutional capacity in the Caribbean. This was to be done through training of fisheries professionals in the six months training programme in Iceland offered by the UNU-FTP and through development of short courses in cooperation with local experts to be held in the Caribbean region.

Early on, leadership in fisheries was identified as one of the key areas that need to be strengthened and an agreement was made in developing a short course for that purpose. UNU-FTP recruited experts from its long standing partner, University of Akureyri (UNAK), for the project and the first meeting in developing the short course was held in Barbados in December 2008. Attending that meeting were: Mr. Milton Haughton and Mr. Terrence Phillips from CRFM, Dr. Patrick McConney from University of West Indies (UWI), Steven Willoughby the Barbados Chief Fisheries Officer, Dr. Ögmundur Knútsson from UNAK, and Mr. Thor Asgeirsson from UNU-FTP. The main objectives of the meeting were to discuss the status of leadership in fisheries in the region, identify the target group and discuss and identify main topics. The Caribbean counterparts suitable for the project were also discussed. Following that meeting an application for a financial support was submitted by the Government of Belize to the IGI Fund which subsequently approved the application and provided substantial funding for the project. This fund was established by the Government of Iceland for SIDS countries for sustainable developments. It was also agreed that a Caribbean mission with representatives from CRFM and from the universities that will take part in developing the material would meet in June in Iceland to further develop the course material.

In June 2009 the short course development team met in Iceland for five days (in Akureyri). At the meeting were Mr. Milton Haughton (CRFM), Dr. McConney (UWI), Mr. Watler (UB), Dr. Knútsson, Mr. Gestsson, and Dr. Arnarsson from UNAK. Thor Asgeirsson from UNU-FTP joined the group the last two days. The outline of the course was designed and the involvement of the UB staff was discussed. To make this work sustainable for the region the approach of the UNU-FTP for the short course development is not only to design the material but also find counterparts that would be trained to deliver the material and an institute that will take over the course material, either as a module in its educational programme or as an upgrade of existing material. The counterparts would also bring Caribbean fisheries flavor to the course material by providing examples and cases from the Caribbean fisheries. University of Belize, with its faculty of business and management, had been identified as a suitable counterpart to house the course. The task following the meeting in Iceland was to find appropriate lecturers/counterparts to finalize the material.

The course development team met for the second time in Belize in December 2009 at the CRFM Secretariat. At that meeting the UNU-FTP experts (from UNAK) introduced the content of lectures and ideas for assignments to UB counterparts. The meeting agreed on the order of lectures/topics, and the counterparts from UB were assigned lectures and topics to further develop in cooperation with the Icelandic experts. One of the topics discussed was how to bring the Caribbean fisheries flavor to the lectures. The lack of experience by the UB staff regarding fisheries was evident and it was decided to have a one day workshop with the Belize department of fisheries. The team also agreed on the main **goals** of the short course:

The overall development goal of this capacity building workshop is to enhance the contribution of fisheries to the social and economic development of the countries and achieve better quality life and standard of living for fisherfolk and coastal communities

through sustainable development, management and conservation of the fisheries resource systems.

The specific objective of the workshop is to ensure that Heads of the national fisheries authorities of the CRFM Member States are equipped with the knowledge and skills required to provide high quality leadership in their organizations.

The expected outcome would be:

The Heads of Fisheries Departments from CRFM Member States will have:

- Acquired new core leadership knowledge and skills and where appropriate, renewed and updated their existing expertise.
- Received feedback and new insights on their current leadership capacities to help them
- Focused on specific (practical) development actions where small improvements will make a major difference to the impact they have as a leader.
- Improved his / her overall proficiency to lead and create conditions for exceptional performance.
- Strengthened his / her working relationships in the Regional Network of Senior Leaders.
- Enjoyed a time of personal growth and renewal.
- Identified blockages and constraints to the sustainable development of coastal and marine fisheries resources in his / her country, and with their colleagues, jointly developed viable interventions (leadership application and / or collaborative projects) to address them.

It was decided to have the course in Belize in April 26-30 and tasks were identified and appropriate time limits for each task.

It was also agreed that this course would be a dry run on the topic since the course design was new and tailor made to the needs of the Caribbean and also that the topic in many ways was new to the experts. If the course would be run for the second time a revision of the course material is needed based on the experience from the trial run.

On February 19 the lecturers from the University of Belize met with experts from the Belize Department of Fisheries and the CRFM Secretariat to learn and orient themselves in the Caribbean fisheries. The team got an overview of the fisheries in the Caribbean, the role and function of fisheries departments, and insights into aquaculture and capture fisheries (see draft schedule of the meeting in appendix 4)

Final Preparations and Opening

The Icelandic team (Helgi, Ársæll and Thor) arrived in Belize on Friday April 23 and met with organizers and counterparts from the CRFM Secretariat, University of Belize (UB) and the University of the West Indies for the final planning and tying up loose ends the next day.

The formal opening of the course was to be held on Sunday afternoon with opening speeches from Belize Minister of Agriculture and Fisheries delivered by Mrs. Beverly Wade, Fisheries Administrator on behalf of the Minister. In addition brief welcoming remarks were made by Mr. Hugh Saul the CRFM Secretariat Executive Director, Milton Haughton, CRFM Deputy Executive Director, Dr Santos Mahung, President of the University of Belize, James Gumbs, Chairman of the CRFM Forum, and Thor Asgeirsson, Deputy Executive Director of the United Nations University, Fisheries Training Programme. Most of the participants had already arrived to attend the CRFM Fisheries Forum meetings from April 21 to 24, 2010. (see Appendix 3: List of Participants, Organizers and Lecturers).

Course delivery

On April 26 the course started with a statement from participants about their expectations from the course (table 1).

Table 1: Summary of participants' expectations from the course

- Strengthening networking, share my experience and gain experience to bring back home
- Get clearer sense and vision on how to make changes and know what needs to be changed
- Be able to put department in a better position for someone to take over and succeed
- Learn how to deal with and motivate staff; and how to deal with difficult staff
- Learn how to we can utilize limited resources we have for the benefit of fisheries
- Learn something new – to be motivated – to be ready to tackle problems without referring to workshop notes
- Learn about the interaction with other chief fisheries officers (better networking)
- Improve stakeholders relationships; interact better the fishers
- How to coordinate teams; develop thoughts on how to understand fishermen's thinking and what drives them
- Gain better appreciation about style of leadership and also understand each other's role in the fisheries for better communication.
- Gain new approaches to solve problems and deal with the industry
- Increase confidence in leading a new ministry
- Be able to balance between being and manager and a leader: assess personal strengths and weaknesses.
- Acquire stronger skills in leading scientific groups and influencing those who act above
- Improve the skills to communicate importance of fisheries to the government: move away from top-down management

The tentative schedule for the lectures and assignments was distributed to participants in a binder (printed version) and on a memory stick (with html index and navigation page), but

last minute changes were made and announced as they came about. The correct schedule is found in table 2. Changes have been made to reflect the true order of things and people involved. As has been noted, Dr. Ögmundur Kútsson was not present at the workshop but he contributed to the formulation of many of the lectures. His work is for that reason acknowledged in the programme schedule. Chairing the main sessions (lectures) was Mr. Milton Haughton, and Mr. Asgeirsson acted as a co-chair and assisted with time planning and note taking during reflections.

Table 2: Programme for the leadership workshop

25 April	Registration and Opening ceremony	
18:00	Registration of participants and document distribution	<i>CRFM Secretariat</i>
	National anthem of Belize	
18:30	Welcome	<i>Milton Haughton</i>
	Prayer	<i>Rev. Eugene Crawford</i>
	Welcoming remarks from the CRFM	<i>Hugh Saul</i>
	Remarks from the UNU-FTP	<i>Thor Ásgeirsson</i>
	Remarks from the University of Belize	<i>Dr. Santos Mahung</i>
	Remarks from the Chairman of the CRFM Forum	<i>James Gunbs</i>
	Keynote address	Ms. Beverly Wade on behalf of the <i>Minister of Fisheries</i>
	Vote of thanks	<i>Bernard Watler</i>
19:30	Dinner Reception	
Day 1	Leaders or managers!	
08:30	Programme overview - Schedule, house-keeping, rules of engagement, expected outcomes, programme organization, working groups	<i>M. Haughton & T. Asgeirsson</i>
	Introduction of participants in a reflective manner - Key issues, challenges, problem areas, organizational opportunities, personal goals, expectations of the workshop	<i>M. Haughton & T. Asgeirsson</i> <i>Participants</i>
10:30	Break	
10:45	Understanding the difference between leadership and management and what's expected of leaders?	<i>B. Watler, H. Gestsson & Á. M. Arnarsson</i>
11:30	Leadership in public administration organizations in the Caribbean -National leaders versus regional leaders	<i>David Gibson</i>
12:10		
12:30	Lunch	
13:30	Building excellence	<i>Sharret Yearwood, Ö. Knútsson & H. Gestsson</i>
14:15	A leader's personality and personality traits	<i>Jean Perriott & Á. M. Arnarsson</i>
	A leader of institutional change – an interview (Video) - <i>Matís – Icelandic food research – Sigurgísladóttir S.</i>	<i>T. Asgeirsson</i> <i>introduction and discussions (7+8)</i>
15:15	Break	
15:30	Personality insights through self assessment	<i>Jean Perriott & Á. M. Arnarsson</i>
16:00	Group assignment 1 - Characteristics of fisheries leaders at multiple levels of governance - Leaders or managers; local, national, regional and international leaders; leadership traits for chief fisheries officers/directors of fisheries	<i>Patrick McConney</i>
17:30	Day 1 close	
Day 2	Vision and performance!	
08:30	Reflections on the previous day	<i>Jean Perriott & Á. M. Arnarsson</i>
	Working group presentations (<i>assignment 1</i>)	<i>P. McConney, Participants</i>
10:15	Break	
10:30	A strategic vision - Regional versus national	<i>Vincent Palacio, Ö. Knútsson & H. Gestsson</i>

