

INITIATIVES

Changes in the Department are happening. In past years, Syndicate Proposals have helped contribute to adoption of an EAIC Mission Statement and formation of a Working Group on Internal Communications. Here is a selection of what some Leadership Colloquia participants have been doing in their Divisions:

Lucie Edwards drew on contacts made at the Colloquium to help develop her sanction policy on South Africa. ...Louis Boisvert followed up on his Syndicate's Action Plan with a proposal to CRX to integrate the job of publishing and making available directories, presently divided among three Divisions. B Group has recently given him the green light to 'in principle' go ahead with his plan. ...Mike Hutton has asked his managers to look into mechanisms by which Information Officers can be regularly included in Bureau meetings. In addition to improving these officers' morale, information exchanged at these meetings will enable them to better plan for meeting clients' needs. ...Jim Wall has given the go ahead to his lawyers to do cutting edge research and publish it. His aim is to deepen staff's sense of professionalism, improve EAIC's public profile and widen contacts with lawyers outside the Department. ...David Brown engineered a major realignment of office responsibilities, improving the match between officer and task. ...Witold Weynerowski has organized more regular and participative meetings at which divisional and departmental issues are discussed. A Divisional Mission Statement was one result. Another was the delegation of greater authority to desk officers whose role de facto has become more and more that of 'Country Director'.

"YOU SAID IT!"

Bernard Giroux "The Colloquium gave us an unusual opportunity to step back, and look at the future direction of the organization, not alone but with our colleagues." ...Tom Miles "As a relatively new employee I found that I learned more about the Department than I had in the previous one year. Furthermore, contact with a Director I met at the Colloquium also helped me get action on a problem which probably would have otherwise proved much more difficult to solve." ...David Horley "The opportunity to work with colleagues from across the Department during the Colloquium was very valuable. One often thinks that happens in the Department, but it doesn't often enough." ...Paul Durand "Leadership is a bit of an elusive target. Some of the Colloquium activities seemed some-

what immature and could have been replaced by more substantive elements. However it was useful as a chance to get to know colleagues and pick up some relevant information. There are not many other opportunities in this Department to do so." ...Warren Maybe "Getting us to think about morale and the Department as a whole was extremely worthwhile. We had been micromanaging our little division and frankly couldn't give a damn about what's happening down the hall." ...Allan Poole "It greatly reinforced my understanding of the need for communication and sensitivity. I'm spending less time looking over my shoulder at the work on my desk and more time with the staff in front of me." ...Norman Lomow "The course encouraged me to think through in a more basic way my relations with staff. I feel it has helped my communication with staff improve." ...Joseph Caron "It brought to the fore

the considerable authority which a Director can indeed exercise if he chooses to do so." ...Doug Woods "The syndicates and the Colloquium itself gave us the opportunity to work together on common interests. This was an excellent opportunity for networking and team building because in this Department rotationality and the tendency of being focused on our unique areas of responsibility militate against attending to issues and goals of common interest." ...Claudio Valle "Certain aspects of the course I am putting into practise every day, for example keeping staff abreast of news. I am also more active in defending their interests." ...Tim Williams "The simplest and most valuable benefit was meeting a new generation of staff in a vast and anonymous department. You may say it is rather an expensive way of doing things. But you need to work with people in order to get to know them. It is working away together in groups where you really get to know each other. I have 20 friends more than I had before and I value that. There is a danger of size, anonymity and dispersion which has to be countered. This is absolutely vital!"

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Your comments and letters welcome*

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SYNERGY TIMES is the newsletter of the Leadership Colloquia Alumni. Leadership Colloquia are a vehicle for support of the Corporate Renewal process. They are designed to facilitate reflection and the sharing of experiences and ideas, and to enable participants to initiate and manage strategic change.