

ANNE McCASKILL,
*U.S. Tariffs and
Market Access*

■ **Did the Colloquium lead to you making any changes in your Division?**

"Yes. In its first year, 1989, the Division had literally not had a moment's breathing space to bring some better planning and organization to our responsibilities. We were already showing signs of burnout; literally, most of the members of the staff had been putting in fourteen hours days and seven day weeks, month after month. So very shortly after the Colloquium, with the help of the Training Division I organized a retreat aimed at coming to grips with the Division's need to better structure itself.

■ **What do you feel you achieved?**

What we achieved as a result of this was a very significant improvement in morale and a strong sense of being a team. We had a better understanding of where we were going and I think we all felt that we were much more in control of our situation. Because for the first time we had simply taken a moment to sit down and get away from fighting the fires of the day to actually plot a course for ourselves. And that is in fact what we had. We had produced a package of materials including a Mission Statement, our priorities for the coming year, and workplans for each of the areas of activity with officers clearly assigned. We also found ways to improve our efficiency, to make better use of our resources.

■ **What happened after the Retreat?**

Our DG and ADM supported the UEA retreat, although we were not able to move ahead with all of the changes that we thought were necessary. In a way we might have been a little ahead of our time in terms of the Department as a whole, what was possible institutionally. Even though it didn't prove possible to accomplish everything we had wanted to, the retreat was nevertheless a very worthwhile experience. There is no question that the Division functioned much better even though we still had too much work and too few resources. Although there was still a great many demands being placed upon us that were difficult to meet we were dealing with those demands in a much more controlled and efficient way."

HARRY ADAMS,
*Foreign Policy
Communications*

■ **What was your experience during and after the Colloquium?**

"I thought that the Colloquium was right on the mark. It addressed the interrelatedness of all the different parts of the department, the need for communication. I was quite astonished to hear everybody right up to senior management saying the same things. Then on return I found in fact little of it got translated into reality. In general, there are negative attitudes towards information, almost an isolationism in the Department. I thought that upon leaving the Colloquium there would be a lot more under-

standing of what effective communication can do. I think we bumped up against the star performer syndrome. One of the things I did was organize a more or less quarterly lunch. Attendance has been twenty to twenty-five people at each of these. I have found this really useful.

The thing the Colloquium didn't help in is how do you go about actually changing attitudes? Many attitudes are deeply held. Some people will respond to positive incentives to be more open, to take on more responsibility, some won't.

■ **What about impact on your management style and Division functioning?**

The Myers Briggs exercise was helpful in demonstrating to me the kind of personality I had. It made me think a lot about delegating and encouraging employees. Now for interdepartmental follow-up meetings I send the officer responsible for the issue. Originally I held general staff meetings and used them to brief staff on what the Department is doing and on upcoming issues. I was doing that every second week. The consensus after doing this several times was that I was wasting the staff's time! I guess we have a long way to go as a team. As for as my Divisional plan - I've sought to empower my two Deputies to organize their sections. We want to refocus the division, to really shake up what people are doing. We're planning to hold a retreat next month".