11:00	Corporate Social Responsibility and Stakeholder analysis	<i>Sylvia Cattouse, Ö. Knútsson & H. Gestsson</i>
11:35	Proactively meeting stakeholders expectations (Video) - <i>Hafró – Marine Research Institute –J. Sigurjónsson</i>	<i>T. Asgeirsson</i> <i>introduction and discussions (7+8)</i>
11:45	Institutional mandates –Fisheries office, Ministry, CRFM	<i>M. Haughton</i>
12:30	Lunch	
13:30	Group assignment 2 – Case (five questions) questions 1, 2 and 3 – Mandates, organizational vision, stakeholder analysis – Working group presentations, part 1	<i>V. Palacio, H. Gestsson & Ö. Knútsson</i> <i>Participants</i>
14:30		
15:15	Break	
15:30	Goals and performance –Aligning goals between levels	<i>Melanie Simmons, H. Gestsson & Á. M. Arnarsson</i>
16:15	Group assignment 2 – continued (questions 4 and 5) –New vision	<i>V. Palacio, H. Gestsson, Ö. Knútsson & Á. M. Arnarsson</i>
17:30	Day 2 close	
Day 3	Leadership and performance!	
08:30	Reflections on the previous day	<i>M. Haughton & B. Watler</i>
09:30	Working group presentations (<i>Q 4 and 5</i>)	<i>Vincent Palacio, Participants</i>
10:15	Break	
10:30	Leadership and high performance teams	<i>Sharret Yearwood & Á. M. Arnarsson</i>
11:00	Motivation and empowerment	<i>Melanie Simmons - Á. M. Arnarsson & H. Gestsson</i>
11:30	The importance of empowerment – interview (Video) <i>Stefan Sigurðsson</i> (Discussions)	<i>Arnarsson introduction and discussions (7+8)</i>
11:15	Cooperation and networking (<i>P may introduce the field trip</i>)	<i>Eda Arzu Patrick McConney & Ö. Knútsson</i>
12:30	Lunch	
13:30	Field trip and networking	
Day 4	Organizational change!	
08:30	Reflections on the previous day (Mapping networks)	<i>Patrick McConney</i>
09:30	Ethics and the leader –The leader as a role model	<i>Eda Arzu - H. Gestsson & Á. M. Arnarsson</i>
10:15	Break	
10:30	Coaching of subordinates/team member	<i>Sylvia Cattouse - Arnarsson Á. M.</i>
11:00	Leading diverse and cross functional teams –Diversity of teams, conflict management/resolution	<i>Sylvia Cattouse - Gestsson H. & Arnarsson Á. M.</i>
11:30	Group assignment 3 –Empowering your team – role assignment (use different case for each group to enrich the presentation)	<i>Sylvia Cattouse, Á. M. Arnarsson</i>
12:30	Lunch	
13:30	Leading organizational change –Reactive vs. proactive change	<i>LeRoy Almandarez- H. Gestsson Ö. Knútsson & Á. M. Arnarsson</i>
14:30	Achieving organizational excellence	<i>L. Almandarez - Ö. Knútsson & H. Gestsson</i>
15:15	Break	
	Group assignment 4 –A new vision – Leading the transformation – part 1	<i>L. Almandarez, B. Watler & H. Gestsson</i>
17:30	Day 4 close	
Day 5	Leadership acquired!	
08:30	Reflections on the previous day	<i>M Haughton.</i>
09:30	Working group presentations (assignment 4)	<i>L. Almandarez</i>
10:15	Break	

10:30	Adapting for an effective leadership style	<i>V. Palacio - Arnarsson Á. M</i>
11:15	Personal growth	<i>V. Palacio - Arnarsson Á. M</i>
12:00	Developing leadership – open discussion	<i>(Is leadership innate or acquired?)</i>
12:30	Lunch	
13:30	Evaluation (written)	<i>Patrick McConney</i>
13:45	Individual assignment –A leaders plan for personal growth and implementing change (Presenting a new organizational vision or another topic selected by the participant) Presentations by participants (video made of presentations; participants and facilitators comment; focus on persuasion; instructions and guidelines will be given on day ;should focus on issue relevant to participants work)	<i>T. Asgeirsson and V. Palacio</i>
17:30	Closing remarks	<i>Hugh Saul</i>
	Final remarks from the chairs Award of Certificates Social evening at the Fisheries Department/CRFM Compound	<i>M. Haughton and T.Asgeirsson</i>

On D1 a few technical difficulties were experienced in the morning that caused a bit of a delay resulting in a rather short coffee break and the lecture by Mr. Watler started at 11:05 and Mr. Gibson’s lecture started at 11:55. The timing of the programme was adjusted in the afternoon and participants worked on their assignments in 3 groups of 6-7 people

D2 started with a reflection by the participants on the highlights from D1 (see appendix 2) and then the groups delivered the results of the assignment under the guidance of Dr. McConney. The stakeholder analysis by Ms. Cattouse and Mr. Gestsson with a case study from Sri Lanka seems to have worked well for the participants. The rest of the day went according to schedule.

D3 was short in terms of lectures. The programme ran until lunch time and in the afternoon the participants along with the lecturers and resource persons from UB, UNU-FTP, UWI and the CRFM Secretariat went on a networking field trip to the Hol Chan Marine Reserve and San Pedro Town.

D4 and D5 went as planned and no unexpected incidents.

In the reflection period that was conducted every morning, the participants were asked to reflect at a personal level on the topics and experience from the previous day. Mr. Asgeirsson took notes on the reflection for each day which can be seen in Appendix 2. The times for the lectures are estimates and on a few occasions the lecturer exceeded the allocated time. Through-out the week the counterparts worked together in refining the lectures as they saw best in light of the workshop progress and comments from participants.

On Wednesday afternoon the group went on a field trip to the reef area and Belize largest island, San Pedro. This was in one way a break-up in the programme for relaxation but served also as a networking exercise. The group spent the afternoon observing the marine life at the reef and some of the participants went snorkelling. In general the trip went well and the participants got the chance to get to know each other in a much different way than in the formal settings of the workshop.

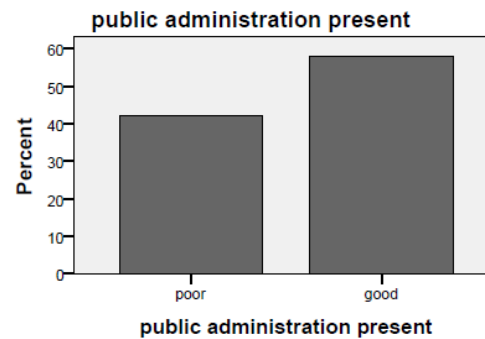
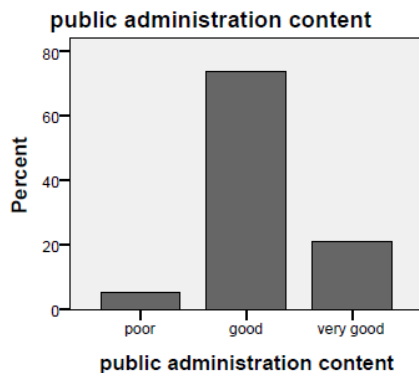
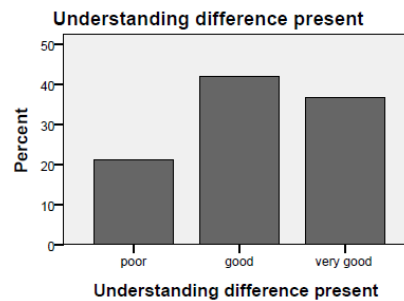
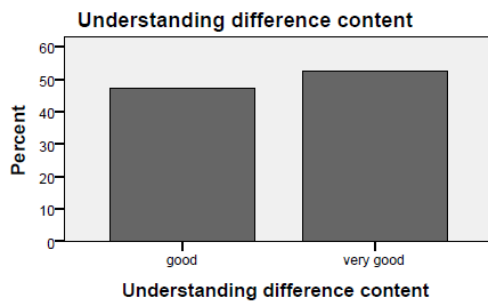
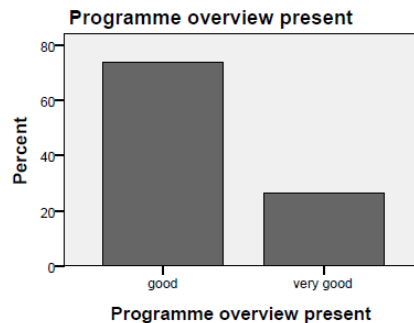
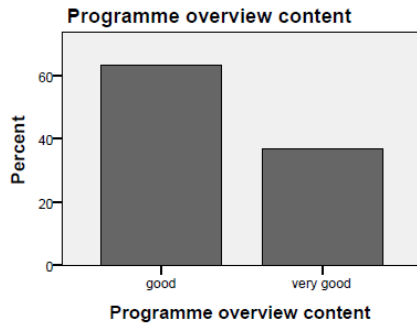
Videos presented were meant to give participants ideas how their colleagues in Iceland are dealing with relevant issues as leaders. The moderators emphasis that the information presented in the videos was the presenters way of doing things and not necessarily the “correct” way. The first video with Dr. Sjöfn Sigurgísladóttir was about how a leader lead the process of changes in an institute. The second video was about how a leader deals with

