

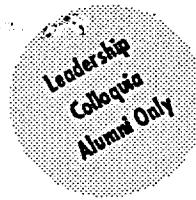
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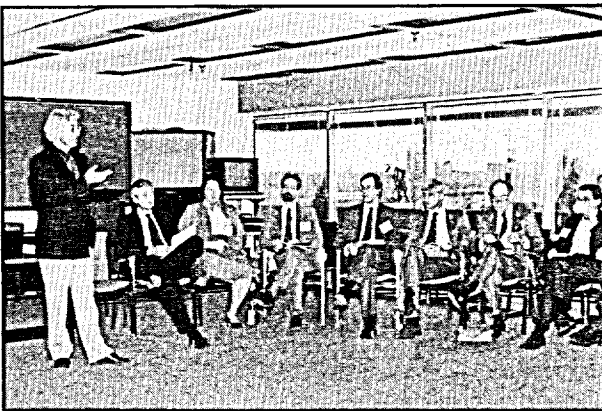


Leadership Through Consultation

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 BIBLIOTHEQUE DU MINISTÈRE



March 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.

External Affairs and
International Trade Canada

Canada

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".

SUMMARIES

January 1991 Departmental Action Plans

Improve Links with the Canadian Public

PROBLEM

Canadians experience a national pride arising from Canada's role in the world. Whereas overseas, Canadians report rapid and attentive service given by EAITC, domestically it is often perceived as irrelevant or elitist. Stronger domestic links will help EAITC constituencies more effectively relate to the world and may strengthen national identity.

PLAN

Reinforce EAITC's regional presence.

STEPS

Establish a network of regional offices. Regionalize important EAITC meetings. Increase exchange of personnel with the regions. Create an '800' line for all Department services.

Rapporteur: Bernard Giroux

Clearly Tie Resources to Services for Priority Clients

PROBLEM

EAITC no longer has the resources to service the large number of traditional clients both inside and outside Government. Identifying the Department's core clients will enable resources to be focused on priority services.

PLAN

Prioritize which services can/should EAITC deliver to whom.

STEPS

Determine which of non-legislated clients should continue to be served by EAITC. Determine need for and cost recoverability of services to OGDs. Reorganize Department structure and resources on basis of clients and services. Develop responsibility charts (noting responsibility for delivery of a product or service, supporting organization and client). The responsible manager to identify needed PYs for approval by ADM.

Rapporteur: Michael Fine

Create a Unified Management Board

PROBLEM

Compartmentalized leadership throughout the Department causes difficulties in conveying vision, priority setting, downward and lateral communications and producing timely decision-making. Decisions, produced by a department wide decision-making instrument and properly communicated, will help solve these problems and contribute to a coherent corporate philosophy, leadership and direction for the Department.

PLAN

Create a unified Management Board to decide on and communicate department-wide issues.

STEPS

Make PMB the new Management Board by expanding its mandate. Membership would be the USS, DMT and DMC.

Rapporteur: Ferry de Kerckhove

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!"

*Synergy Times is published by APF
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.