

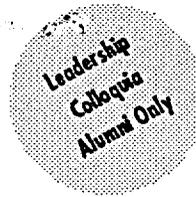
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# Synergy Times

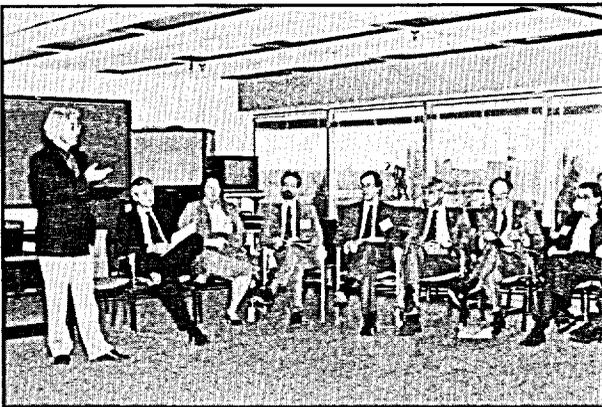


## Leadership Through Consultation

Dept. of External Affairs  
Min. des Affaires extérieures

JUL 4 1991

### DE MONTIGNY MARCHAND JOINS US FOR LUNCH RETURN TO DEPARTMENTAL LIBRARY RETOURNER À LA BIBLIOTHÈQUE DU MINISTÈRE



**M**arch 14th, de Montigny Marchand met with a group of his Managers to discuss their concerns, ranging from Departmental "isolation" to the competing international role of OGDs.

The occasion was an informal bag lunch meeting with 30 Leadership Colloquia Alumni, organized to give him a chance to discuss proposals for departmental change generated by the January 1991 Colloquium. Rapporteurs Michael Fine, Bernard Giroux and Ferry de Kerckhove each gave brief presentations on their Syndicate's Departmental Action Plans. (See INSIDE AT EXTERNAL page three for

Summaries.) Mr. Marchand, after listening carefully to their recommendations, engaged the circle of participants in a free flowing and open two way exchange. Agreeing, at times emphatically, with criticism voiced by some of the Managers present, he also explained progress toward solutions.

The Under-Secretary emphasized his personal commitment to training and its value in assisting the Department to cope with new realities, "...during the whole process of agonizing number crunching there was one area that right off the bat I said is not on the table and that is training!" Human resource development has in fact been the one area "unabashedly exempted" from the recent deep cutbacks in the Department. Mr. Marchand expressed particular support for the Leadership Colloquia program, calling it one of his "very very top priorities". At the close of the meeting, the assembled Director Generals and Directors heard a strong request by de Montigny Marchand to ensure the "young people in their care" also benefit from the Department's re-energized training program. He also promised to remove barriers against women being recruited for senior positions in the Department.

## TRAINING AND ORGANIZATIONAL STRESS

*"Employees and managers, and the way they work together, are the only means by which the Department can fulfill its purpose in the coming decade...Development of latent employee potential may in fact, be the highest rate of return activity we can pursue," - The Corporate Review; A Strategy for Training in the 90's.* EAITC's growing emphasis on training in a time of cutback-induced stress is a

strategy shared by many private sector organizations. This is reversing Canadian businesses' traditional slashing of training budgets during economically challenging times. Indeed, as organizations face up to the probability of continuous change over the long-term, investment in ongoing employee development to manage such change is being seen as indispensable.

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