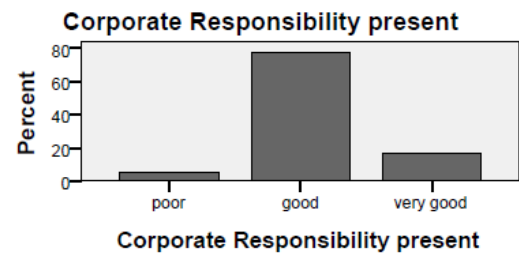
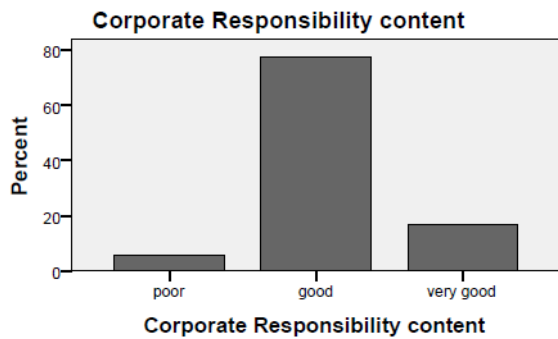
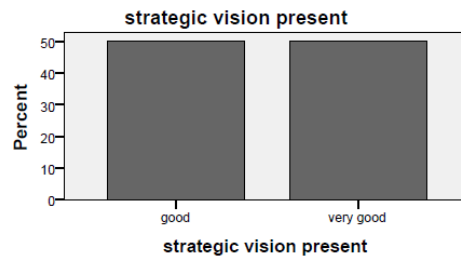
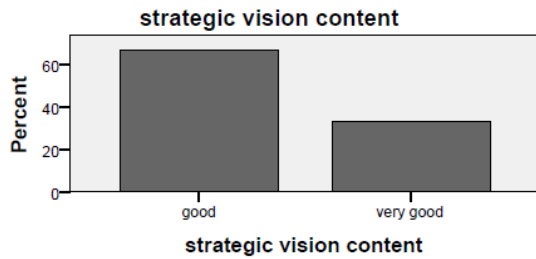
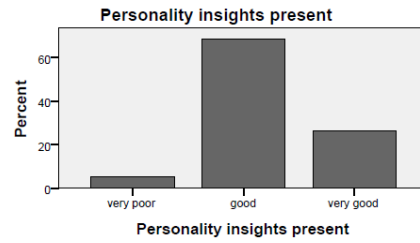
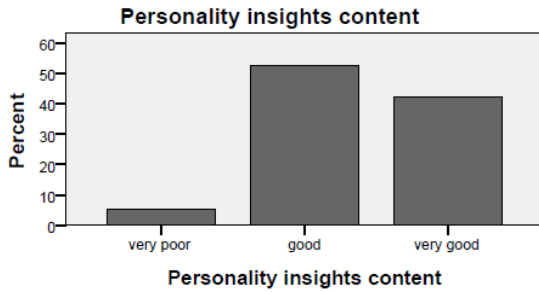
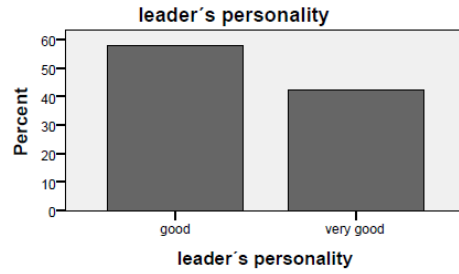
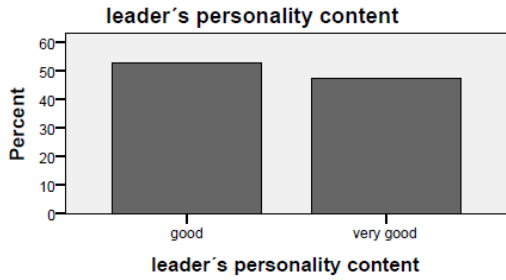
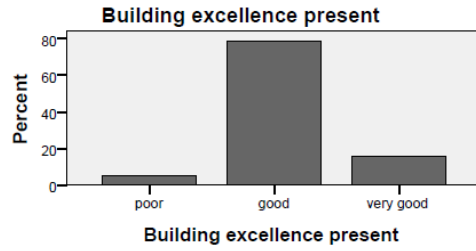
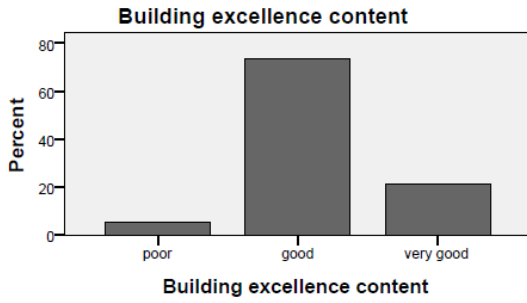
stakeholders, and the third video was on how a leader communicates with people and delegates work. The participants seem to relate well to the videos and good discussions took place following the videos.

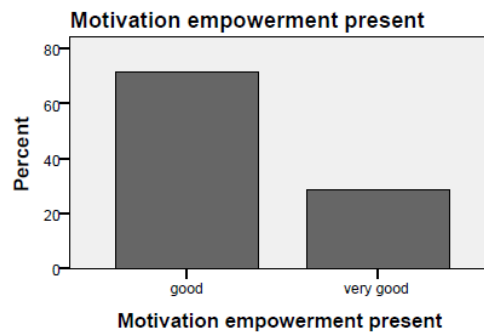
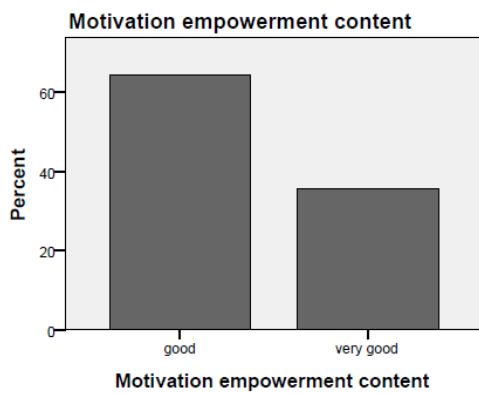
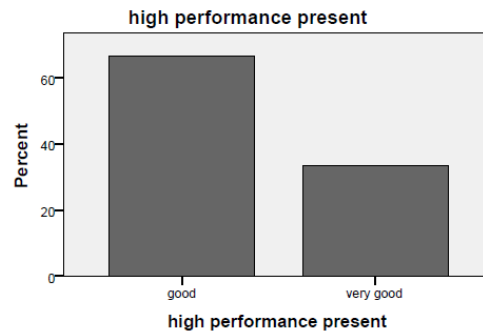
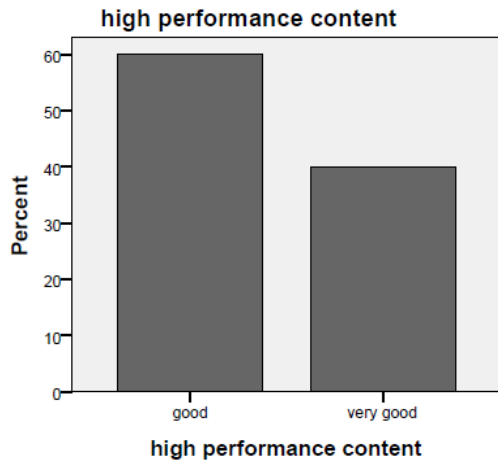
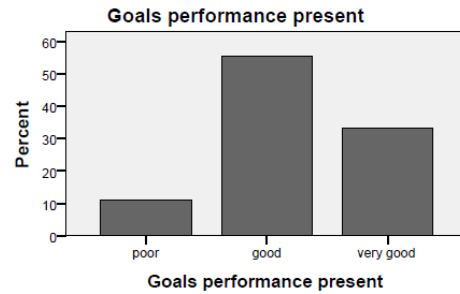
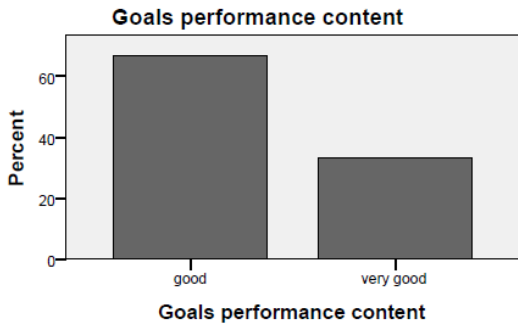
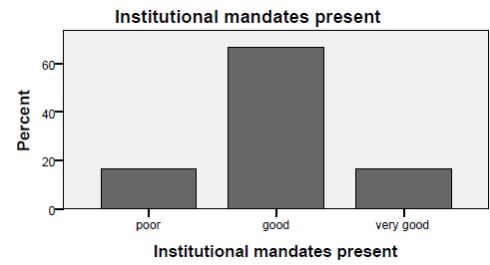
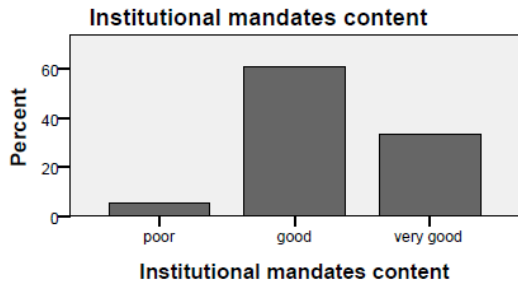
The participants were given several assignments to work on, mainly in groups. Prior to the workshop the participants were asked to take a personality test that would reflect on their character traits as leaders. They had an opportunity to discuss the results with Dr. Arnarsson during the workshop. Most of the participants took the opportunity to discuss the results and what traits they have that are good and bad in terms of leadership. The final assignment on D 5 was an individual assignment where participants had to select a topic and explain their vision on it and how they would go about implementing changes in their organisations. The talk was about 6 minutes and comments were made by Mr. Asgeirsson and Dr. Palacio. The presentations were video recorded and participants were given a copy (DVD) to take home.

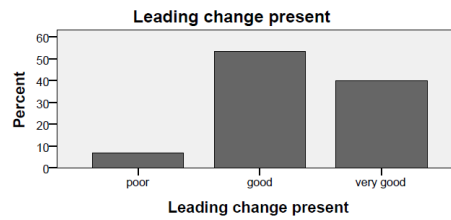
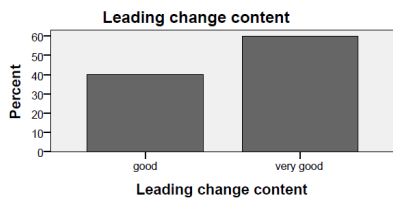
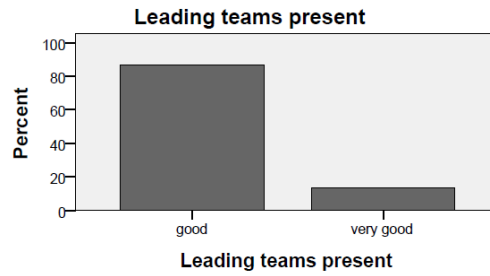
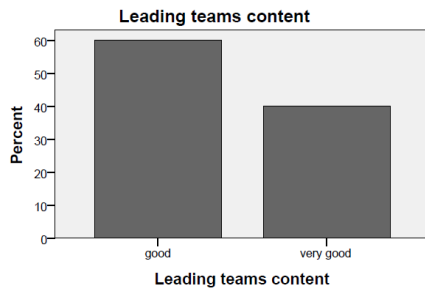
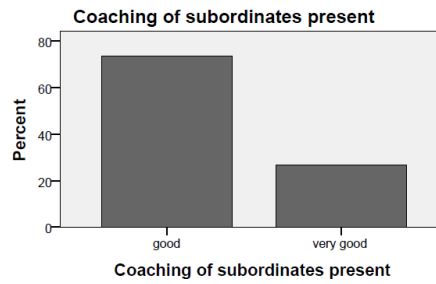
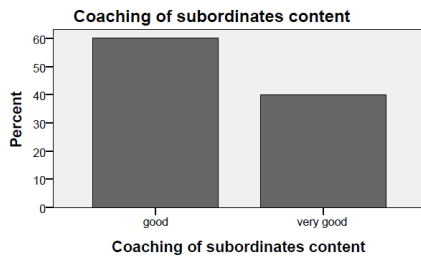
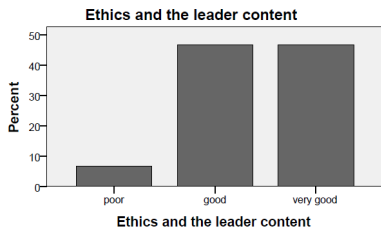
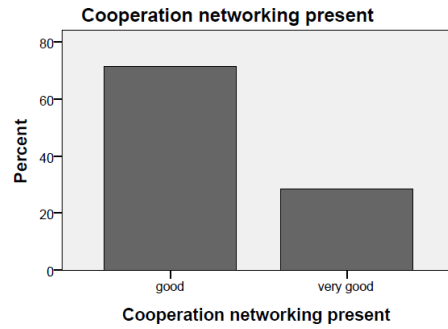
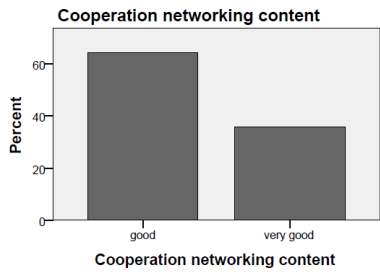
Workshop evaluation

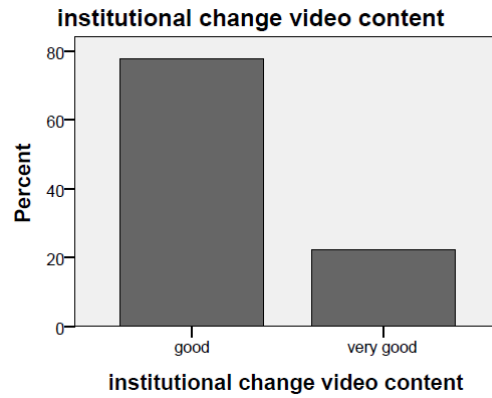
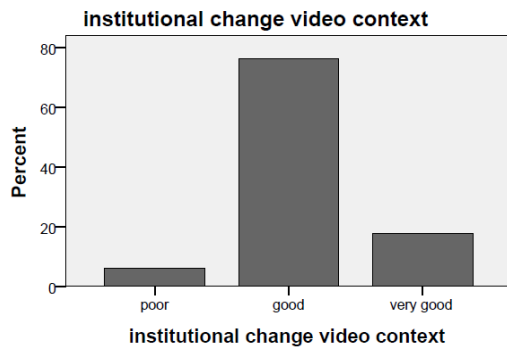
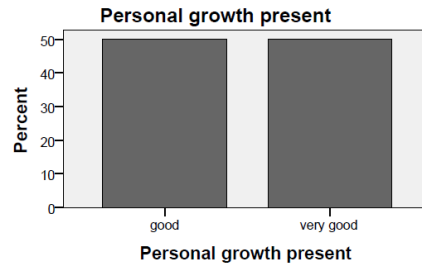
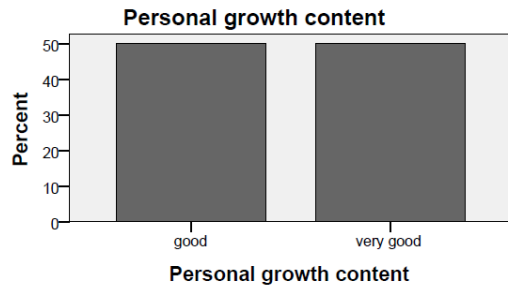
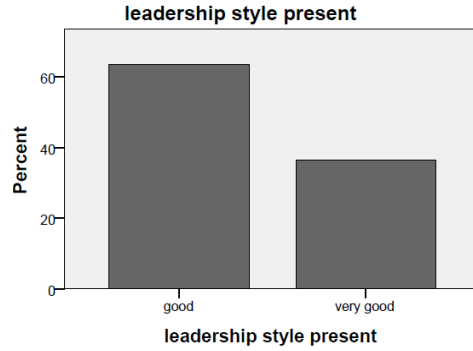
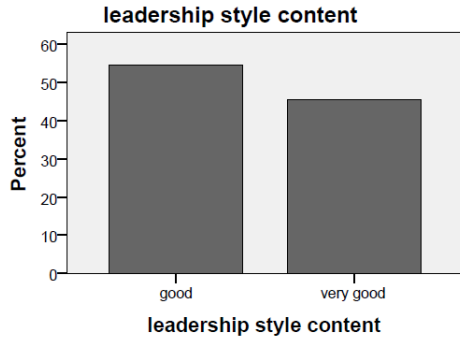
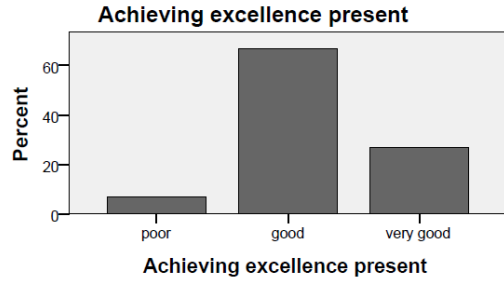
At the end of the course the participants were asked to evaluate the course content and the lecturers. Please refer to course schedule and appendix 1 for clarification of the questions. The participants were asked to reflect on the lecture content and delivery. For the assignment, participants were asked to evaluate if the assignments reflected the content of the lectures and also if the assignment were realistic. Finally the participants were asked to explain what went well and what improvement could be made (open-ended questions).

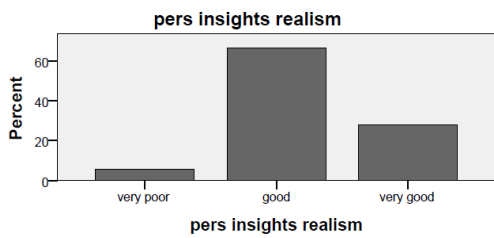
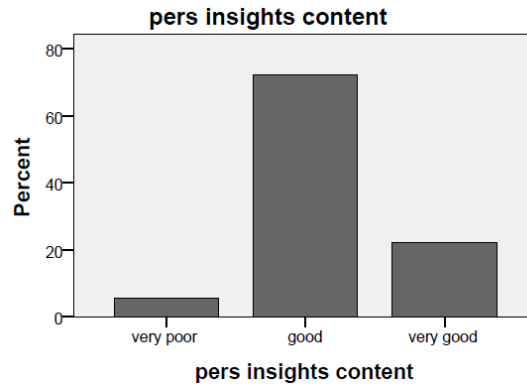
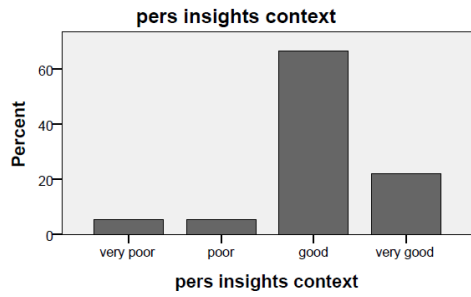
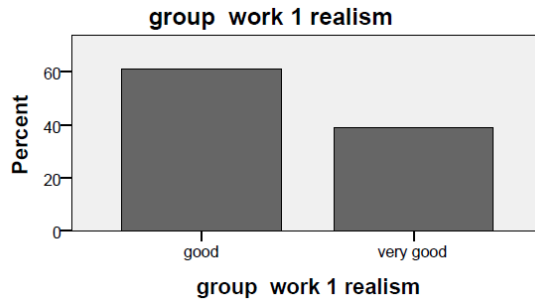
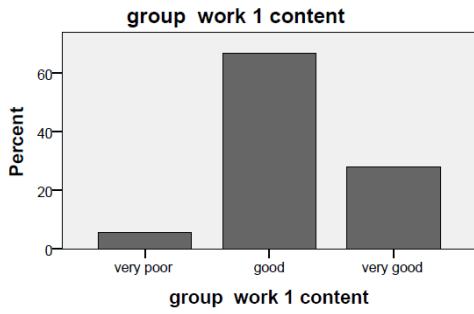
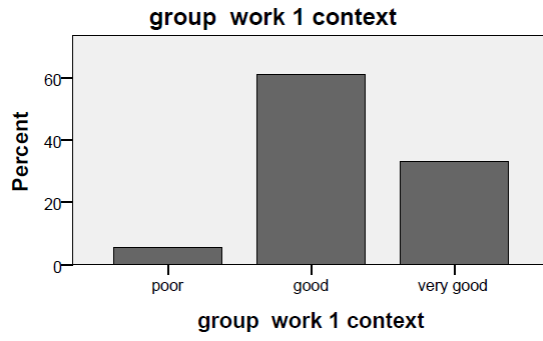


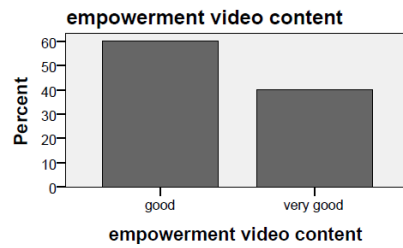
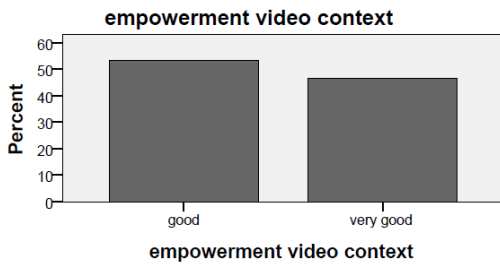
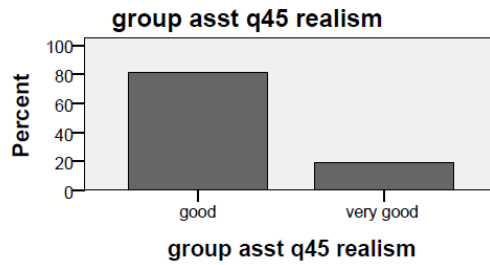
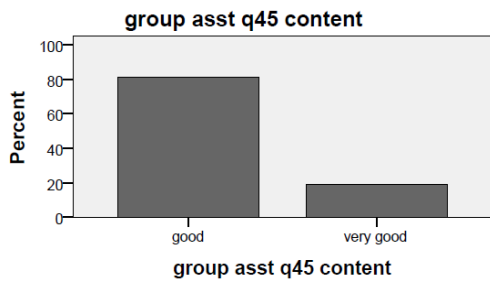
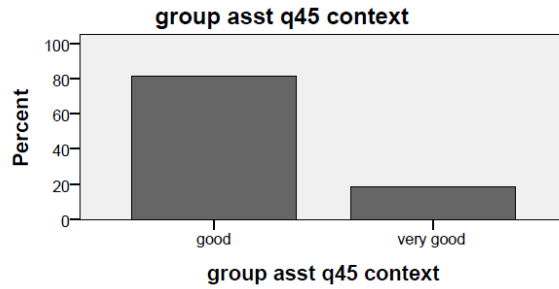
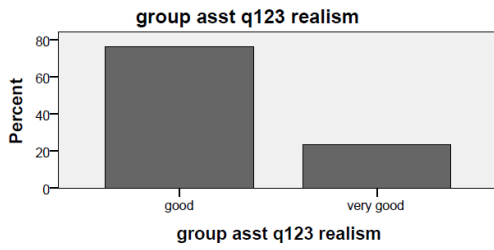
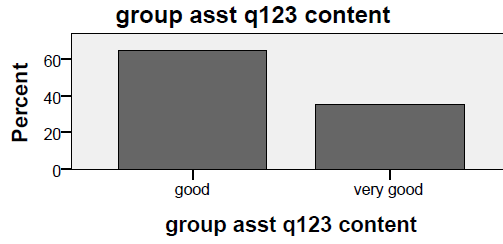
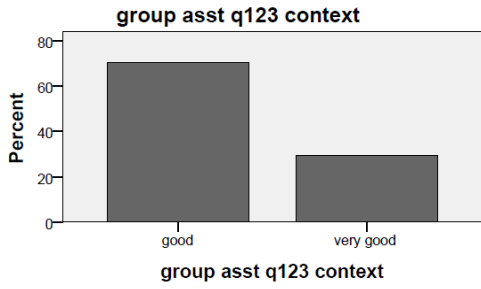
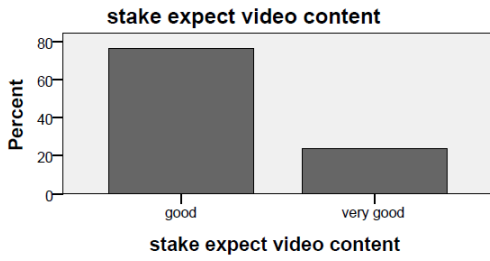


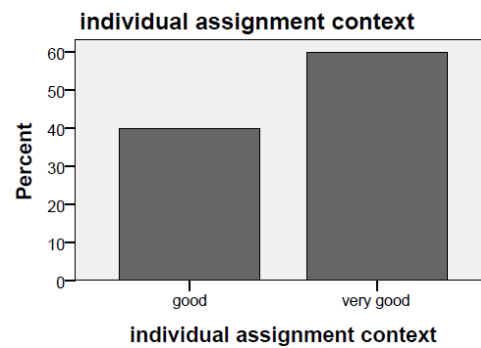
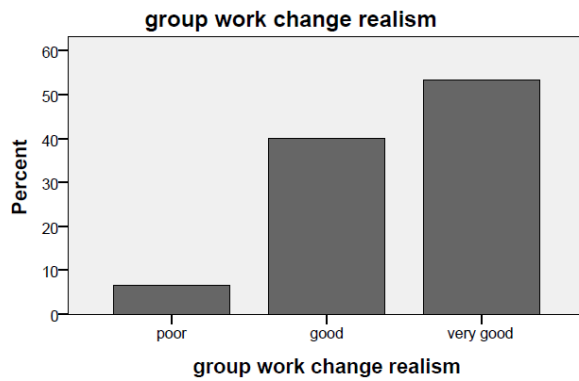
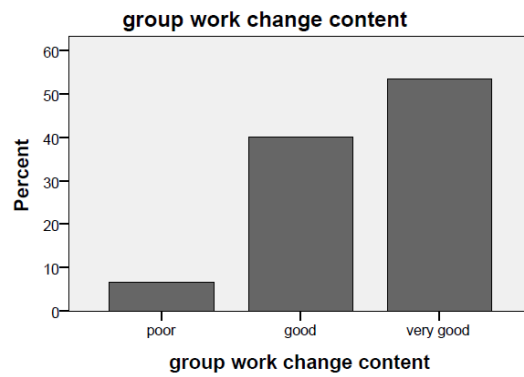
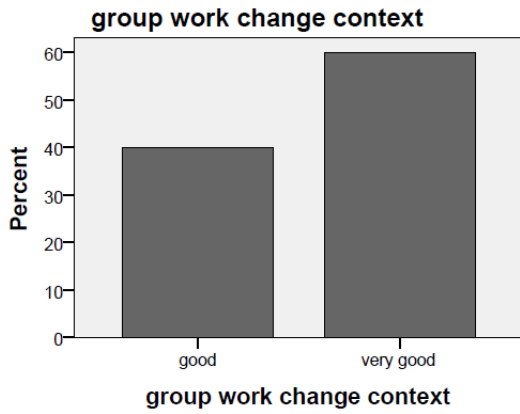
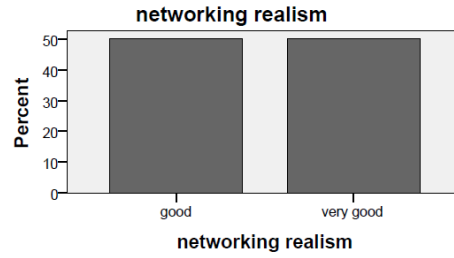
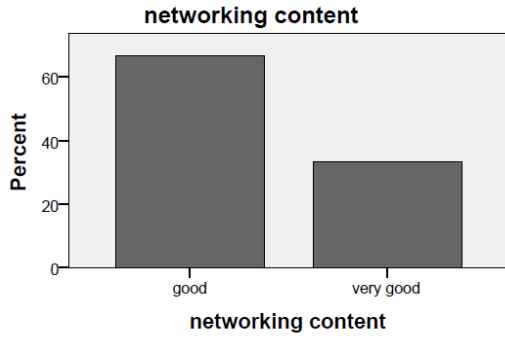
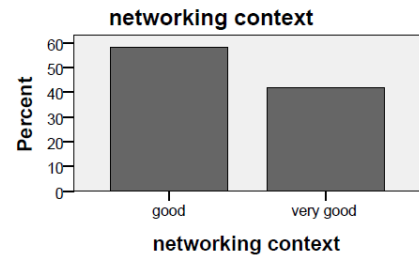


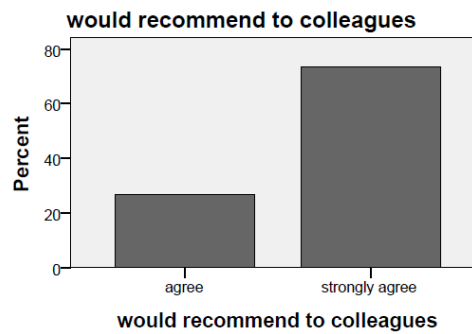
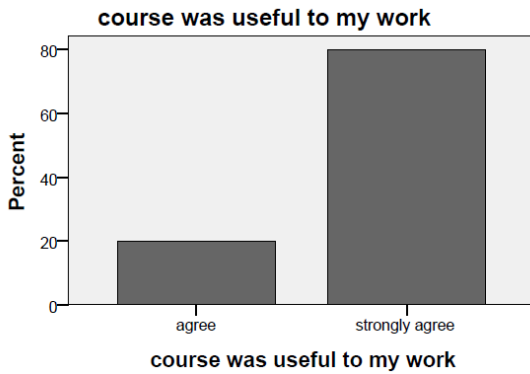
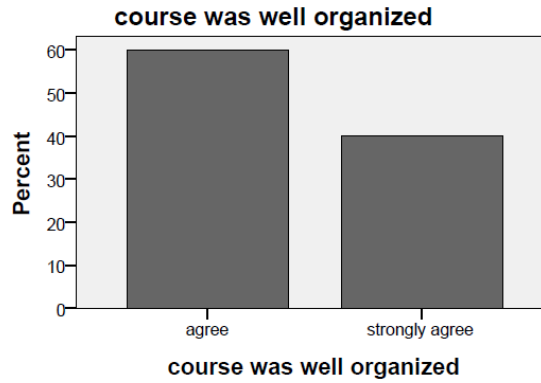
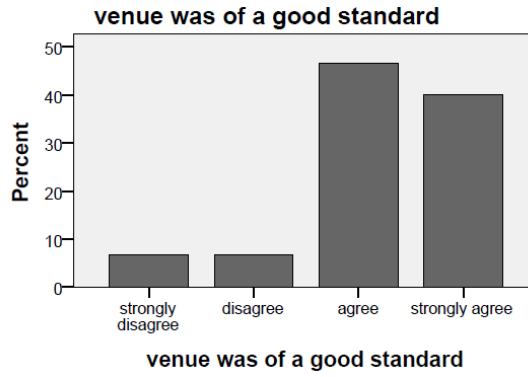
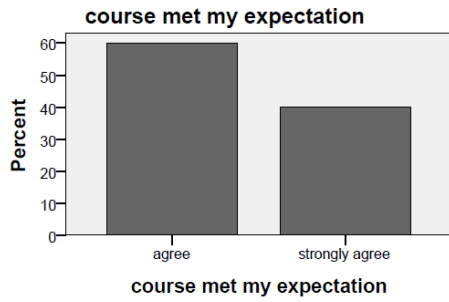
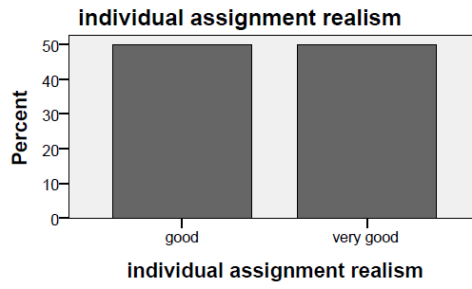
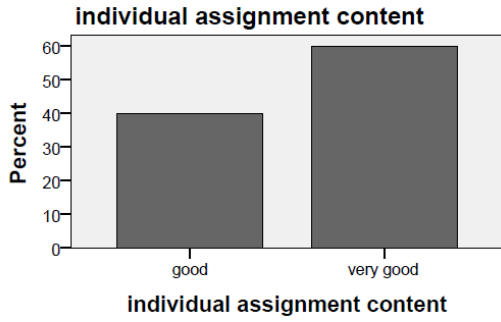












Evaluation outputs: Responses to open-ended questions

What did you find most useful about the course:

- practical application of various issues (topics) taught in the lectures
- identification and ranking of stakeholders as well as entire strategic planning process
- lectures in PPT circulated beforehand; quality of lectures; content of material; working groups
- the level of integration by the facilitatory was very good

- material is very relevant and can be implemented in incremental stages
- working group activities
- entire course will be very useful
- the group work on institutional change, ethics and coaching
- the ability to network with colleagues; made me reflect on myself; provide a road map for the way forward
- course took me on a journey of self examination and reflection; I think I am in a better position to face the challenges ahead
- content and opportunity to network, practice some of skills learned (group assignments); video interviews of success stories
- sessions on motivation and empowering of staff and organisational change and excellence

What did you find least useful about the course:

- nothing
- burdened by too much theory; need to spend more time showing us how to deal with real world
- nothing in particular
- information overload; too much information in a short time
- lecture on institutional arrangements
- the new principles that were given: servant leadership; coaching; qualities of a good leader

What would you change if this course was to be offered again?

- more time for practical application especially in relation to our work; possibly changing group members

- bring subject matter closer to our real work; lectures much too loaded; points on many slides skipped or not explained in effort to finish close to set time
- more public service examples in the lectures rather than focusing on the private sector
- consolidate some presentations for assimilation by participants
- apply/ integrate with management tools/organisational behaviour
- content should be spread over a longer period
- more time
- lengthen course to 2-3 weeks
- add more material on public sector leadership requirements
- time span; more time for ? To access view and speakers to end their presentations; invite actual managers to be participants

- simplify presentation slides to avoid flipping through as time runs out; less or shorter lectures
- 2 week course, practical exercises and feedback, minimise use of jargon
- ethics presentation should have a strong presenter; the network content could be better; the public sector content; look again at principle expressed in team work presentation

Any other comments:

- possibly extending the time period or extension of training online
- hotel arrangement poor; food and rooms poor; lack of internet; hotel staff nice; expecting Iceland would bring more fisheries content; evaluation form needs grade between good and poor
- my interaction with the regional heads and with Arnarsson; he really strengthened my beliefs about many things
- well done
- group work should be conducted in the earlier part of the day
- repeat for deputy chiefs and others
- include visualization
- developing strong effective communication strategy and implementing it, perhaps needs more attention
- I particularly enjoyed the "looking at ourselves" aspect of the programme

Conclusions

At this point the total cost of this short course development is not clear. But it is fair to say that this method of developing the course material is expensive and maybe more expensive than having consultants bring in course material and delivering it, but that is also related to the quality of the course and its content. The value of this approach is most likely in that the course material was to reflect local situation and that in the end the course is in the hands of local experts that can deliver the course again in the region.

Before the course team from Iceland departed the organizers and the lecturers (Icelandic and Caribbean (Belize and Barbados) experts) met and discussed the perceived results of the course. The group was, in most cases, pleased with the outcome. The UB lecturers delivered most of the lectures and some claimed this was a good learning experience, but some of the material and delivery can be improved. It is important to carefully review the evaluation from the participants when revising the course material. All in all, the team was happy and hopefully the counterparts from Iceland and Belize and Barbados can continue working together on other projects.

The staff of the CRFM was always on site for assistance and provided good and necessary administrative support to the course.

Appendix 1: Course evaluation form

Course evaluation form

In order to help us judge the effectiveness of the course and ways in which it can be improved, please complete the form below and hand it in before leaving. The following list represents the sessions in the course. We ask you to give each session a mark the lectures from Very Poor to Very Good according to **Content** and **Presentation**. For the group work we ask if it **was relevant in context of the lectures, helped me understand the content** and if it **was realistic**.

Thank you for participating in this evaluation. It is an important measure of quality control.

Lecture

Day 1		Very Poor	Poor	Good	Very good
Programme overview	Content				
	Presentation				
Understanding the difference between leadership and management	Content				
	Presentation				
Leadership in public administration organizations in the Caribbean	Content				
	Presentation				
Building excellence	Content				
	Presentation				
A leader's personality and personality traits	Content				
	Presentation				
Personality insights through self assessment	Content				
	Presentation				

Day 2		Very Poor	Poor	Good	Very good
A strategic vision	Content				
	Presentation				
Corporate Social Responsibility	Content				
	Presentation				
Institutional mandates	Content				
	Presentation				
Goals and performance	Content				
	Presentation				

Day 3		Very Poor	Poor	Good	Very good
Leadership and high performance teams	Content				
	Presentation				
Motivation and empowerment	Content				
	Presentation				
Cooperation and networking	Content				
	Presentation				

Day 4		Very Poor	Poor	Good	Very good
Ethics and the leader	Content				
	Presentation				
Coaching of subordinates/team member	Content				
	Presentation				
Leading divers and cross functional teams	Content				
	Presentation				
Leading organizational change	Content				
	Presentation				
Achieving organizational excellence	Content				
	Presentation				

Day 5		Very Poor	Poor	Good	Very good
Adapting for an effective leadership style	Content				
	Presentation				
Personal growth	Content				
	Presentation				

Group-Work

Day 1		Very Poor	Poor	Good	Very good
A leader of institutional change – an interview (Video)	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
Group assignment 1: Characteristics of fisheries leaders at multiple levels of governance	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
Personality insights through self assessment	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				

Day 2		Very Poor	Poor	Good	Very good
Proactively meeting stakeholders expectations – an interview (Video)	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
Group assignment 2 – Case (five questions) questions 1, 2 and 3	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
Group assignment 2 – Case continued (questions 4 and 5)	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				

Day 3		Very Poor	Poor	Good	Very good
The importance of empowerment – an interview (Video)	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
Field trip: A networking exercise	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				

Day 4		Very Poor	Poor	Good	Very good
Group assignment 4 – Case: A new vision – Leading the	Was relevant in context of the lectures				

transformation – part 1	Helped me understand the content				
	Was realistic				

Day 5		Very Poor	Poor	Good	Very good
Individual assignment: Presenting a new organizational vision –A leaders plan for personal growth and implementing change -Presentations by participants	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				
	Was relevant in context of the lectures				
	Helped me understand the content				
	Was realistic				

Course:

What did you find most useful about the course?:

What did you find least useful about the course?:

What would you change if this course was to be offered again?

Any other comments:

Appendix 2: Reflections of the participants on the previous day

D2: Reflection on D1

Led by Milton Haughton and Barnard Watler

1. leaders/managers stood out. Helped me reflecting on my position. Ideal would to have a manager that could be leader
2. The focus was on people rather than the output. The challenge is to maintain leadership but at the same time answer to superiors
3. Link between integrity and honesty (from the work group discussion). Different school of thoughts. Individuals look for different things in leaders. So leaders have to be sensitive about those things.
4. How much should the leaders strive to have boss looking good vs. having the organization look good. That was a bit missing yesterday.
5. When are you suppose to perform as a leader and when as a manager. Depending on situation. Challenge to find out – depending on the circumstances.
6. Clear vision is critical (from the video), there should also be a team building for the benefit for all. Emotional state and stability is important (new to me). Leaders cannot panic.
7. Is manager more process oriented? And then you develop. Leaders are people oriented? Honesty links with managers and integrity is more related to leader
8. Problems with the concepts from yesterday. You have leaders at all levels (basketball leaders). I think manager is always a leader – cannot distinguish between them.
9. Agrees with James – manager should also be a leader in a perfect world
10. We need to know the responsibility of the leader
11. Some of us have dual roles. And when do we apply which trait. We should have looked at emotional intelligence more yesterday – very interesting concept and is important in terms of leadership. You are not in box even though you apply a certain style.
12. The concept of good to great was interesting.
13. Link between lecture on public service and the other lectures. Who has the luxury of looking at themselves as a leader (those in the public service). My department is very large and I have many tasks – I do not have the luxury of contemplating about myself as a leader
14. If you try to lead, then boss thinks you are stepping out of the line. You may not have that authority.
15. As a public servant I see myself as a leader. I and change, empower people. I can have my vision and direction of where to go.
16. I have problems implementing issues considering the position we are in
17. Do we talk about the manager as a role or as a type? Are we confusing the role with the person? Leadership is of being
18. I do every thing – Then I have to take my work to my director and then it is out of my hands
19. There is more in the public sector that meets the eye. Leadership is a constant struggle and effort – managing your time is one thing.
20. Modern management is a team management. Building the team is important.
21. It is important to know ourselves.
22. It seems that we have been managing for so long. Are we supposed to lead in the Caribbean? What are the next steps if we are suppose to lead?
23. Policy making is a process (just to remind people). Each person may have an input. Lots of the input comes from Tech people.
24. There is a difference between managers and leaders and maybe we have had more managers than leaders in the Caribbean. You may have an informal leaders and managers. Small groups have leaders, someone that inspire the rest of the group.

Reflection on D2

Led by Milton Haughton

What lesson did I learn yesterday – what may help me in my work?

1. Impressed with the work group. Much effort into the assignments.
2. Do we have a common vision as to where to go regional. There is so much improvements that we can do in the region. We need to overcome those obstacles that hinder us in reaching our goals
3. At high level one may see the superiors as not happy with the initiatives of the officers.
4. Fisheries as sometimes in the agricultural ministry and may suffer from that. The PS may not appreciate the wide range of activities we have to do.

5. Input of visions and the issue of strategic processes. One must follow up on the strategic processes. Remind our staff about where we are going
6. All the presentations have been very helpful. The lecture on the objectives and the analogy with the hot stove. I apply the hot stove concept in my office
7. Agreed with what Bev said. Hot stove will be used.
8. Interested in the debate on integrity and honesty. How do we recognize that we are leaders at various levels?
9. We are not seeing the big picture:
10. Interested in the session on SCR (social corp resp), and stakeholders analysis
11. Interested in the stakeholders analysis: we need to understand who they are and what role do they play. Take a result oriented approach.
12. Presentation were informative – liked the hot stove also the elephant story. Some was not new but the stakeholders analysis was new in terms how we think about our stakeholders. Ethical responsibilities are importance. Important to identify them
13. Is concerned about our supervisors – are they being threatened. How to deal with the challenges.
14. We need to find ways to empower those above and below us. Does not like the hot stove analogy – reminds me of violence. We need to understand the theories behind the practical things
15. I am starting to understand we I came to this course. I have to find ways to motivate the people around me. It can be tiring to work with people that are not performing.
16. One can be frustrating to get an order from above (hiring four new people). Russel did a good job in the television last night – true leader handling difficult situation.
17. Stakeholders analysis stood out. How they interact with the organizations. Transfer of the vision – we have not been doing enough in demonstrating visions. We do not interact with employees after work. We need to blend more in with the other officers. We can relieve stress in the office by taking time to working with the people.
18. We very often underestimate under leadership ability. I have seen leaders over the 30 years in the business. Strength inspires others. We tend not to recognize what we have. We need to use our vision to inspire above and below us.
19.On Monday I felt good, but yesterday I was confused. Presentations very good and helped me reflecting on myself.
20. Social responsibility is important. You cannot measure person performance by his/her presence. I have to become more efficient.
21. leading from behind, the leader does not always have to be in the front and tell people to follow. Leader can be behind. We need order and structure which is flexible.
22. People seem to be busy looking at themselves and ask what am I doing wrong at home – but you are doing ok.
23. You all know what you are doing – but you may need to make some adjustments and be more organized.

Reflection on D3

Led by Patrick McConney

1. In relation to network mapping, the quality of interaction is missing. Impressed with the video – humility of the person interviewed – understanding the people you work with above and under is important – that put networking in a deeper way. You need network but you also need to understand what makes a person tick. I need to let leaders lead me. I need to provide information to leaders above to help them lead. Honesty and integrity is important.
2. Susan you are a task leader.
3. Honesty cannot be separated from integrity.
4. For the past few days. Sees clearer link in terms of stakeholders. The vision is clearer – stakeholders are links. The key stakeholders are powerful. I see links in terms of quality and how much I can use those links.
5. Adding value to networking – is the vision is clear then you better can target what you need to network with – to get resources. Identify what each networking does.
6. What stood out was the whole network thing. I think about the scale of it and how it can be used. At office level you may want to use it to see whom you need to reach out to.
7. The experience on the boat showed networking at its best when things happen on the boat and people ashore came to help
8. Impressed with the humility in the video person. Networking is important and the really helped. It was my turning point (yesterday)
9. The video was interesting. Peter is the most humorous person on the trip. I understand now why I went on this course.

10. I have become a little more humble. I came into this looking to see what will be presenting. I saw myself to challenge you but I have seen other avenues.
11. This is a community of leaders and leadership. SO maybe you can start networking with each other.
12. There is a difference between adult education and youth education. The video showed how experience should be evaluated. Video also showed that knowledge comes from all directions not from one source.
13. Networking provides opportunities to work with others. Use our combined sources to get our work done – despite budget cuts
14. We have been able to complete some of our work due to our network with other organizations. Over the years I have been giving answers to my staff. But the lecture on empowering people taught me that I should guide people not providing answers.
15. What Patrick. Presented this morning has demonstrated the power of networking. The value of networks is great especially in situation when budget is cut. If I am scarce of technical knowledge then networking can open access to resources that we do not have. Just connection with UB opens up access to new knowledge that will help us in the future.
16. Yesterdays focused on relationship at individual levels. The video summarizes so many things. We need to study and understand individual. People are different. We need to build on people's strengths and improve people's weaknesses. As leaders we should be empowering others. But too often we unconsciously to the opposite. How can you get the best from the people we work with.

D5

Reflection on D4

Led by Milton Haughton

1. Immense amount of content. A bit too much. But I will use the times to review. The last two presentations were very relevant and I think I will apply that.
2. Coaching is important – not dragging people around rather leading. The cross functional team has to there and you will always have to deal with it. We need consensus within the team in order to bring about the changes. I am happy
3. A leader can be a powerful person. Has to able to step back and listen to others. It can be hard when you do not get good results. Leadership has to listen.
4. The four forces that have to work together in making the changes.
5. Leroy's presentation war very powerful. Leadership is not something that we apply – it is something that you practice all the time – it must be part of you and in all your actions.
6. Just to keep my integrity -- I do not have any reflection. Though – from personal point I have to say the agreeableness is sometimes missing. We need to be more aware what is going on around us.
7. Group work with the interviews was very constructing. It reminded me that one needs to prepare for such meeting.
8. Ethics and integrity are important issues. If you reflect such standards then people we look for you more. We should look back 30 -40 years and evaluate the changes that have taken place. What state did we were in and where are we now
9. Still digesting the information from yesterday. Work group exercise was very informative
10. We have to relate to everyday staff not just the minister when it comes to bringing about the changes.
11. We have obtained many tools in dealing with different situation, but do not fully prepare us to understand environment, personality traits but the lectures helped.
12. I was impressed with the working groups. Many a-ha moment. Leadership is the state of being not something that you turn on. Continuous state of process. Leaders keep their focus – and are not interrupted by small matters:
13. Coaching shows that you cannot give up on individuals even though they do not take our suggestions. It is not that we should take care of the boss but it goes both ways.
14. I did not feel well yesterday because I am part of a situation in my country. Conflict resolution was useful.
15. Building cross-functional teams. I have been trying that over the years.
16. Within the group work – we generally know what to do, but the timing of things – one has to think about. Within the region there is a wealth of knowledge that we should be able to tap in (UB people). We have not been utilizing those resources.
17. From LeRoys lecture I was surprised that in general managers are not spending much time on strategic thinking and few of the staff know the direction.
18. It would be useful to video tape the role playing.

Appendix 3: List of Participants, Organizers and Lecturers

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<p><u>THE BAHAMAS</u> Mr. Michael T. Braynen Director Department of Marine Resources P.O. Box N-3028 Nassau, Bahamas Telephone: 242-393-1777 Fax: 242-393-0238 E-mail: michaelbraynen@bahamas.gov.bs</p>	<p><u>Barbados</u> Mr. Stephen Willoughby Chief Fisheries Officer Fisheries Division Princess Alice Highway Bridgetown Telephone: 246-427-8480 Fax: 246-436-9068 E-mail: fishbarbados.cfo@caribsurf.com/fishbarbados@caribsurf.com</p>
<p><u>Belize</u> Ms. Beverly Wade Director of Fisheries Belize Fisheries Department Princess Margaret Drive P.O. Box 148 Belize City Telephone: 501-223-2623 Fax: 501-223-2983 E-mail: species@btl.net</p>	<p><u>DOMINICA</u> Mr. Norman Norris Fisheries Development Division Ministry of Agriculture, Fisheries and the Environment Dame M.E. Charles Boulevard Roseau Telephone: 767-448-0140 Fax: 767-448-0140 E-mail: fisheriesdivision@cwdom.dm</p>
<p><u>GRENADA</u> Mr. Justin Rennie Chief Fisheries Officer Fisheries Division Ministry of Agriculture Ministerial Complex, Tanteen St. George's Telephone: 1-473-440-3814 Ext. 2004 Fax: 1-473-440-6613 (4191) E-mail: grenfish@caribsurf.com fisheries@gov.gd, jarennie@hotmail.com</p>	<p><u>GUYANA</u> Mr. Vivek Joshi Chief Fisheries Officer Fisheries Division Ministry of Agriculture 18 Brickdam Stabroek Georgetown Telephone: 00-592-225-5052 (direct) /9559 Fax: 00-592-227-3638 E-mail: guyfish@solutions2000.net</p>
<p><u>JAMAICA</u> Cdr Richard Russell Chief Executive Officer Fisheries Division Marcus Garvey Drive Kingston Telephone: 876-923-8811 Fax: 001-876-937-6726 E-mail: andre_kong@yahoo.com, fisheries@cwjamaica.com, dof_jamaica@yahoo.com</p>	<p><u>MONTSERRAT</u> Mr. Alwyn Ponteen Fisheries Officer Fisheries Division P.O. Box 272 Brades Telephone: 664-491-7712/2075 Fax: 664-491-9275 E-mail: minfish@candw.ms</p>

<p><u>St. Lucia</u> Mr. Rufus George Chief Fisheries Officer (ag.) Department of Fisheries Ministry of Agriculture, Forestry & Fisheries Waterfront Buildings Castries Telephone: 758-468-4135 Fax: 758-452-3853 E-mail: chieffish@slumaffe.org</p>	<p><u>ST. KITTS AND NEVIS</u> Ms. Sherilita Dore Assistant Secretary Marine Resources Department Ministry of Agriculture & Marine Resources Government Headquarters Basseterre, St. Kitts Telephone: 869-465-8045 Fax: 869-466-7254 E-mail: fmusk@sisterisles.kn or hafcca@gmail.com</p>
<p><u>ST. VINCENT AND THE GRENADINES</u> Mr. Raymond Ryan Chief Fisheries Officer Fisheries Division Ministry of Agriculture, Forestry & Fisheries St. Vincent and the Grenadines Telephone: 784-456-1178 Fax: 784-457-2112 E-mail: fishdiv@caribsurf.com</p>	<p><u>TRINIDAD AND TOBAGO</u> Ms. Elizabeth Mohammed Senior Fisheries Officer (ag.) Fisheries Division Cipriani Boulevard Port-of-Spain Telephone: 868-623-8542/8525 Fax: 868- 623-8542 E-mail: fishdiv@malmr.gov.tt emohammed@malmr.gov.tt eliza_moham@yahoo.com</p>
<p><u>TURKS AND CAICOS</u> Mr. Leroy Brooks Department of Environment and Coastal Resources South Base Grand Turk Telephone: 649-946-2801 Ext 10401 Fax: 649-946-1895/4793 E-mail: decrsouth@tcivay.tc</p>	<p><u>CRFM Secretariat</u> Mr. Terrence Phillips Programme Manger, Fisheries Management & Development CRFM Secretariat 3rd Floor Corea's Building Hillsboro and Halifax Streets Kingstown St. Vincent and the Grenadines Tel: (784) 457-3474 Fax: (784) 457-3475 E-mail: terrencephillips@vincysurf.com</p> <p>Dr. Susan Singh-Renton Programme Manger, Research and Resource Assessment CRFM Secretariat 3rd Floor Corea's Building Hillsboro and Halifax Streets Kingstown St. Vincent and the Grenadines Tel: (784) 457-3474 Fax: (784) 457-3475 E-mail: ssinghrenton@vincysurf.com</p> <p>Ms. June Masters Statistics and Information Analyst CRFM Secretariat 3rd Floor Corea's Building Hillsboro and Halifax Streets Kingstown St. Vincent and the Grenadines Tel: (784) 457-3474 Fax: (784) 457-3475 E-mail: junemasters@vincysurf.com</p>

Organizers:

Mr. Milton Haughton, CRFM in Belize
Mr. Thor Asgeirsson, UNU-FTP in Iceland

Lecturers:

Helgi Gestsson	University of Akureyri – Iceland
Ársæll Arnarsson	University of Akureyri - Iceland
Patric McConney	University of West Indies - Barbados
David Gibson	Belize
Milton Haughton	CRFM, Belize
Bernard Watler	University of Belize
Sharret Yearswook	University of Belize
Jean Perriott	University of Belize
Silvia Cattouse	University of Belize
Vincent Palacio	University of Belize
Melanie Simmons	University of Belize
Eda Arzu	University of Belize
LeRoy Almandarez	University of Belize

Appendix 4: Workshop at the FD in Belize - Agenda

Advanced Leadership Training

Work of the Fisheries Department Belize
CRFM Conference Room
Fri 19 Feb 2010

DRAFT AGENGA

- 9.00 -9.05: Welcome remarks – Milton Haughton, CRFM
- 9.05-9:10 Introduction of participants
- 9.10-9.40 Overview of regional fisheries issues - Milton Haughton, Deputy Executive Director, CRFM
- 9.40-10.00 Functions and structure of the Fisheries Department, Belize – Beverly Wade, Fisheries Administrator
- 10.00-10.20 Aquaculture and Inland Fisheries – George Myvette, Senior Fisheries Officer
- 10.20-10.40 Marine Capture Fisheries – Wilfredo Potts, Fisheries Officer
- 10.40-11.00 Coffee break
- 11.00-11.20 Ecosystems Management – James Azueta, Senior Fisheries Officer
- 11.20-11.50 Wrap-up discussion